



GIOCA – Graduate degree in Innovation and Organization of Culture and the Arts University of Bologna

The GIOCA Program - Graduate degree in Innovation and Organization of Culture and the Arts - is a two-year second level degree in arts and cultural management within the Faculty of Economics of the University of Bologna. The degree is a “laurea specialistica” in the Italian terminology, yet considered a “master” degree according to international standards.

The highly innovative program is designed to help students attain the management skills they will need to work in cultural organizations, focusing on profound managerial knowledge and using a strong interdisciplinary and international approach.

From the 2006/7 Academic Year, all courses are taught in English.

In order to give students proper attention a maximum of 30 students are admitted per year.

Objectives and labour market segmentation

The professional skills required by individual administrators directly correlate to the dynamics of total transformation in the artistic and cultural organizations sector are: a) the social processes of customer orientation; b) the call for efficient and effective uses of both the financial and human resources, and c) the processes of transformation induced by the evolution of the computer science technologies.

The course program will be aimed at the formation of a precise professional figure: an administrator positioned to interact effectively with the artistic-cultural dimension of different types of organizations, understanding the profound requirements, and with the knowledge to act as an interface with the demands of the surrounding economic and social world.

The course plan contains a strong managerial focus, yet also maintains an interdisciplinary dimension, aiming to avoid the following two unstable hypothesis:

- to merely link management and organizational expertise with the solid base of a humanistic culture in a single professional figure, as if it were possible to acquire the cultural background and expertise in a short period of time;
- to provide just a shallow overview of managerial and administrative training to those with a background in humanistic studies. Certainly the proposed course plan will be open to students with a background in humanistic disciplines, but without any simplifying assumption in terms of prerequisites in the managerial/economic areas (indeed it is intended as a “specialized” degree).

The acceptance of students with a first level (bachelor) degree in humanities is possible, but in this case the student has to attend some courses in Economics, Management and Law.

The Program sinks deep into 'applied' management knowledge, yet also focuses on the dynamics of public economics prevalent in the public sector, or those organizations that depend heavily on the public in financial terms.

The teaching plan and the contents

1. The basic idea is to supply a solid base of specialization regarding the three aspects of a broad body of knowledge commonly called administration:

- *Economics*, specifically focusing on the economics of cultural goods and the economics of institutions (with particular reference to non profit organizations).
- *Legal aspects and institutional rights*, with the teaching of the laws for the cultural assets, the laws of the artistic activities, law of new media and the legal aspects of emerging institutional forms and governance structures. The latter are of particular interest because, in effect, they constitute institutional alternatives for cultural and artistic organizations (non profits, foundations, etc.), and quite often represent the nature of the institutional forms taken by not a few of potential sponsor and donators (e.g. foundations).
- *Management*, which in effect constitutes the most central aspect, with regard to different topics:
 - the outward looking strategic-competitive perspective (industrial organization and marketing);
 - the inner economy of the organisation (new public management and management control);
 - the organizational perspective (networking and knowledge production and management);
 - an holistic view of general management .

2. Surrounding this central nucleus are various supplemental courses, in somewhat of a cross-functional logic, aiming at providing a practical, rather than theoretical, viewpoint and instruction of the various artistic and cultural discourse and professions:

- *Operation management*: five labs referring to five principle sectors (film, visual arts, performing arts, the music sector, and scientific museums and institutions), entrusted to field experts who have direct involvement in these activities and also those currently fulfilling professional roles (directors, superintendents, manager etc). This component in particular will enhance the academic study of managerial roles from a practical side, providing the direct perception and experiences of professionals from the field.

3. Various additional courses, taken within Departments of the University of Bologna, complement the basic curriculum and attempt to increase the knowledge, approach, and overall training offered to the student:

- Sociology;
- Humanistic Area: some courses to enhance the student's background in various areas of art and culture (arts, music, urban planning and so on);
- Methodological Area: some courses to improve the technical background of the students, providing knowledge in statistics and information technologies .

4. The final semester of the course consists of project work based on a deep-contact experience within an artistic or cultural organization or in public or private administration (such as the Ministry of Culture and Heritage, foundations, or others). The project work, elaborated under a supervisor's guidance, will be the topic of the final thesis.

The Faculty

The key element of a course plan is the quality of the teaching body: from this point of view, involved faculty members directly participate in research activity regarding cultural organizations. Indeed the University of Bologna's reputation of excellence in the legal, economic, and business fields of cultural organizations is a distinct element that creates value and represents a promise of continuous and stable involvement. This strong link to research, historically proven to endure over a long period, is also matched by the superb reputation and activities of colleagues from the various fields of support.

Moreover, the resources provided by combining both academics and professionals (practitioners) will provide eye-witnesses accounts to render the teaching activity both didactic and dynamic, which will eventually turn over profits in terms of personal acquaintances and contacts to assist not only in the final internship, but also in placement successive to the course.

The acronym of the program title (GIOCA: which in Italian means literally "play!") emphasizes a profound dimension that characterizes the consumption of art and culture, i.e. a vocational nature, both with reference to students and to the faculty.

Organizational Aspects, International Relations and Collaborations: A course through networks

From the operational point of view, the course aims at an "intelligent" use of all aspects of the university resources:

- Some lessons are in fact interdisciplinary, exposing the students to problem solving, unique environments, and contacts with students from other programs at a formative level reaching high standards.
- Some courses are assembled ad hoc on the basis of the professors' interests of research, which expresses an interdisciplinary work ethic and a disposition to innovation.
- Other courses are assigned internally to those within the department, while others are assigned to international Professor or expertise .

To be coherent with the vocation, finalization, and didactic implementation, the Program requires an ample and structured network of collaborations, both at the national and international level with academic and research institutions, cultural organizations, public administration, businesses, and private entities:

A partnership has been defined with **Carnegie Mellon University** (within the course of Management of Arts), one of the most prestigious academic American institutions in this field, which encourages an exchange of both students and faculty. A Double Degree with Carnegie Mellon has already been approved.

The Program also shares key increasing international relationships with other universities, such as **Erasmus exchanges** within Europe or exchange students agreement outside Europe.

Another collaboration is with the **Fondazione Fitzcarraldo** of Turin, which for years has operated in the area of training, research, and interaction within cultural organizations.

Many other collaborations with various other institutions, organizations, and artistic and cultural businesses are currently underway which will assure the full involvement of the parties together with the project and define their participation in the form of testimonials, on-site visits, the programming of projects and internships.

GIOCA

GIOCA – Graduate degree in Innovation and Organization of Culture and the Arts University of Bologna

Courses Offered by the Program:

	Exams	Modules	
Core courses:	Cultural Economics	Principles of public economics	4
		Cultural economics	4
	Law and the Arts	Law and the arts	4
		Outsourcing	3
	Strategic analysis and financial impacts	Business models in creative industries	4
		Marketing of services	4
	General Management and the Arts	New public management	4
		Critical studies and arts management	4
	Project Management and Fundraising	Project management for arts organizations	4
		Fund raising	4
	Networking and Knowledge Management in the Arts	Managing networks in the arts	4
		Knowledge management in arts organizations	4
	Regional cultural development	Regional cultural policies	4
		Urban planning and development	3
Between old and new cultural consumptions	Law and economics of new media	4	
	Society, space and culture	3	
Cultural identities and technological developments	Colonialism and cultural identities	4	
	Information technology and arts organizations	4	
Elective courses	One among: - Quantitative methods for decision analysis - Analytical Customer Relationship Management		6
	One among: - Art appreciation - Music appreciation		6
Laboratories	Management of visual arts		5
	Management of performing arts		4
	Two among: - Management of the film industry - Management of the music industry - Museums and other scientific institutions		6
Other Activities	Chosen by the students*		8
	Project work and final dissertation		16
*Options	Two among: - Financial and management accounting - Organization for arts Organizations - English for international business communication		8

For Exchange students: all of the core courses modules can be attended and taken separately, even if they are included under an integrated exam.