

MANAGEMENT OF CULTURAL ASSETS AND ACTIVITIES

1ST LEVEL



EDITION XVIII A.Y. 2024 – 2025

PRESENTATION

Ca' Foscari University of Venice and ESCP Business School (Paris) have created a **dual Master's in Management of Cultural Assets and Activities (MaBAC)** in response to the challenges posed by today's world for culture and management of the arts.

The Master's Programme provides the tools for effective, virtuous management of new artistic and cultural projects. Ca' Foscari and ESCP Business School are jointly offering the opportunity to:

- Gain, with a single enrollment, **two degrees** recognized by their respective ministries: a first-level Master's degree at Ca' Foscari University of Venice + a Master's degree at ESCP Business School (Paris).

Furthermore, with an integration of ECTS credits, it will be possible to obtain the EGART Master's degree (Economics and Management of Arts and Cultural Activities) from Ca' Foscari University of Venice.

- Experience teaching and training in two world capitals of culture;
- Share the experience of teaching staff consisting of academics from both institutions and professional experts;
- Access an extensive network of 642 former students and over 400 international cultural institutions that have hired or provided internships to our students.

Courses will be held **for the first half in Venice** (October 2024 – January 2025) and **for the second half in Paris** (February – April 2025).

OBJECTIVES

The objective is to train experts in the management of artistic and cultural processes on a national and international scale, with particular expertise in

the management of complex cultural projects. Graduates with this managerial profile will be able to find employment in high level positions, with expertise in identifying and managing tangible and intangible resources, setting up partnership agreements and managing international projects. The Master's provides the skills for students to integrate into institutions and organizations that work in the culture system, such as: museums, theatres, foundations, art galleries, cultural events organization and management companies, publishing companies, or in professions that are directly or indirectly connected to cultural productions, or in public administrations at various regional levels, etc..

SYLLABUS

PREPARATORY MODULES (ONLY for candidates WITHOUT a Master's degree)

A preliminary term consisting of educational modules is planned to take place online between July and September 2024, prior to the start of in-person classes in Venice. These Preparatory Modules will be conducted in English and will cover the following disciplines:

1. Economics
2. Statistics for Management
3. Accounting and Finance
4. Marketing
5. Leadership
6. Strategy

At the end of the educational phase, a week of exams is scheduled tentatively from 23/09 to 26/09/24.

STRATEGIC AND OPERATIONAL MANAGEMENT OF CULTURAL INSTITUTIONS

Objective: to acquire the main strategic and organizational analytical instruments applied at cultural organizations. To examine the competitive dynamics in the cultural system.

Course hours: 51

MARKETING OF CULTURAL PRODUCTS

Objective: to acquire the main instruments for cultural heritage and activities enhancement and communication. To examine interaction strategies with user communities and with the main actors in the cultural system.

Course hours: 51

PLANNING AND CONTROL OF CULTURAL ORGANISATIONS

Objective: to teach budgeting and control techniques in cultural organizations.

Course hours: 51

PROJECT MANAGEMENT IN CULTURAL ORGANISATIONS

Objective: to acquire the instruments and methods to lead projects in cultural businesses.

Course hours: 51

TECHNOLOGICAL AND DIGITAL INNOVATION FOR CULTURAL ORGANISATIONS

Objective: to explore the use and effects of new technologies in cultural management.

Course hours: 45

DIGITAL STRATEGY FOR CULTURAL MANAGEMENT

Objective: to acquire tools for managing uncertainty in the external context and to use digital innovation to develop compelling cultural offerings for consumers, citizens and stakeholders.

Course hours: 57

ART MARKET ECONOMICS AND ANALYSIS

Objective: sectoral development of the cultural system, and in particular of art markets. Mechanisms of functioning of art markets.

Course hours: 51

INTERNATIONAL AND EUROPEAN CULTURAL HERITAGE LAW

Objective: national and international legislation for cultural organizations and contracts in the art sector.

Course hours: 51

CULTURAL POLICY

Objective: to learn about cultural policies and the enhancement of cultural heritage from an international perspective.

Course hours: 45

FINANZA E FISCALITÀ DELLE ISTITUZIONI E DEI PRODOTTI CULTURALI

Objective: analysis of financial performance factors of cultural organizations. (This module is held in Paris only).

Course hours: 22

PROJECT WORK

Objective: from the start of the programme, students will focus, in direct contact with institutions, on implementing strategic and operational projects proposed by major cultural organizations.

CASE STUDIES

Objective: students will engage with typical problems relating to the management of cultural institutions, referring to actually existing cultural organizations.

SEMINARS AND INSTITUTIONAL VISITS

During the programme, students will have the opportunity to meet with the managers and directors of major national and international cultural institutions.

CAREER COACHING

The programme includes group and individual meetings to provide students with the tools they need for career orientation and entering the job market.

LANGUAGE COURSES

French and Italian language courses taught by native speakers will be held throughout the programme.

DURATION AND ACADEMIC CREDITS (CFU)

The Master's has a duration of one year and consists of:

- **810 hours of coursework** (in physical presence)
- **375 hours of internship** (participants already working in the sector can replace the internship with project work focusing on activities of interest)
- **1,875 total hours of study**, including individual study and preparation of a final thesis
- **83 CFUs awarded**

QUALIFICATION ISSUED

Students who have attended the didactic activities, completed the internship activities and passed the mid-term and final examinations will be awarded:

- The Italian qualification of **Master universitario di I livello in Management dei beni e delle attività culturali** (First-level Master's degree in Management of Cultural Assets and Activities)
- The French qualification of **Mastère Spécialisé en Management des biens et des activités culturelles**

Both qualifications are officially recognised by the respective Italian and French ministries.

Furthermore, with an integration of ECTS credits, it will be possible to obtain the EGART Master's degree (Economics and Management of Arts and Cultural Activities) from Ca' Foscari University of Venice.

COURSE PERIOD

JULY 1st, 2024 – DECEMBER 20th, 2025

Calendar:

July 1st – September 26th, 2024: Preparatory modules online (mandatory only for those who do not have a Master's degree or equivalent Italian or foreign qualification).

October 5th - 6th, 2024: Integration seminar for students, in-person in Venice.

October 7th - end of January 2025: Period in Venice.

February 4th - April 18th, 2025: Period in Paris.

April 19th - November 30th, 2025: Internship period and preparation of the professional thesis.

By December 20th, 2025: Defense of the professional thesis and attainment of the degree.

COURSE CALENDAR

Full time from Monday to Friday*

**The teaching calendar will be defined in detail in good time before the start of the course. It will be sent out directly to each student.*

TEACHING METHOD

Formal lectures

LANGUAGES

Italian, English and French.

During the time in Venice, courses will be held in English (whereas presentations by business and institutional speakers will be given in English or Italian). During the time in Paris, all didactic activities will be in French.

ATTENDANCE

Attendance is compulsory for 85% of total hours and will be monitored by the master's staff. Award of the degree is conditional on completion of activities, including any intermediate examinations, internship/project work and final examination. Students who work in a sector relevant to the Master's degree may apply to have their work counted in lieu of the internship.

COURSE LOCATIONS

Venice / Paris

ADMISSION REQUIREMENTS

FIRST LEVEL
/ Degree / Old system university diploma
/ Three-year bachelor's degree
/ Equivalent foreign university qualification, following approval from the Teachers' Board
/ Level B2 English or certificate/experience confirming an equivalent knowledge of English, and basic knowledge of French language.

ADMISSION APPLICATION

Candidates must fill in the on-line admission application, the details of which are defined under article 3 of the University's Call for Applications. Only applications accompanied by all the required documentation will be considered. The Call for Applications and relative attachments can be downloaded from the Master's web page. During the online procedure, candidates must provide the documents indicated in the University's Call for Applications (self-certification of qualification or, alternatively, a diploma supplement; curriculum vitae; photocopy of a valid form of ID), as well as an electronic copy of:

- the attachment "DOSSIER DE CANDIDATURE", which may be downloaded from the Master's website, appropriately completed in Italian or English;
- where held, certification of English language proficiency. Optionally, the candidate may also submit 2 reference letters using the template that may be downloaded from the Master's Programme's website: "REFERENCE LETTER".

Sub missions must be sent to mabac@unive.it by the deadline for filing the application for admission.

SELECTION PROCEDURE

A specially appointed commission will assess the candidates through analysis of their CVs and qualifications and an interview held during one of the following sessions: **17 May** (online), **6-7 June** (in physical presence in Venice, or online upon request), **12 July** (online, reserved for candidates who already have a Master's degree) or **11 September** (online, reserved for candidates who already have a Master's degree).

Within the framework of the selection, the evaluation criteria will be: academic qualification, professional experience, knowledge relating to the field of the Master's programme and motivation. To participate in the Master's Programme, students must have basic proficiency in French and good proficiency in English (minimum level of B2). Students who do not provide prior certification of their knowledge of English by sending the relevant document to master.challengeschool@unive.it, mabac@unive.it, will have their language proficiency tested during the online interview. Such certification must not be more than two years old. The documentation will be duly reviewed by the Teachers' Board of the

Master's. Knowledge of the French language does not have to be certified. For information on the selection, contact the Master's Tutor: mabac@unive.it. Please refer to the Master's Programme's dedicated webpage for information about applying for any scholarships.

GRADUATE ELIGIBILITY

Students who are just about to graduate may also be admitted onto the course, provided that they earn their qualification within one month from the start of the course. In this case, the enrolment in the Master's may only be finalised after the valid qualification for admission has been awarded. At the discretion of the Teachers' Board, students without undergraduate degrees may audit the courses and will be awarded an attendance certificate.

AVAILABLE PLACES

The activation of the Master's program is subject to reaching the minimum number of enrolled students required by the organizational structure.

COURSE FEES:

17.900,00€

/ 1st instalment by **19/09/2024**: € 1,806.00 (inclusive of duty stamp of € 16)* to be paid to the Ca' Foscari University of Venice

/ 2nd instalment by **24/11/2024**: € 8,055.00 to be paid to the Ca' Foscari University of Venice

/ 3rd instalment by **January 2025**: €8,055.00 to be paid to ESCP Business School

* *The cost of the revenue stamp is not refundable.*

All students will have access to a free full lunch on the days of classes at the dining hall located in the facilities where classes will take place in Venice. The fee also includes didactic materials that will be distributed throughout the program.

ADDITIONAL PARTICIPATION FEE FOR THE "PREPARATORY MODULES": € 3.200

A preliminary course consisting of Preparatory Modules is scheduled to take place online between July and September 2024. These modules will be mandatory only for candidates who have not obtained a Master's degree or equivalent.

The cost for participating in the Preparatory Modules is €3,200, to be paid to ESCP Business School during the month of September 2024. This cost is in addition to the participation fee of €17,900.

SELECTION FEE:

€ 36 (inclusive of duty stamp of € 16)

Not refundable, to be paid by 1 July 2024 when submitting the application of admission, through PagoPA. Failure to pay the selection fee will result in exclusion from the selection process and from admission to the Master's Programme.

STUDY SUPPORT

Information on possible scholarships to cover totally or partially the enrolment fee, if given, are updated on the Master's Programme web page on the website. Loans are available from the University's partner banks (for more information: <http://www.unive.it/pag/8560/>).

ENROLMENT

ADMISSION APPLICATION SUBMISSION (online procedure, Call for Applications, art. 3) **by 5 September 2024**

SELECTION RESULT ANNOUNCEMENT **by 12 September 2024**

ENROLMENT COMPLETION (online procedure, Call for Applications, art. 6) **by 19 September 2024**

DIRECTORS

Prof. Francesco Casarin - Università Ca' Foscari Venezia
Prof. Carole Bonnier - ESCP Business School

GENERAL COORDINATOR

Prof. Umberto Rosin

INFORMAZIONI

For general information about the Master's program, enrollment procedures, access methods, and internships, please contact the Master's Project Manager. For further details on the teaching methods and the curriculum, you can schedule an appointment with the Director and alternatively with a member of the Master's Academic Board.

Master's Project Manager

Dott. Lorenzo Paolini Manfucci
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Ca' Foscari Challenge School - Administration Office
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