

“BABEŞ-BOLYAI” UNIVERSITY CLUJ-NAPOCA
Faculty of Economics and Business Administration
The Doctoral School of Economics and Business Administration

Summary of the Doctoral Thesis

**ENTREPRENERUSHIP AS A DIMENSION OF THE ACADEMIC
MANAGEMENT IN CULTURAL-MUSICAL HIGHER EDUCATION
INSTITUTIONS**

Thesis coordinator,
PhD Prof. Liviu Ilieş

Doctoral student,
Oana Bălan (married Budoiu)

CLUJ NAPOCA

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KEY WORDS

entrepreneurial models, academic management, cultural evolution, the effectiveness of university training, labor market, entrepreneurial education

INTRODUCTION

As an effect of the financial crises of the past years, proposals have emerged at European level regarding the actions that can stimulate the entrepreneurial potential in underdeveloped countries, including by modernizing the cultural and educational sectors, with a view to encouraging the creative attitude and, implicitly, to stimulating the establishment of new businesses. In this context, the research conducted over the past few years shows that, in general, Romania attaches very limited importance to entrepreneurial education. Last year's statistics also highlight the fact that the international creative and cultural industries have taken a spectacular leap from a deficit of 2000 mil. Euro in 2008, to a surplus of 1800 mil. Euro in a time span of 10 years, thus presenting an important potential for the near future. Nevertheless, for the specific features of the new products required on the global cultural consumption market, Romania needs to extend its academic offer by including programmes that can provide appropriate training in order to prepare degree holders for an adequate labour market insertion.

The mission of this thesis is to research entrepreneurship as an educational dimension of the arts university management, more specifically to analyze the relationship between specialized and entrepreneurial education in music conservatories and its efficiency for the employment market.

The chosen theme is highly topical and opportune if we consider the fact that an ever-increasing number of graduates of arts universities enter the employment market and encounter difficulties in finding jobs. For many, entrepreneurship can be an alternative career choice, provided that there exists a prior intention supported by an adequate university education that integrates the entrepreneurial factor in the students' training by means of specific strategies and policies.

Our research is, on the whole, a model of holistic approach of academic management, dedicated to the field of cultural-musical universities in Romania. It requires the acceptance of a degree of flexibility in administration and in the training of specialized knowledge, as well as the adaptation of university curricula to the need imposed by the reality of the consumption market.

By adopting and adapting certain entrepreneurial algorithms to the university environment, in which the goods on the consumption market are included in the processes of didactic production, we considered it appropriate to formulate the following directions:

- To reform the top management in arts universities;
- To analyze and re-design, as appropriate, the types of competences and skills provided by the music higher education institution towards a type of entrepreneurial education.

The types proposed for guiding the analyses have been adopted and adapted according to the entrepreneurial theories and concepts presented in the literature, seeking to cover all aspects related to the potential of educational evolution (formal, unconventional, and informal) for the specialized academic environment.

The research focused on the strategic and the qualitative types of management, using for analysis the sector of the cultural-musical higher education institutions and the private-law and public-law cultural operators in Romania, as well as a substantial sample of similar institutions worldwide.

CONTEXT OF RESEARCH

One of the most relevant ways of appreciating the efficiency of the management of a higher education institution is to analyze the degree of insertion of its alumni on the employment market in their professional field and to pursue their satisfaction in the long term.

We also notice that, financially speaking, the satisfaction for the jobs in the national cultural sector is quite low, as salaries are often not motivating, a factor which often leads to re-training after graduation or to leaving the country for better paid alternatives in the field in other parts of the world.

As a result of these findings we focused on identifying actions that can determine an expansion of the university entrepreneurial practices in order to develop the cultural-musical sector in Romania and thus to increase the relevance of this field for the needs of the community of our country and, implicitly, to keep our alumni inside the national sector.

From an administrative perspective, the entrepreneurial expansion into the university space requires the establishment of new directions and entities, with a supportive role, such as business incubators or teaching strategies of an entrepreneurial type that can be added to the disciplines which are already in the curricula.

RESEARCH GOALS AND TOOLS

Research goals

The general goal of research is the development and implementation of the new entrepreneurship concepts, as a dimension of the academic management in the music higher education institutions, by means of an adequate and efficient entrepreneurial education that can offer the skills necessary to understand entrepreneurship and even become entrepreneurs.

Starting from the idea of a deficit of cultural consumption that we notice in our country, of certain blockages regarding the labour market insertion for the alumni of arts universities and the possible consequences that we can infer if no action is taken, we regarded the following to be the specific goals of our research:

- To enhance the quality of the management of music universities by modernizing educational offers according to the needs expressed by the beneficiaries (candidates, students, alumni, academic and administrative staff) and the employment market (represented by the voice of the employers in the cultural sector and the dynamics of the cultural market);
- To develop the entrepreneurial attitude and behaviour within the academic community (students, teaching staff, administrative staff) of the higher education institutions in the field of the arts;
- To introduce teaching alternatives of an entrepreneurial nature that may train students more efficiently for the employment market;
- To adopt and develop alternative support elements for the management of higher education institutions in the field of the arts, in order to increase their degree of socio-economic relevance;
- To increase the students' and alumni's satisfaction and to develop transversal competences by extending internships in companies and thus preparing them for jobs in their area of expertise;

- To introduce the university entrepreneurial model in the cultural sector by proposing new academic subjects and to introduce entrepreneurial elements in the teaching techniques that are currently in use;
- To make the academic community more responsible in defining the cultural productions according to the dynamics and the needs of the current cultural market
- To develop a model able to analyse the efficiency of the specialized and the entrepreneurial training for the students and alumni of arts universities
- To analyse the efficiency of specialized training for the employment market, from the students' and alumni's perspectives
- To identify evolution factors for the cultural consumers' behaviour and to introduce them as part of the reform strategy of the educational curricula.

Research tools

In order to consolidate the conclusions of each subarea of analysis, we resorted to examples of good practices and case studies that measure the defined indicators, to analyses and presentations of legislative acts relevant for the research, to interviews with managers of cultural institutions, to pilot studies of entrepreneurial education, and to the analysis of the literature dedicated to this field.

The sources of research we used focused on:

- The study of historical documents in order to argue in favour of the appearance of the general and musical-scientific entrepreneurship and the absorption of the specific terminologies;
- The descriptive methods centred on the comparative analysis of the international entrepreneurship in universities of the arts, in order to understand the curricular dynamics in the more advanced institutions and to adopt models of good practices;
- The explicative methodology, in order to present the relationship between the educational policies, the university type, and the employment sector in the cultural field;
- The experimental reactivity by conducting inquiries, surveys, and interviews;
- The collection of information and statistical quantitative and qualitative processing, comparative interpretations and econometric analyses on the Romanian cultural consumption and the perspectives of employment in the artistic sector of our country;

- The case studies, by applying certain university entrepreneurship models in higher education institutions;
- The direct observation of the entrepreneurial dynamics in the arts universities.

The section dedicated to empirical research focused on formulating entrepreneurial models by processing the results of experiments, inquiries, statistic analyses, pilot studies specific to the university entrepreneurial concept. The explicative analysis also included a series of semi-structured interviews with managers of cultural and educational institutions, which focused on the studied topic.

In order that the solutions we propose may be viable, we maintained the scientific, legislative, political, and social framework imposed by our country's authorities, so that the applicability of the research and of the solutions should possess maximal efficiency, and we took into consideration the entrepreneurial profile proposed by the literature and the models of good practices presented in the previous chapters.

A good part of the empirical study focused on qualitative methods, relying on case studies and direct observation; the investigations sought to measure the opinions of the research subjects, who are, in our case: Students, alumni of Romanian arts universities, managers of top management teams in national and international cultural organizations and higher education institutions, coordinators of artistic entrepreneurial programs from other similar international centres, as well as the consumers and the audience of cultural products.

Given the nature of the research - mainly oriented towards the management of higher education institutions - we concomitantly used quantitative and qualitative methods in order to collect and analyze data and information, namely :

- Surveys, as a quantitative method, employing questionnaires as main tools;
- Semi-structured interviews, as a qualitative method;
- Direct observation.

In order to obtain the primary data and information, from various types of respondents, necessary to complete the study, we used the following types of questionnaires:

- Questionnaire 1, for students of arts universities in Romania, in on-site and long-distance learning systems, for all three education levels: Bachelor, Master, Doctorate;
- Questionnaire 2, for alumni, whose respondents were the graduates of arts universities currently employed in the national cultural sector;
- Questionnaire 3, for representatives of the academic management of arts universities outside the country, accompanied by an analysis of results for international arts universities;
- Questionnaire 4, for consumers of artistic productions without an arts education or prior experience in the field.

In order to configure the research samples, we focused on collective communities in the arts higher education institutions in the European space and on individual communities of students, alumni, cultural institutions managers, and cultural consumers. The goal of the surveys was to evaluate the efficiency of the specialized and the entrepreneurial training, according to the employment market requirements.

Another data collection method, from a qualitative perspective, was the individual semi-structured interview. The scope of problems around which the interview guide was drawn up was the relevance of the major specializations provided by the higher education institutions in the arts sector in relation to the real and actual necessity expressed by jobs in the cultural field. The role of this research stage was to identify the expectations of employers, namely the music marketing companies in our country, regarding the competences that the graduates of arts universities should have when they enter an actual work environment. We also sought to identify the barriers of cultural consumption that the managers noticed in administering their own productions, so as to adapt the *entrepreneurial model* that we have in view in our research to a real need confirmed by the current practice.

For the direct observation stage we implemented a programme of entrepreneurial education, in the form of a pilot meant to test the new entrepreneurial model, in which the music students were assisted in managing the organization and selling of artistic events.

The experimental study was preceded by the analysis of the literature and of certain good practices from other countries, with the help of which we set up the coordinates of the adequate entrepreneurial model. In this regard, the lines of action we took into consideration were:

- Availability for change and innovation by exploiting the opportunities in the environment;
- Building leadership and strategic thinking attitudes in the management of artistic productions;
- Familiarization with and adequate administration of risk management in relation to artistic productions;
- Designing business incubators and developing an entrepreneurial intention by encouraging the establishment, within universities, of creative start-ups, centres for career counselling and cultural industries centres;
- Understanding cultural consumers' attitude and designing modernization and marketing strategies in a close connection to the needs expressed on the consumption market;
- Ensuring an adequate dialogue between universities and companies by developing internship concepts;
- Organizing spaces destined for entrepreneurial projects and providing an appropriate education for generating entrepreneurial cultural activities.

CONCLUSIONS AND RECOMMENDATIONS

After processing the data collected from the 4 questionnaires, the interviews with cultural managers, and the pilot study of entrepreneurial education, we can assert that:

- ✓ The entrepreneurial education answers the need to increase the relevance of the artistic disciplines for the employment market;
- ✓ The quality and level of the Romanian education in arts universities depend on the degree of insertion of their alumni on the specialized employment market, in their area of expertise, as well as on the level of their financial satisfaction with their work place;
- ✓ The satisfaction of the beneficiaries of the arts education system is closely connected to the level of correspondence between the specialized artistic instruction and the requirements of the employment market;

- ✓ The connection to the employers can offer multiple benefits to the students, alumni, and cultural institutions involved, by providing volunteering and internship opportunities;
- ✓ The economic and financial education associated to specialized artistic education is important to encourage individual initiatives in establishing start-ups and creative industries centres, in creating additional perspectives and new work places for the graduates of arts universities;
- ✓ The university can encourage the entrepreneurial culture by designing spaces dedicated to cultural industries, start-ups, pilot projects for collaboration with the companies in the field;
- ✓ The adoption of a model of academic management, the orientation towards innovation, risk taking, exploiting opportunities and increasing the quality of the teaching offers can encourage the emergence of entrepreneurial intentions among the academic community;
- ✓ The development of an entrepreneurial culture among the academic community can be achieved by encouraging tendencies of modernization regarding resources, their extension and improvement in accordance with the suggestions offered by entrepreneurial theories;
- ✓ The specialized (artistic) education among students, graduates, and teaching staff can be enriched by developing entrepreneurial support disciplines or by dynamizing the disciplines that are already in the curriculum, adding new teaching goals, according to the entrepreneurial model.

The analyses presented throughout the thesis have highlighted a range of coordinates that complete the profile of artistic entrepreneurship, which is still novel and often too generally defined by the literature.

Processing the information we obtained by studying the literature, the surveys, the interviews, and the direct observation, we identified a series of mutual elements that we regard as defining for entrepreneurial education seen as a component of academic management in higher education institutions in the field of the arts. They are oriented towards:

- Adopting an academic management model focused on satisfying the requirements of beneficiaries (students, alumni, cultural institutions, audience) and employing all the opportunities in the environment in favour of creating a new organizational climate that

will provide the efficient integration of entrepreneurial education in the educational system specific to higher education institutions in the field of the arts

- Intensifying the cooperation with organizations and companies that can ensure an efficient support for developing skills specific to the employment market and supporting the development of the entrepreneurial field
- Increasing the educational relevance in the arts universities, by designing new educational offers and appropriate spaces dedicated to entrepreneurial actions, as a reaction to the students' and alumni's educational needs.

FINAL CONSIDERATIONS

The management of the Romanian university entrepreneurship, particularly in the cultural-musical field, is limited regarding the resources of research, so that the literature consulted for this thesis was mostly international, published mainly in Europe and the US. Also, in the scientific argumentation we found it necessary to conceptualize certain elements connected to entrepreneurial university management, focused on the artistic musical field, to translate and adapt international concepts so that they would correspond to the specialization.

In order to conceptualize all the variables used in the research we created a new theoretical framework, which we tried to endow with scientific reliability, so that it should be appropriate for the academic environment on the one hand and for the cultural sector on the other. In accomplishing the empirical section we conducted: 3 national case studies; 1 international case study; 1 set of interviews; 1 pilot programme of specialized entrepreneurial education – in various universities of the arts, comprising a total number of 1368 respondents, who participated actively in this scientific endeavour and in collecting data for the elaboration of the material.

We believe that a significant contribution brought by this thesis is the opening of a new line of research for Romania towards a pursuit that is both relevant and necessary for our daily reality, in which competitiveness, quality, international references, and performance lie at the top of the requirements imposed by de bodies in charge of education and culture, often in contradiction to the financial limitations that affect university activities.

In theoretical and practical terms, the main personal contributions are:

- The analysis of the concepts of entrepreneurship and entrepreneurial education, respectively the efficiency of the educational programmes of the universities for the employment market;
- The examination of a large number of specialized articles and studies that focus on entrepreneurship and entrepreneurial university education;
- The analysis of the relationships between specialized training and entrepreneurial training in arts universities which allowed us to create the appropriate research framework and offered us credibility in formulating recommendations;
- The elaboration of the model of entrepreneurial education and determination of its impact upon the attitudes and behaviours of students, alumni, and academic staff in arts universities in relationship to their professional career (employment market) and the cultural consumption market;
- Highlighting the main advantages of implementing the entrepreneurial model in university education and in the academic management practices, within the arts universities;
- Determining the impact of entrepreneurial training on the employment market from the perspective of students, alumni, decision making factors in arts universities, managers of cultural institutions, and consumers of cultural products;
- Identification of international good practices appropriate for entrepreneurial education and specific to arts universities that can be adopted and tested in Romanian institutions;
- Using the research by formulating recommendations on the elaboration of entrepreneurial educational tools, as a component of the artistic academic management, as well as of the future lines of research;
- The research brings out the fact that, among the key instruments for the development of entrepreneurial attitudes and behaviours, the entrepreneurial education has a very important role within arts higher education institutions.

In continuation of this research we undertake to elaborate and implement curricular models specific to entrepreneurial education, in the university environment as well as in the secondary education environment in the field of music. Secondly, we wish to design and test strategies meant to educate cultural consumers, so that the dialogue between the entities that offer the education, produce artistic events and the beneficiaries of the cultural sector may be conducted

on a superior level in terms of quality, able to provide relevance and satisfaction for all parts involved.

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