

Title	Social sciences and communication III. - Behind the Curtain: leadership, responsibility, communication in the performing arts
Codes	M-DM-303-2 / ER-ADM-MA-262701-10
Host	MA School
Location	Classroom

Basic info						
Course type	Credit	Contact hours	Student working hours	Unit type	Semester	Unit
lecture	5	24	51	ADM mandatory	2026 fall	M-DM-303

Recommendation
Mandatory for ADM 2nd year students

Short description
This course introduces students to the performing arts as a strategic industry. Across twelve workshop-led sessions, students examine institutional governance, venue and production models, audience and brand, financial planning, crisis communications, people leadership, sustainability, and AI and intellectual property — through Hungarian and international case studies. Sessions include lecture, discussion, individual and group work and role-play and MA-level inter-session task. By the end, students will be able to understand and better analyse the performing arts sector that is undergoing rapid political, technological and environmental change.

Teachers			
Name	Contact information	Short BIO	Office hours
Gábor Egri	egri@btinternet.com	https://www.linkedin.com/in/gabor-egri-5167b231/	by email appointment
+ guest lecturers			

Course scheduling			
Course format		Weekly class appointments	
Regular classes		Tue 15:10-16:30	
Details of each session’s type and schedule, showing the teacher’s role			
Week	Date	Weekly educational content	Studio/workshop

1	8 Sep	Opening the curtain — the field, the ecosystem, expectations	classroom
2	15 Sep	Anatomy of an institution — stakeholders, governance, decision-making	classroom
3	22 Sep	Buildings, Seasons, Production Models — venue branding, the season as strategy, factory / gallery / nomadic	classroom
4	29 Sep	Platforms, Media & Partners — channels, ad spaces, agencies, audience development vs. ticket sales	classroom, guest lecturer
5	6 Oct	From Audience to Community — loyalty, CRM, special target groups, GDPR, inclusion	classroom, guest lecturer
6	13 Oct	Course Week, no class	-
7	20 Oct	Production & Artist Branding — visual dramaturgy, personal identity, innovation	classroom
8	27 Oct	Financial Planning — revenue mix, funding strategy, decisions under pressure	classroom
9	3 Nov	Crisis Communications — frameworks, golden rules, artistic freedom vs. political pressure	classroom
10	10 Nov	Leading People & Being the Public Face — HR, creative teams, mental health, media training	classroom
11	17 Nov	Sustainability I: Buildings & Operations — footprint, certification, green transition	classroom
12	24 Nov	Sustainability II: Productions, Touring & Circular Scenography — material reuse, green riders, social sustainability	classroom
13	1 Dec	AI, IP & the Legal-Business of Creativity — authorship, rights, ethics, futures	classroom
14	-		
15	-		

Course completion requirements, prerequisites, and evaluation				
Students' duties				
Requirements, assignments	Form of evaluation	Evaluation criteria	Deadline	% in evaluation
Requirement 1	Small tasks/homework	reflection on course material	continuous, 3-5 items in sum	50
Requirement 2	Presentation/exam	synthesis of readings and new insights; quality of presentation	exam period, to be specified in advance	50
General requirements				
Active attendance				

Course materials and literature
Mandatory literature
Sarah Crompton: „Meet Indhu Rubasingham, Now the Most Powerful Woman in British Theatre" — British Vogue, 2024 - https://www.vogue.co.uk/article/indhu-rubasingham-national-theatre-interview The Theatre Green Book — Version 2 (Renew Culture / Buro Happold, June 2024 - https://renewculture.co.uk/wp-content/uploads/2025/07/TGB_v2_Productions.pdf

„A Look Ahead to Arts Marketing” — CultureHive (UK), 2024. - https://culturehive.co.uk/resources/a-look-ahead-to-arts-marketing-in-2024/ „Curating with Care & Clarity” — Patricia McGregor (NYTW) az Empowered Artist Collective Podcast-on, August 2025. - https://open.spotify.com/episode/4kqR0EO33LieBHp7nw9b6P „Your arts center doesn't look good — who you gonna call?” — Michael M. Kaiser at Marks & Vincentelli: A Theatre Podcast, 2024 - https://www.youtube.com/watch?v=0nFlbc12yXk
Course notes and presentations
Available upon request
Recommended literature
Anne Bogart: „A Conversation with Anne Bogart” - https://sdcfmastersofthestage.libsyn.com/website/a-conversation-with-anne-bogart Hana S. Sharif: „Claiming Our Space”- https://howlround.com/claiming-our-space-hana-sharif „AI and Creativity”- https://podcasts.ox.ac.uk/ai-and-creativity National Theatre (London) — Sustainability commitments and case studies - https://www.nationaltheatre.org.uk/about-us/sustainability/ 25 Arts Organizations Shared Their Marketing Challenges — Here's What We Learned” - https://troubadoursandvagabonds.com/arts-marketing-trends-2025/

Learning outcomes	
Knowledge	MA students understand the structural, financial, communicational and ethical dimensions of the performing arts industry in Hungarian and international contexts.
Skills	MA students will be able to analyse institutional positions and design strategic decisions in audience development, branding, crisis response and leadership communication.
Attitude	MA students engage with the performing arts as a field shaped by political, financial and ethical pressures, with critical awareness and professional responsibility.
Autonomy and Responsibility	MA students take independent, accountable decisions in cultural leadership contexts, including under conditions of crisis, constraint or institutional pressure.

Exemption
No exemption may be granted from participation in, or completion of, the course.

Curricular connections		
Unit	Parallel courses	Course proportion in unit
M-DM-303	M-DM-303-1	50%
Course prerequisites	Is it available as an elective?	If elective, specific prerequisites
-	No	-

Guidelines and rules for the use of artificial intelligence in the course
General regulations: According to the Moholy-Nagy University of Art and Design’s Artificial Intelligence and Plagiarism Policy.

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Equipment and materials needed from TechPark	Does TechPark provide this?
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Other information, comments
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