

# **leadership** **in culture** 2005

**Executive MBA in International  
Arts Management**

**Executive MBA in International  
Arts Management upgrade**

Salzburg Management GmbH  
University of Salzburg Business School  
International Centre for  
Culture & Management  
Columbia College Chicago  
Fudan University Shanghai

salzburg/chicago/shanghai

# meet the challenge

**Imagine you are a leader in culture.** You want to be a visionary. You have passion for people, ideas, the unexpected, for challenges, the social game, the arts.

›Leadership in Culture‹ is designed for people dedicated to the arts. The programme enhances the participants' leadership abilities, providing them with cutting edge managerial skills. Active development of ethical, political, social and cultural topics by way of real life projects is a core component.

Breaking away from traditional teaching methods, the constructive learning method (COMET), is a prime USP. This unique human-centred method actively involves participants in future oriented solutions which are required by the social and cultural challenges of the 21st century. Salzburg Management GmbH – University of Salzburg Business School (SMBS) and the International Centre for Culture and Management (ICCM) are pooling their resources to launch the ›Leadership in Culture‹ programme, showing Salzburg to be a leading global centre for arts management and professional development.

The international MBA programme prepares selected participants for leadership in arts organisations and develops a focus on leadership in cultural entrepreneurship and creative industries. Both meet the highest standards for mastering the cultural changes of this millennium.

Dynamic and successful leadership is essential for future orientated organisations in the arts. SMBS and ICCM offer outstanding professional expertise, internationality, uniqueness and cultural diversity in its programme, faculty and board.

Our programme fulfils the demands of prospective leaders.

**Join us to become a leader of the next generation.**

**Adolf Haslinger**

*Chairman SMBS, Rector em.*

**Herwig Pöschl**

*Chairman and Managing Director ICCM*

**Gerhard Aumayr**

*Managing Director SMBS*

**Richard Hammer**

*Managing Director SMBS*

**Leonard Lehrner**

*Dean of Fine and Performing Arts,  
Columbia College Chicago*

# course organizers and partners

## Course Directors

**Adolf Haslinger** and **Herwig Pöschl**

## Course organisation

### **Adelheid Schaffer**

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University of Salzburg Business School  
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### **Bernhard Georg Foerg**

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foerg@iccm.at

[www.iccm.at](http://www.iccm.at)

## ICCM

Founded in 1989, ICCM has established itself as the leading institution in culture, new media and arts business. It serves as a centre of excellence for political, private industry and cultural production leaders.

ICCM is a platform for conceptualising and developing new forms of artistic and cultural practise. It is a lively, creative and dynamic factory for projects from which people can learn. ICCM develops content and methods for critical and independent promotion and procurement of culture, in close collaboration with an international community of creative people, artists, researchers and experts. ICCM is a founding member of the European Network for Cultural Administration Training Centres (ENCTAC) and a full member of the Association of Arts Administration Educators (AAAE) in the USA.

Over 400 ICCM graduates have built up an impressive network of experts. This network has continuously been extended by up until 250 participants of the ISAC, International Salzburg Summer Academy for Arts Management. This two week summer course prepares young project leaders for new tasks and trends in project management, marketing, financial management, fundraising and networking.

[www.iccm.at](http://www.iccm.at)

## SMBS

The Salzburg Management – University of Salzburg Business School (SMBS), with its range of high quality courses, is one of the leading institutions in Europe offering further training for managers.

Together with the St. Gallen Management Centre and its international network of partners, the SMBS provides a broad range of international executive MBAs and Master programmes at the highest level.

The SMBS is internationally accredited, is subject to constant evaluation and quality assurance procedures and sets extremely high standards in appointing its lecturers. All these factors ensure that the University of Salzburg Business School guarantees courses of indisputably excellent quality. Besides MBA, MBL and Master degrees, SMBS also offers compact courses, seminars and training adjusted to the specific needs of enterprises.

[www.smbs.at](http://www.smbs.at)

## Columbia College Chicago

The nation's premier visual, performing, media and communication arts college.

At Columbia College Chicago you experience excellence in one of the world's most vibrant cities. Columbia's intent is to train people who will shape the public's perceptions of cultural issues and also author the culture of their times.

Columbia is an urban institution reflecting the economic diversity of contemporary America and worldwide development. Columbia conducts training in close relationship to a vital urban reality and serves an important civic purpose by actively engaging in life and culture.

Columbia's purpose is to encourage awareness of aesthetic relationships, to admit unreservedly creative ability in, or inclination to, the subjects of interest, to give guidance of an inventive faculty, to discover alternative opportunities to employ the participants' talents in settings other than customary marketplaces. Columbia combines a strong conceptual emphasis with practical professional training, preparing participants with mature interests to become successful and visionary leaders.

[www.colum.edu](http://www.colum.edu)

## Fudan University Shanghai

Fudan University was founded in 1905. It is one of the leading universities in China. The impact of the impression Fudan is to make unremitting efforts to renew and improve oneself each day. The university consists of 24 schools and departments, such as School of Law, School of International Relations and Public Affairs, School of Management, School of Economics, College of Foreign Languages and Literature, Medical College, etc. In the latest evaluation of national key disciplines, 40 disciplines of Fudan University were listed. Fudan highly stresses the building of faculty and invites many noted specialists and scholars from overseas for teaching and lectures. Jointly funded by Ministry of Education and Shanghai Municipal Government, Fudan University regards the training of students with high quality as its responsibility. Whilst improving teaching quality and increasing research input, the university is actively involved in the process of internationalization and became a research-orientated comprehensive university of world-class. Fudan is committed to promoting development of international academic cooperation and expects a significant upgrade at its centenary anniversary in 2005.

[www.fudan.edu](http://www.fudan.edu)

# leadership in culture 2005

## structure, duration and course fee

### EXECUTIVE MBA IN INTERNATIONAL ARTS MANAGEMENT

Start: October 2005, End: August 2007 • 7 modules in 4 semesters  
Euro 21.500,- (examination fee and electronically provided documents included)  
exceptionally printed documents excluded

### EXECUTIVE MBA IN INTERNATIONAL ARTS MANAGEMENT upgrade

Start: March 2006, End: August 2006 • 3 modules in 1 semester  
Euro 7.000,- (examination fee and electronically provided documents included)  
exceptionally printed documents excluded

## admission and application

Requirements: an academic degree or comparable qualification  
(e.g. at least 4-years experience in a managerial position in a cultural field). Proof of English  
fluency: e.g. IELTS, TOEFL.

Together with the application form, the potential participants are requested to send the CV,  
degree and qualification certificates and two letters of recommendation. All applicants have to pass an assessment  
interview.

Application form available at [www.iccm.at](http://www.iccm.at) • [foerg@iccm.at](mailto:foerg@iccm.at)  
and [www.smbs.at](http://www.smbs.at) • [adelheid.schaffer@smbs.at](mailto:adelheid.schaffer@smbs.at)

## tuition language

 English

## venues

 Salzburg, Chicago, Shanghai

## participants

 max. 25

## requirements for successful completion

Active participation in all courses is graded, preliminary project presentations, implementation of  
the COMET training method, the course is completed with a final examination, which consists of  
examinations covering particular subjects, as well as an examination in front of a commission on  
the master thesis. The master thesis needs to contain a case study or an analysis of application  
in a particular case, which should demonstrate knowledge of acquired put into practice. The  
master thesis should be written by a small team on a single topic.

The MBA requires creative course attendance in Salzburg, Chicago and Shanghai.

## conditions of payment and cancellation

**Cancellations:** up to 8 weeks before course commencement, later cancellations will incur a  
cancellation fee of 40% of course fees. All cancellations incur an administrative fee of Euro 140,-.  
Early bookings (6 months or more before course commencement) may cancel up to 8 weeks  
after registration, later cancellations will incur a cancellation fee as mentioned above.

**Conditions of payment:** partial payment for each semester in advance.

# post graduate course curriculum

Each module: 2 weeks duration

## EXECUTIVE MBA IN INTERNATIONAL ARTS MANAGEMENT

7 modules in 4 semesters, master thesis, oral examination

**MODULE 1** – SALZBURG, 17 – 28 OCTOBER 2005

Cultural Studies • Law for the Arts and Media • European Arts Institutions and Arts Market

**MODULE 2** – SALZBURG, 16 – 27 JANUARY 2006

General Management • Project and Process Management

**MODULE 3** – SALZBURG, 3 – 14 APRIL 2006

Business Management • Financial Management

**MODULE 4** – CHICAGO, 22 MAY – 2 JUNE 2006

Marketing • US Arts institutions and Arts Market

**MODULE 5** – SALZBURG, 16 – 27 OCTOBER 2006

Marketing & Research • Law for the Arts and Media • Human Resources Management

**MODULE 6** – SHANGHAI, 12 – 23 FEBRUARY 2007

General Management • International Organisations • Arts institutions and Arts Market China

**MODULE 7** – SALZBURG, 21 MAY – 1 JUNE 2007

ICT – Technologies & New Media • Final exams and presentation of projects

## EXECUTIVE MBA IN ARTS MANAGEMENT upgrade

**MODULE 1** – SALZBURG, 27 MARCH – 8 APRIL 2006

Advanced Management • Social and Political Context • Strategic Management

**MODULE 2** – CHICAGO, 12 – 24 JUNE 2006

Social and Political Contexts • Information & Communication Technology (ICT) and Media Management

Cultural Entrepreneurship

**MODULE 3** – SALZBURG, 31 JULY – 12 AUGUST 2006

Advanced Management • Social and Political Context

ICT and Media Management • Strategic Management

Final exams and presentation of projects

# the faculty and its focus

Emphasis is placed on the selection of renowned international academic lecturers and practitioners.

Our partners are exclusively leaders their fields from around the world.

## **Ugo Bacchella**

Founder and president of the Fondazione Fitzcarraldo in Torino, an independent international centre for research, training, art, culture and media management, cultural economics and politics

## **Michael Bauer**

Lawyer, Legal practice, Liezen, Styria  
ICCM co-founder, co-founder of radio freequenns 100.8,  
ICCM board member

## **Peter Bendixen**

Chairman of the Rudolf Arnheim Institute for Art, Music and Cultural Economics, Hamburg; former Professor of Economics at the Hamburg University of Economics and Politics, author of standard works on Cultural Economics

## **Paolo Bianchi**

Culture publicist, senior curator at the O.K. for contemporary art and guest-editor of ›Kunstforum International‹, visiting professor at the Universität für Kunst und Gestaltung, Linz.

## **François Colbert**

HEC Montréal, Canada, Holder of the Carmelle and Rémi-Marcoux Chair in Arts Management, president of the Association Internationale Management des Arts (AIMAC) Canada, Editor of the ›Int. Journal for Arts Management‹ (IJAM)

## **Albrecht Göschel**

Urban Planning scientist and researcher at the German Institute of Berlin University, Emphasis on Urban Development and Law, Social Politics and Cultural Economics

## **Adolf Haslinger**

Rector Emeritus, University of Salzburg, Head of the Salzburg Literature Archive, literature scientist, course director.

## **Thomas Heskia**

Filmfonds Wien, Head of Controlling, studied World Trade and History of Art in Vienna and Rotterdam, ICCM graduate, FOKUS member

## **Tom Karp**

Management experience from line and staff positions within Norwegian and international oil/energy/technology companies. Academic experience and expertise within fields as future studies, strategy, innovation and organisational development.

## **Michael Karrer**

Galleries Weihergurt Salzburg, studied Business Economy at University of Linz, ICCM graduate

## **Charles Kaye**

Int. Arts Consultant, London; Lies Asconas Ltd. Artist Agency former deputy Director, Sir Georg Solti's Executive Administrator

## **Ketan Lakhani**

One of South Africa's most respected Leadership and Transformation consultants and facilitators. Chairman of the President's Social Plan and Productivity Council, Chairman of the National Productivity Institute, President of the Pan-African Productivity Association

## **Dawn Larsen**

Co-ordinator of New Media Programme, Arts, Media and the Law at Columbia College Chicago, former associate attorney of entertainment law

## **Lars Björn Larsen**

Co-ordinator of New Media Programme, Arts, Media and the Law at Columbia College Chicago, former associate attorney of entertainment law

## **Leonard Lehrer**

Dean of School of Fine and Performing Arts at Columbia College Chicago

## **Ursula Maier-Rabler**

Ass. Prof. at the Communications Sciences Institute, Multimedia Design and New Communication Technologies department, Salzburg University, Academic Director of the university's main focus, ICT&S (Information and Communication Technologies & Society), ICCM board member

## **Lars Mortensen**

Partner of Preview, the leading future scenario environment, Oslo, Norway, former coach at the Kaospilot University in Denmark, former head of the Kaospilot outpost in Durban, South Africa. In 2000 chaired the session ›the future of leadership education‹ at the State of the World Forum conference in New York.

## **Nicky de Plessis**

Drama and Theatre Studies, focusing on project management, exchange projects and arts funding policies. National Deputy Chair Person of PANSAs (Performing Arts Network of South Africa). Advisory Board of the Arts and Culture Centres Policy Review (a joint SA/Flemish government project)

## **Herwig Pöschl**

Founder, Chairman and Managing Director of the Int. Centre for Culture and Management, ISAC (International Summer Academy for Arts Management) Director

## **Philippe Ravanans**

Coordinator and academic advisor, Columbia College Chicago

**Joe Roberts**

Coleman Foundation Professor of Arts, Columbia College Chicago

**J. Dennis Rich**

Chairperson, Department for Arts, Entertainment and Media Management,  
Columbia College Chicago. Scientific committee member of AIMAC –  
International Association of Arts and Cultural Management

**Joe Roberts**

Coleman Foundation Professor, Business Management, Entrepreneurship and  
Economics at Columbia College Chicago, Member – Academy of Management

**Burghart Schmidt**

Language & Aesthetics Professor at Offenbach/Main Design University,  
many years of collaboration with Ernst Bloch the Philosopher.  
Studied Biology, Chemistry, Physics, Philosophy and History of Art

**Annette Schönholzer**

ART BASEL Miami Beach, Florida

**Gerbert Schwaighofer**

Salzburg Festival Commercial Director

**Cameron Taylor**

Director of Orkney Enterprise and Vice Chairman of aimhi, the creative industries association in Scotland. Chief Executive of Orkney  
Tourist Board, Partner in Seabridge Consultants, specialised in ancestral tourism and cultural heritage projects.

**Carsten Winter**

Culture publicist, Univ.Ass for Media- and Information Management, Cultural  
Studies, German Institute for Economic Research (DIW), Berlin and Klagenfurt  
University

**Carol Yamamoto**

Co-ordinator and Academic Advisor, Visual Arts, Management Concentration,  
Planning and Policy Making; Former Chairperson, Management Department,  
Columbia College Chicago



# primary course location

## Location & Accommodation

Since August 2001 ICCM has been located in the Kolleg St. Josef, a former monastery in the park of the legendary Trapp Villa. It was built in the 1960's by the renowned ›Arbeitsgruppe 4‹ (Friedrich Kurrent, Wilhelm Holzbauer and Johannes Spalt). It is the most important monastic building since WWII, a 20th century architectural icon.

With 25 monks' cells, 10 guest apartments, 2 seminar rooms and an auditorium for 120 people (former chapel), the forum and smaller workrooms, huge grounds with sports facilities, the ICCM Kolleg provides its fellows and faculty with a unique platform for work and study in an energizing and creative atmosphere.

# the board of trustees

The Board of Trustees demonstrates the mentorship of outstanding protagonists in economy, science and the arts who share the vision of cultural leadership.

## Rudolph Angermüller

General Secretary, International Mozarteum Foundation

## Ugo Bacchella

President, Fondazione Fitzcarraldo Torino

## Peter Bendixen

Chairman of the Rudolf Arnheim Institute for Art, Music and Cultural Economics, Hamburg; former Professor of Economics at the Hamburg University of Economics and Politics

## Emil Brix

Ambassador, General Director for cultural politics of the federal ministry for foreign affairs, Vienna

## Eve Chiapello

HEC Group: International Management School France, Paris, Associate Professor, Department Accounting and Management Control

## François Colbert

HEC Montréal, Canada, Holder of the Carmelle and Rémi-Marcoux Chair in Arts Management, president of the Association Internationale Management des Arts (AIMAC) Canada, Editor of the ›Int. Journal for Arts Management‹ (IJAM)

## Michael Dewitte

Managing Director, Easter Festival Salzburg

## Friedrich Gehmacher

President, Internationale Stiftung Mozarteum

## Hermann Glaser

Berlin Technical University and Harvard University, cultural sociologist, philosopher and publicist

## Ioan Holender

Director, Vienna State Opera

## Monika Kalista

Head of the department for culture, Salzburg government

## Charles Kaye

Arts Manager, international music and artist consultant, former executive administrator to Sir Georg Solti, Elected President of the Cambridge University Music Club

## Leonard Lehrer

Dean of School of Fine and Performing Arts at Columbia College Chicago

## Dan J. Martin

Director/Associate Professor, Institute for Creative Enterprise Management, Carnegie Mellon University, Pittsburgh, Pennsylvania

## Alison Meyric-Hughes

Course Leader Postgraduate Diploma in Cultural Management, City University London, Chairman of Oxford Contemporary Music, Vice Chairman of the Handel House Trust.

## Yuko Oki

Showa University of Music, Kanagawa, Japan and Tokyo Industrial University

## Helga Rabi-Stadler

President, Salzburg Festival

## J. Dennis Rich

Chairperson, Department for Arts, Entertainment and Media Management, Columbia College Chicago. Scientific committee member of AIMAC – International Association of Arts and Cultural Management

## Thaddaeus Ropac

Galerie Thaddaeus Ropac GmbH, Salzburg, Paris

## Peter Ruzicka

Artistic Director, Salzburg Festival, Artistic Director, Munich Biennale, International Festival of New Music Theatre, Professor in cultural management at Hochschule für Musik und Theater, Hamburg, Composer and Conductor.

**Gerbert Schwaighofer**

Commercial Director, Salzburg Festival

**Heinrich Spängler**

Bankhaus Carl Spängler & Co. Corporation Board Speaker, President of the Friends of the Salzburg Festival

**Wolfgang Waldner**

Director, Museumsquartier Vienna

**Raymond Weber**

Director, Lux Development S.A.; Luxembourg Government's Agency for Development Cooperation; former UNESCO Director of Cultural Development and Arts and Director of Education, Culture and Sport for the Council of Europe.

## leadership in culture

This programme is undergoing application for FIBAA (Foundation for International Business Administration Accreditation) accreditation. Accreditation of the programme guarantees international recognition of the degree whilst certifying its quality.

The course directors are Herwig Pöschl, founder and managing director of ICCM, former president of the European Network of Cultural Administration Training Centres (ENCATC) and the former rector of the University of Salzburg, Adolf Haslinger. Both enrich the programme with their competences in the arts, science and work experience.

## ICCM graduates and alumni club

The network of graduates offers additional seminars, job bursary, project exchange, social events and get together with business partners.

ICCM graduates are leaders in the international creative community, working in institutes such as: The Rockefeller Foundation, the Getty Museum in LA, Art Basel Miami Beach, UBS Banken AG, Zürich, Ohio State University, Universität Mozarteum Salzburg, Mozarteum Orchester Salzburg, Der Standard, Secession Wien, WUK Wien, Centro Interculturale Riviera Etrusca Sprachschule Toskana, non:conform Architekturteam, Filmfonds Wien, Hoanzl Produktions und Vertriebsgesellschaft Wien, Kunsthalle Wien, Technisches Museum Wien, Wiener Staatsoper, Steirischer Herbst, Galerien Weihergut, Salzburger Landesarchäologie, Dale Carnegie Training, Festspielhaus St. Pölten, Wiener Symphoniker, Tanzquartier Wien, After Image Productions New York, Art Mark, Theater Phönix, ORF, Burgtheater, MTU Friedrichshafen – Marktforschung Daimler-Chrysler, Gasteig München, IETM Brüssel, MUMOK Wien, Europäisches Parlament, Rechnungshof Wien, BKA Kunstsektion Wien, Camerata Academia, Haydn Festspiele Eisenstadt, Schloss Esterházy.

**Editorial/Imprint:** Adelheid Schaffer, Bernhard Georg Foerg

**Fotos:** Archiv ICCM/Roland Gruber/Archiv Columbia College Chicago/Fremdenverkehrsbetriebe der Stadt Salzburg

**Design:** Eric Pratter

**Subject to modifications and amendments**