

Contents

1	Characteristics of Museums and Starting Points for Museum Research	1
1.1	Definition of the Term “Museum” and Approaches to the Study of Museums	1
1.2	Museums in Individual Countries of the World	5
1.3	Museums in OECD Countries	11
	References	14
2	The Modern Museum: Its Role, Function, and Social Mission	17
2.1	Museum Collections as a Basis for Museum Activities	17
2.2	Functions of the Museum (Understanding the Social Role)	20
2.3	Museum Focused on Visitors: For Children (Museum as a School), for Families with Children, and for Seniors	24
2.4	Museum as a Community Center: The Influence of Participation on the Formation of a Successful Museum	29
2.5	The Museum as an Ecological Center (Environmentally Friendly, Combating Climate Change)	32
2.6	Museum Focused on Science and Promotion of Science and Technology: Use of the Frascati Manual	34
2.7	The Need for the Integrity of Museum Functions	38
	References	41
3	Challenges and Opportunities of a Modern Museum	45
	References	52
4	A Holistic Approach to Risks and Opportunities as a Basic Prerequisite for a Successful Museum	55
4.1	Application of a Holistic Model of Risk and Opportunity Management	57
4.2	Managing Risks (Threats) and Opportunities in the Museum: Identification (Recognition)	61

4.3	Risk (Threat) and Opportunity Management: Analysis (Evaluation) Phase	73
4.4	Managing Risks (Threats) and Opportunities: Managing (Acting), Risk Management Strategies.....	80
4.5	Management of Risks and Opportunities: Monitoring	84
	References.....	85
5	Management in Practice: Planning, Organizing, Leading, and Controlling Museum Activities.....	87
5.1	How to Effectively Manage a Museum	87
5.2	Museum Management: Planning of Museum Activities – Key Areas of Planning	92
5.2.1	Key Areas of Planning	92
5.2.2	Strategic Planning	96
5.2.3	Strategic Management of the Museum: Phases of Strategic Management	97
5.2.4	Strategic Planning of the Museum Using the BSC Method	99
5.3	Museum Management: Prerequisites and Tools for Effective Organization of Museum Activities	103
5.3.1	Key Areas of Organization: Model, Structure, Internal Regulations, and Task Assignment.....	103
5.3.2	Models and Tools of Effective Management: Application of Process Management and Project Management	107
5.3.3	Models and Tools for Effective Management: Measuring Performance and Optimizing Museum Activities	111
5.3.4	Models and Tools of Effective Management: Optimization of the Number of Museum Employees, Personnel Audits.....	114
5.3.5	Models and Tools for Effective Management: Quality Models and Benchmarking of Museums	116
5.3.6	Models and Tools of Effective Management: Museum Knowledge Management Model.....	117
5.4	Effective Personnel Management	119
5.4.1	Requirements for the Museum Leader.....	119
5.4.2	Stimulating Factors for Successful Management of Subordinate Museum Employees	123
5.4.3	The Changing World and Its Impacts on Human Resource Management (HRM)	125
5.4.4	Ambidextrous Leadership	130
5.5	Management: Inspection (How to Inspect Effectively)	132
	References.....	133

6	Financial Management of the Museum.	139
6.1	Sound Financial Management: Principles of Sound Financial Management	139
6.2	Budgeting in the Museum	140
6.3	Subsidies and Donations for the Benefit of Museums: Microphilanthropy and Crowdsourcing	141
6.4	Achieving Rational Savings in the Museum	145
6.5	Management and Administration of Museum Buildings and Property	147
	References	149
7	Case Studies.	151
7.1	Case Study 1: Example of Identifying and Assessing Museum Threats	151
7.2	Case Study 2: How to Assess the Threats of Corruption or Fraud in Museum Activities.	158
7.3	Case Study 3: Example of Identifying and Evaluating Museum Opportunities	159
7.4	Case Study 4: Museum Closures and Key Issues During the COVID-19 Pandemic.	163
7.4.1	Museum Management Response to the COVID-19 Pandemic	165
7.5	Case Study No. 5: The Internet Museum.	170
7.5.1	Use of Internet Tools and Applications	174
	References	176