# Human resource management in the Arts Industry

## Prof. Chiara Paolino; Prof. Paul Harrison

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

‘HR Management in the arts industry’ aims at providing students with advanced knowledge about how to manage people in arts institutions and creative organizations, by analyzing examples from a wide range of industries (e.g. Museums, Music, TV and Movie production), also including traditional ones. HR management practices and issues will be presented and discussed from the perspective of the HR department, of board’s members, of the line managers, and of the employee. This multi-faceted perspective will guarantee to the students a comprehensive and complex view of the strategic value managing human capital properly in the arts field.

At the end of the course, students:

* Will be able to demonstrate knowledge about the link between the Human Resource System, the strategy, the organizational structure, and the board’s dynamics in an arts organization/creative company.
* Will extend the knowledge usually associated with the first cycle of study on strategy and organization design by appreciating the specific features of selection, training, development and career dynamics within an organization.
* Will demonstrate knowledge and understanding that reinforce those associated with the first cycle by experiencing directly the challenges related to negotiating and leading people within arts institutions and creative companies.
* Will be able to solve problems related to sustain employees’ motivation, commitment professional identification processes, while contextualize these problems in the broader strategic positioning of an arts institution/creative company.
* Will be able to solve sophisticated problems related to boards dynamics (e.g. harassment and diversity issues) and to connect them to the survival and performance of the organization.
* Will develop their abilities to communicate orally and to present in a written form their conclusions about the problems and challenges proposed to them through class participation and discussion, take-home assignment and a written exam.

***COURSE CONTENT***

The course will devote space to the discussion of people management practices (selection, development, career, performance evaluation) for the arts industry and of their relationship with organizational strategy, structure and culture. Therefore, HR practice will be studied both in their specificities and in their connection with the mission and positioning of the analyzed organizations. In addition, the link between people management and board dynamics will be analyzed, especially focusing on the individual abilities to support people motivation and commitment. More specifically, the course contents are the following:

* HR management strategy and values: how people management can enforce the deployment of strategic goals and of company culture.
* HR management and organizational structure: the role of the producer in arts organizations.
* Recruitment and selection in the arts industry: company’s strategy and governance and their implications for recruitment channels and selection methods (e.g. interviews, tests, group assessment).
* Training and development in the arts industry: general training strategy; arts-based methods for training people in organizations.
* Career dynamics: career typologies (e.g. vertical, horizontal, international), with a focus on boundary-less careers in the arts and creative industries.
* Corporate social responsibility, HR Management and Corporate Collections: how art can communicate company positioning through art to a diversity of stakeholders.
* HR and team management practices to foster innovation in arts organizations.
* Board dynamics and people management skills for effective negotiation.

***READING LIST***

Attending students: papers, slides and cases uploaded on Blackboard.

Not attending students:

B. Townley-N. Beech (2011), Managing Creativity, Exploring the Paradox, Cambridge University Press (the whole book).

J. Candace-M. Lorenzen-J. Sapsed (eds.), The Oxford handbook of creative industries. Oxford University Press, 2015. Part IV: Organizing Creative Industries.

CHAPTERS TO COVER:

13: Projects and Project Ecologies in Creative Industries, T. Vinodrai and S. Keddy

14: Managing Project-Based Organization in Creative Industries, R. DeFillippi

15: Organizing Events for Configuring and Maintaining Creative Fields, E. Schüßler and J. Sydow.

***TEACHING METHOD***

Lectures will be integrated with case studies, incidents and invited speeches, in order to enhance students’ active participation and learning. Students will have the chance to discuss real cases and to practice with role-playing, in order to complete their theoretical training with more hands-on experiences.

***ASSESSMENT METHOD AND CRITERIA***

For the two modules (Prof. Paolino and Prof. Harrison), active individual participation to role playing, simulation and case discussion and a team project will be evaluated

More specifically, the course evaluation will be based on:

Team Project (50%): the team project will be carried out in collaboration with mentors from the fields and it will focus on developing an HR plan from recruitment and selection to performance evaluation .

Individual active class participation and individual essay (50%): students will be asked to discuss cases and problems and to interact with the guests. The quality of their individual participation will be assessed along the sessions. In addition students will be required to show how they critically connect the cases, incidents and guest speakers, by illustrating their critical thinking in a individual essay.

The evaluation criteria throughout the different assessment methods will be the following:

* Appropriate use of the techical HR terminology
* Ability to describe the main theoretical HR principles and their application to the arts and creative fields
* Ability to connect theoretical topics and real cases and guest lectures
* Ability to adopt crtitical thinking in elaborating new HR ideas, analyzing existing HR practices, linking personal experience and HR based theoretical frameworks