

Wróblewski, Łukasz & Dacko-Pikiewicz, Zdzisława & Liu, Jerry. (2019). Cultural Management From Theory to Practice. London: London Scientific, ISBN: 978-0-9954618-6-4

This publication, along with the introduction and epilogue, presents ten texts written by scholars from around the world, that discuss various challenges that cultural management, as an academic discipline, is facing, but also discuss different forms and definitions of culture itself. Certain case studies are given, as well as suggestions for future improvements in the study of this area.

In the introduction, prof. Milena Dragičević Šešić (Serbia) explains the difficulties related to the promotion of new scientific disciplines, cultural management included. Accepting such a science is more and more difficult, as it enters fields of several other disciplines. The theoretical studying of cultural management has emerged from practise, where the need for competent professionals mastering a wider area of professional knowledge in culture arose. At the beginning, studying of cultural management was a part of other humanistic and social studies and over time stood out as an independent discipline, but often without postgraduate programs, which would put emphasis on the field of theory. Today, the theoretical studying of cultural management could be an "act of resistance" to a conservatism of the academic circles, which accept only long-established disciplines, but also to "a new academic capitalism", which gives primacy to commercially viable activities and replaces the word "culture" with "creative industries".

In the 1st chapter already, the authors Patryk Dziurski (Poland), Kama Pawlicka and Anna Wroblewska (Poland) directly raise the issue of challenges in the academic studying of cultural management. There are two key aspects of cultural management as a science, which this article deals with: the popularity of the studies of cultural management over the world and the problems that need to be overcome. They emphasize that theoretical knowledge in this field needs to be improved so that it is relevant in both area of culture

and area of management. The key challenges are: development of the concept of cultural and creative industries, education, interdisciplinarity of cultural management... Each of them is considered separately, supported by examples from Poland, with constant emphasis on inseparability of theory and practise in cultural management. The authors believe that solving these challenges is a key for development of cultural management as a scientific discipline. We should add one more raising challenge- the participation in culture and the needs of the recipients, discussed in the 6th chapter, by Magdalena Sobocinska (Poland). She concludes that, in the light of rapid and constant changes of behavior of cultural participants, the deepening and widening of knowledge about cultural management is crucial.

The 2nd chapter, by Jaime Ruiz Gutierrez (Colombia), returns the dialogue to the beginning - to the definitions of culture and cultural management, offering a case study of the evolution of culture in Colombia. He believes that the studying of cultural management must be adapted to the specifics of the place where it will be applied, in which sense, its definition, as well as the definition of culture, can be different, and their functions will be different. The connection of places and their cultures is also discussed in the 7th chapter, by Alexandros Apostolakis, Irini Dimou, Markos Kourgiantakis, Ioanna Viskadouraki (Greece), and in the 8th, by Andrzej Kasperek (Poland). Apostolakis considers the influence of culture on tourism. Cultural heritage is recognized as a key aspect of the city's identity, and thus for the city's marketing and the development of its tourism. On the example of Heraklion, Crete, the authors are trying to establish instructions for future managers. They should focus on the accessibility of cultural assets and the competitiveness of the city in terms of tourism. On the other hand, Kasperek sees culture as a field of possible interethnic reconciliation in countries with this kind of problem. As an example, he states the project of Cieszyn Silesia region, shared between Poland and The Czech Republic. The common culture of the region is divided by political borders. The

past of that common culture is revived through rituals and symbols, in which cultural activities and their management play a central role, especially in times of political transformation, the creation of new states and new narratives about the past.

The 3rd, 4th and 9th chapters are devoted to the education of cultural managers. The 3rd, written by Brea M. Heidelberg (USA), deals with a specific issue of literature on art management in the USA. The first obstacle that art management professors encounter is balancing between theory and practice, with a priori more attention paid to practise. The second is the necessity to prove the value and justify the studying of art management as an independent academic discipline. It becomes more important to overcome these controversies and to improve the academic education of art managers. The answer is sought in the historiographical view of the literature on these topics in the US, over a period of fifty years (1966-2016). The key subjects that appear in the articles are: evaluation (the criteria and standards for successful student of management), the need for academic education of managers, pedagogy, links of educational institutions with art organizations... Analysis shows an increasing number of publications on art management over time. The 4th article, by Marilena Vecco (France) discusses a new approach to studying of cultural entrepreneurship and brings a case study of the Master programme in Cultural Economics and Entrepreneurship at the Erasmus School of History, Culture and Communication (ESHCC), Erasmus University, Rotterdam. The basis of the programme, its roots and innovations are given in the article, along with a reference to the approach to a culture studies at the mentioned school; also, an insight to three years of experience in its application. The author advocates a constructivist approach to learning, and gives a decisive impetus to active learning, that is- involving students in their own learning process, with guidance and support.

The 5th chapter, by Milena Stefanovic (Serbia) is entitled "Performance Management in Culture- Popular in Theory, Difficult in Practise".

As the author concludes, this kind of management, whose focus is on evaluation, is difficult to apply in the field of culture, because the result cannot always be tangible or measurable. Defining this type of management, she comes to its connection with strategic planning, especially in public institutions. It is understandable that there are no universal evaluation criteria for the culture as a whole, but it is possible and recommendable to create and develop specific ones for each observed perspective. The article suggests possible actors and types of evaluation. It helps managers to create the best strategy.

The strategy is the subject of the last, 10th chapter, by Honorata Howaniec (Poland) and Lukasz Wroblewski (Poland), which opens an important topic of supporting culture as a social responsibility of companies. The authors conducted a survey among Polish companies in 2018. They answered questions about the support they provide to culture, their motives for that, expectations and benefits. The main motives for their engagement in culture are to improve the company's image and take a better competitive position, but also to contribute to society and meet potential associates and clients. These are the directions in which strategies for supporting culture should be developed.

The 9th chapter, by Adam Grzegorzczuk (Poland) explains the concept of "infotainment", as a modern form of popular culture. Created as a new journalistic format which bring informative content in an entertaining form, it expanded its application to an educational environment. In the end, the author presents the most common forms of "infotainment".

The author of the epilogue is Jerry C.Y. Liu (Taiwan). It completes the considerations about cultural management as an academic discipline by emphasizing the relations between culture and management and their complexity. This complexity consists in the both concepts of culture and of management (each for itself already complex) as well as in characteristics of all

humanistic and social sciences whose area they enter, with all the disciplinary and methodological similarities and differences. All that sciences and practices intertwine with cultural management and cultural management inevitably influences them. Studying of cultural management includes a wide range of disciplines discussed above. Therefore, experts dealing with the improvement of cultural management as a science, face many challenges, which is advisable to overcome by following the practical experience and in cooperation with public institutions and the private

sector. In this way, a new methodology and knowledge system, that would belong to cultural management only, and would include all aspects of its interdisciplinary nature and its inseparability from managerial practice, should be established.

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