



## Management in Action IP – 2005 (MNGT 5093)

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Course Coordinator

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### Overview

In this course you are responsible for your own learning. The course website provides some information that you will find useful in developing your knowledge of the Sydney Symphony. You will also have access to some musicians and senior managers from the Sydney Symphony organization plus some other executives with experience in governance and management of arts organizations.

The classroom sessions will be of two types. Staff and musicians from the Sydney Symphony will talk about their organization. These sessions will be supplemented with inputs from prominent Australian business leaders who have worked in and for arts organizations, as CEO's or Board members. The lectures by the course leader will focus on processes and tools for critical thinking and analyses of ill structured, real world problems, which you will be expected to apply in your analyses of the Sydney Symphony.

The goals that you are responsible for achieving include:

- Developing your skills in the application of concepts and models learnt in Term 1 in the analyses of management issues confronting the Sydney Symphony.
- Integrating your knowledge from different disciplines in the analysis of management issues.
- Developing your ability to solve complex organizational problems.
- Learning about culture, management and economics of arts organizations.

### Information Sources

Course website (<http://www.agsm.edu.au/~bobm/teaching/SSO.html>)

Your questions for Sydney Symphony managers and musicians and other presenters

Your own research

The materials on the course website provide information that will help you to achieve your goals for this course and to complete your individual assignment and team project. They will also be useful in your preparation for the question and answer sessions with the managers and musicians from the Sydney Symphony and other presenters that are listed in the Course Schedule. However, the importance of individual materials will depend upon what you are trying to achieve so you, not the instructor, will have to decide what is important.

## Assessment

You will be evaluated on the following contributions:

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|-----------------------------|-----|
| 1. Individual paper         | 30% |
| 2. Team Project             | 65% |
| 3. Attendance/Participation | 5%  |

Final grades will be satisfactory/unsatisfactory. There will be no letter grades. Individuals must pass all sections of the assessment to achieve a satisfactory grade.

*Individual Paper (30%):* Due Date 5.00pm, Friday April 15.

Imagine that you have just gone to work for the Sydney Symphony as either a senior manager or in a consulting role and Libby Christy, CEO of the Sydney Symphony, has asked you to identify two critical management issues that require her attention. Prepare a two to three page briefing note on the two major management issues currently confronting the Sydney Symphony. Clearly define each issue, the contributing causes and the implications for the CEO.

*Team Project (65%):* Due Date 5.00pm, Monday April 26.

Your client for the team project is Libby Christie, CEO of the Sydney Symphony, and her senior management team. Select one of the following projects:

1. Western Sydney Strategy  
Develop a strategy for identifying and developing a loyal customer base in Western Sydney
2. The Future of the Entertainment Industry  
What will the entertainment industry look like in the year 2010? Will less people go out to enjoy entertainment preferring to stay in the comfort of their home entertainment environment? How will live entertainment companies like the Sydney Symphony provide customer benefits that appeal to this generation of entertainment consumers?
3. Encouraging Committed Customers to Give  
How can the Sydney Symphony increase the percentage of its committed ticket buying customers to donate to the Sydney Symphony? What are the motivators to donating and how can the company optimise its fundraising message.

The final report should be a **maximum of 15 pages** plus a one page executive summary that summarizes your key findings and recommendations (please use 12 point Times New Roman font, double spacing, and 1" margins). Exhibits may be included in Appendices and will not count as part of the allowed length. **Late assignments will be penalized at 10 points per day or part thereof.** The best reports will be presented to the senior management team of the SSO in May or June by the teams.

*Participation (5%)*

Attendance and contributions are required at all sessions. Please notify the course coordinator in advance by email if you will miss class and why. You should be in class on

time. Do not disturb your classmates by arriving late or leaving during class. Any missed sessions without acceptable explanations could result in a failing grade on participation.

### Course Schedule

#### **Tuesday, April 12**

8:30 - 10:00pm	Introduction-Analogical Thinking	Robert Wood
10:00 -10:30am	Morning Tea	
10:30 - 12:00pm	Industry Analysis	Robert Marks
12:00 - 2:00pm	Lunch and study time	
2:00 – 4:00pm	The Problem Solving Process	Robert Wood

#### **Wednesday, April 13**

2:00 - 3:30pm	A Musician’s Perspective	Ben Jacks – Principal Horn
3:30 - 4:00pm	Afternoon Tea	
4.00 – 5.30	Defining and Refining Issues	Robert Wood

#### **Thursday, April 14**

9.00am -10.30am	Major governance and management challenges facing arts organizations	Tony Berg <sup>1</sup> /Libby Christy <sup>2</sup> Lynn Ralph <sup>3</sup>
10:30 -11:00am	Morning Tea	
11:00 -12:30	Maintaining Artistic Excellence:	Luke Shaw – Orchestra Manager
12:00 - 2:00pm	Lunch and study time	
2:00 – 3:00pm	Building Community Capacity	Reece Yeo <sup>4</sup>
3.00 – 4.00pm	Critical Analyses	Robert Wood

#### **Wednesday, April 20**

10:00am - 12:30pm	Sydney Symphony Rehearsal at the City Recital Hall, Angel Place. Entrance in Angel Place, off Pitt St, near Martin Place, City.	
12.30-1.00pm	Talk with the Concert Master	Dene Olding – Concert Master

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<sup>1</sup> Tony Berg AM is Chairman, AGSM Advisory Council, ING Australia, National Gallery of Australia Foundation, Director, Gresham Partners Limited

<sup>2</sup> Libby Christ is CEO of Sydney Symphony.

<sup>3</sup> Lynn Ralph is CEO and Director Cameron Ralph, and former CEO of the Sydney Dance Company.

<sup>4</sup> Reece Yeo is an MBA graduate who has extensive experience in the arts as a performer, entrepreneur and manager.

\* Rehearsal will be at the City Recital Hall Angel Place Entrance in Angel Place, off Pitt St, near Martin Place, City.