The Management of the Cultural Field

Vasile ZECHERU[1]

Abstract

The article analyzes the intersection between cultural phenomenon and management. In essence, culture determines pursuits of individual and human communities, giving their beliefs and inner strength to solve problems, adapting to the natural environment and to overcome the difficult moments that they are experiencing in their evolution. From another perspective, science of management shows an integrative and multidisciplinary vocation, and its field of application is expanding continually devising from multitude organizations of any type, regardless of their tasks.

This article presents two main directions on developing cultural phenomenon: (i) a quantitative approach, marked by the evolution of the economic organization management/system finalist exclusively oriented towards profit maximization by the management of a nonprofit entity and / or the system of interdependence (aggregate) oriented goals; (ii) a qualitative approach which changes management process in science.

Therefore, given the integrative and multidisciplinary vocation of management, together with the fact that its scope of application, the multitude of organizations of any type is characterized by the immensity, diversity and complexity, it is necessary to have a specialization in management.

In this sense, it can be identified two major areas of action: (i) a quantitative approach, marked by progress made in the management of economic organization / system finalist exclusively oriented towards profit maximization by the management of

Introduction

The socio-human perspective, culture foreshadows horizons which tend naturally to individuals and communities, thus giving their beliefs and inner ~~force~~ strength solving current problems, the adaptation to the natural environment and the overcoming difficult moments. Pre-existing culture succeeds individual and its inherent determinations cannot have a strictly limited role just one guide, they aimed at excluding founding size, and particularly deep. Such as, the culture can be associated to a "soft" integrator, attached to each individual as a collection of

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[1] **Vasile ZECHERU**, University of Agronomic Sciences and Veterinary Medicine, Bucharest, Romania

beliefs and proven solutions to its fundamental problems - the birth, marriage, death, etc. Given its multiple effects in all plans, the irradiation culture cannot be fully quantified.

The culture is an important factor for the progress of humanity, the most common ways being conferred of the term: (i) integrated model of human knowledge, beliefs and behaviors resulting from social thinking and learning ability; (ii) all shared attitudes, values, goals and practices that characterize a population, community, institution, organization or group; (iii) a special taste excellence in arts and humanities, known as the "high culture". The cultural capital underpins the social and human capital, causing potential of a group or society in terms of progress, stagnation and / or decline. (Cristea & Popa, 2013).

Frequently, the culture is seen as "... a social phenomenon because represents the social culture elements results from individuals living in the same social environment." (Hofstede, 2010). [1]Under terms of quality, the culture "... is a set of common values, norms, beliefs, ideas shared by members of the same group and is not manifested in writing." (Daft, 2010).

Mellisa Pignatelli mentions that "... in terms of ethnography, the culture is that complex whole which includes the knowledge, belief, art, morals, laws, customs and habits and capacities various acquired by a human as a member of this society."

In principle, the essence of culture resides in the ideas germinated in the traditional manner, which are then selected along a historical period, and especially values and meanings conferred on them.

Over the time, the culture becomes an organic component and defining a human being; the shaping capability of its aesthetic and spiritual beliefs of the individual, the mentality and social consciousness determines destiny, namely its relations with others and with the environment in which he lives.

Currently, in a world made up of cultural minorities tending constant towards globalization, the culture is, more than ever, the `software` that differentiates us mentally as ethnic and each one of us individually. Ultimately, at some point, may confer of the individual the cultural program successful solution and even competitive advantage.

In the future, the cultural differences can form the engine of progress, generally, and therefore they should not be in any way an obstacle in the way of relations between people of different cultures, but rather an incentive to identify other reasons applicable to the common problems we face. In analogy with how computers are programmed human thinking, this superior faculty of our brain different from individual to individual, was compared with software (Hofstede, 1996). So, like computers, people are mediation program sociocultural background; however, the human being has the ability to react native new, creatively and in a surprising manner, to external stimuli, individual behavior only partially predetermined.

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[1] As the acting factor directed against a definite purpose.

1. Theoretical considerations

The complexity and diversity of approaches and conceptions of culture can not be matched only by the abundance, variety and ubiquity of reality in this field. Perhaps, for this reason, many researchers argue that there is no other socio-human sector that creates like the culture, so a persistent state of "clearly- obscurely" when it raises the question of its defining. In the last century, a veritable inflation was decanted definitions, assigning the term, in this way, a multifaceted special embossing.

`On the existence background a wide range of theories and concepts, we are still in a critical, significant that while scientific debate grow in breadth and nuance, in the ordinary human, the term is nearly of extinction danger, which is often imprecise and ambiguous use in everyday speech, as usual. `(Zecheru, 2015).

Given the theme that we propose and its inherent difficulty, for the following, which identify three determinants preliminary determination, is not only necessary but also mandatory. They are: culture as a field for the exercise of management[1], specializing in the management of culture and, finally, confluence with the management culture as geometric place the interaction between the two areas is evident, beneficial and mutually advantageous in all aspects.

Over the time, there have been many contributions to systematization and theoretical structuring of cultural realities. Thus, we can see that, despite the remarkable efforts, moreover, the process of theoretical systematization and structuring culture like socio-human phenomenon is far from over. In this regard, the recent contributions arising from the science of management are intended to introduce a new point of view, order and systematize the basis of specific criteria and cultural realities. Otherwise, it would not be addressed from a managerial perspective "matter" gross and / or amorphous.

Shortly from the crystallization as science, management becomes a universe which is in a continuous effervescence and expansion. Rapid and unprecedented development could be possible through a multidisciplinary effort absolutely remarkable. One by one, the social sciences, sciences and humanities have contributed to the creation of a multidisciplinary conglomerate, as eclectic at first glance, as it is viable and necessary in the practical side, the applicative. Currently, the management science is presented as a theoretical entity fully cohere applicative proven and greater willingness on the applicability in any sector.

The emergence of management has been characterized as "... the pivotal event of our time" and, as a consequence, it was assessed that human history has rarely known such spectacular developments. "Management is, therefore, necessary and this explains why, once emerged, he has developed so quickly and so minor resistance encountered" (Drucker, 1992).

The cultural and artistic activities have a predominant role in compiling the background of existential human societies. The values continually accumulate and rank into a genuine material and spiritual heritage. The culture has the unique

ability to determine, for all members of a community, certain specificity on how to think, live and act. Essentially, it can be considered a community problem, with a decisive role in the cohesion and specifics of any human society. In society, culture manages to materialize dimensional relationship of man with nature, society, and the idea of value; and at the same time, constantly giving directions, landmarks, and alternative and spiritual horizons facelift for the human being.[1]

`The sublime objectification of the human soul, culture is, therefore, a multidimensional socio-human phenomenon, a vast and impressive complexity and, therefore, certainly cannot be a subject for a single science. In the interests of management for studying culture, it has fired nearly half a century ago, following the finding that economic organizations with same activity, same-equipped in terms of resources, the same format specifically internal of process, poor performance on different only because spaces operating in different cultures. So, in such cases, culture proved to be the only ingredient capable of imposing a difference and, hence, increasing concern of management science for understanding the phenomenon and identifying those resorts to ensure performance. (Zecheru, 2002).

2. The culture as management field of exercising

The literature compiles inventories of numerous attempts about presenting culture as a hierarchical structure of field-specific approach. We mention, in such a context, an original conception on the composition and revolutionary cultural phenomenon represented as an independent body composed of all cultural formations and movements supra. Thus, we present the culture as having"morphology" own a natural structure that has grown up gradually over a long historical period. According to this representation, viewed cultural phenomenon is also organic and coherent entity that precedes the birth of the individual and then transcends his death. `Culture appears, develops and disappears after its own law of development, totally different from that leading individual destiny of man and of the community to which it belongs.` (Frobenius, 1985).

The definition of culture is itself a cultural product that is thus marked by subjectivism and certain determinations. After more than half a century, after extensive and thorough research, it proposes a definitive statement, reference, designed to summarize all distinctive elements known at that time. So culture is' ... implicit and explicit behavioral patterns and for behavior, acquired and transmitted by symbols. The essence lies in the traditional ideas emerging culture and historic selected and, especially, the values that are assigned; culture systems may, on the one hand, products of the action, on the other hand, determinants of future actions. "(Kluckhohn and Kroeber, 1952). In the demarche mentioned above, it also identifies five key dimensions of cultural phenomenon, having each one, a strong

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[1] In contrast with the term "civilization" (designating the external dimension, conventional relationships with peers), the concept of culture has also a sense that refers to the human depths, the interiorizing and spirituality.

operational. These are: (i) how perceptive, reactive and interpretation of the human psyche; (ii) behavioral patterns, practices, rituals, habits etc .; (iii) spiritual heritage[1]; (iv) products of human creativity[2]; (v) all institutions of forms and rules of organization.

The definitions of culture can be grouped into: descriptive definitions[3], of time history[4], of normative invoice[5], psychological[6], the structural type/genetic[7]. So, the being institutionalized cultural system in a given human society does not exclude the concurrent existence of disparate cultural elements[8]. They may be able to be involved heavily in the production and transmission of cultural values. For methodological reasons in this paper, we ignore the presence of such elements, as we ignore and those having a profoundly anthropological contained in aggregate conceptual elements highlighted in the definition of Kroeber and Kluckhohn.

Strictly, in this paper, we address only the culture organized as institutional form as it is currently structured in the macro system composed of myriad products / cultural services, plus specific activities creation / movement of cultural values, organized and carried out within the institutions of the Ministry of Culture and publicly funded. In this field of research we will deepen our analysis of the junction with scientific management culture.

From a management perspective, culture can be defined as: (i) the product of a specific cultural organizations; (ii) process the view of obtaining values cultural, ethical, spiritual, and their movement in society; (iii) determining environmental factor for the organization in general, and for the management, in particular; (iv) system consists of a network of specialized institutions, coordinated by an administration shaped the creative problem solving process and adjacent movement of cultural values. Elements of a culture form an organic whole - unitary and coherent - been constantly redesigned and renewing transformation.

The institutionalized culture consists of a set of legal entities, structured on two levels: (i) in the microsystem finalist, basic entity whose purpose is to develop and / or circulation of cultural values, ie the cultural institution[9]; (ii) the macro-level of interdependence, aggregate entity coordinating a group of cultural

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[1]   The knowledge resulting from living together in a certain environment, language, symbols, codes currently used etc.;
[2]   The folklore, the representative literary works, music, architecture monuments etc.;
[3]   It presents the cultural sphere, highlighting the elements that make up this area constitute a whole;
[4]   These are born from cultural systems in their historical evolution;
[5]   In that culture is itself reduced to a system of rules or symbols, significations.
[6]   What conceive the culture as a structuring of the human psyche.
[7]   Characterized in that it identifies in the last resort, with the social culture, with all phenomena that distinguish the company in nature, the concept of culture area, in this case, significantly enlarged.
[8]   The natural and legal persons, subsystems belonging to other structures.
[9]   The theater, museum, library, philharmonic, foundation, association, etc.

organizations whose primary purpose to achieve a harmonious, balanced and stable cultural phenomenon as a whole, ie cultural administration[1].

The cultural institution adjusts itself depending on its purpose, value aesthetic, spiritual, artistic, moral, etc. and not in relation to profits, as does economic microsystem[2]. Cultural Administration - all finalists systems - adjusts itself based on the interdependence and interaction of its elements[3], thus constituting the main factor responsible for its cohesion and sustainability system.

It should be mentioned here still an interesting theory, according to which, "in the same culture can identify various subsystems that differ according to the specific activities." (Sorokin, 1970). Thus, they established six such subdomains called "spheres of culture", as follows: science, religion, language, ethics, arts and cultural sphere derived[4]. In light of this theory, "spheres" are closely linked to the "anatomy and physiology culture" while "structure" culture would institutionalize its relationship with society as a whole. In terms of organizational, culture is a set of elements [5]with all their material support they provide and disseminate such dynamism, and with the multitude of individuals and institutions involved organizations that aims for spiritual, moral, artistic, etc. This ensemble varied, complex and dynamic filled with other systems containing cultural components, such as language arts, ethics, law, religion, state institutions etc.

The premises underlying strengthening functional and institutional structuring process are: (i) human biological dimension (essential human needs is the primordial consideration of any culture); (ii) organizational capacity intrinsic to human beings is the basis of interpretation of culture as a finalist action; (iii) modern human predisposition to institutionalize projects[6].

From another perspective, the culture has been described as that which results from a continuous process of (re) organization (institutionalization) with the essential and fundamental: (i) the community's concerns, aspirations, expectations and personalities of their representative ; (ii) the rules of coexistence, mentality, heroes and models; (iii) the mission or set of roles arising from participation in sociocultural; (iv) its values hierarchy and learned over time, become absolute landmarks of the community. According to this theory, "the culture is a product of the interaction between society and the individual, the first being due, while human personality is the consequence of the effect, the purpose of which is culture." (Parsons, 1967).

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[1]   The Ministry of Culture, as the main resort and the County Department of Culture.

[2] The company orientated to making a profit and avoids losses.

[3] The cultural institutions financed from public funds, under the coordination of an administration.

[4] The philosophy, politics, economics etc.

[5] The values, rules of social life, significations, intentional actions and behavioral attitudes etc.

[6] Of developing consistent sets lasting human relationships, adapting to environmental demands targeted.

At a time and in the another context, but somewhat similar connotations, it was attributed to culture three distinct meanings as follows: (i) individual feature, embodying sophistication, preparation, attitude towards cultural activities etc.; (ii) process (set of activities) requiring, in modern times, including institutionalization; (iii) the product [1](Gusti, 1970).

By participating actively in the international dialogue on the definition of culture, sociology Romanian identify and describe three major levels of definition of culture: (i) all cultural objects specific to a human community in a period time, in other words, "objective culture"[2] made up of all together with the intangible cultural property[3]; (ii) the set of rules for organizing human society institutions and constituted "institutional culture", reflected in different administrative and economic entities[4]; (iii) all reports that each individual has the fundamental cultural values of the community it belongs - "personal culture". In the socio-managerial, each culture defines its own way while institutional structure; their original culture form a set of institutions linked by specific relationships governed by their own organizational goals and principles, constituting "directions valorization 'distinct.

Recently the science of management, there has been significant development of the concept of organizational culture; it has two essential components, namely, the management culture and relational culture. So far, there is still no widely accepted definition for what we call "organizational culture" but nevertheless circumscribed period a number of traits common elements. Thus, most of the definitions are considering a set of values and meanings that belong exclusively to individuals in an organization, these values and meanings is the basis of organizational culture as a phenomenon that is growing by summing the individual contributions.

Furthermore, the organization's own values and beliefs are found in symbols, attitudes, behaviors and informal structures that concrete forms of manifestation of culture. All these are important because they determine significant developments and future performances.

"The organizational culture resides in all values, beliefs, aspirations, expectations and behaviors shaped over time in each organization that prevail within it and its direct and indirect conditional functionality and performance" (Nicolescu, O., Verboncu, I., 1999). Given the importance of organizational culture in applicative managerial, the concept has been treated in connection with its determinants (factors endogenous / exogenous prints in time, the organizational characteristics) and correlated with the concept of organizational climate (mood staff, at a time determined by various internal factors marked by a high dynamism,

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[1] Coherent system of cultural goods and services representative of a particular community and historical epoch.
[2] The cultural heritage - architectural monuments, paintings, works of literature, musical composition, etc.
[3] The myths, predominant favorites, religious practices, scientific discoveries, traditions, customs etc.
[4] The state institutions, army, church, justice, economic units, cultural institutions etc.

this having a significant influence on the interaction of employees during specific internal process development).

Mention that, between the two concepts (organizational culture and organizational climate) there are numerous similarities and differences. In other words, the climate is closely correlated with the expression of organizational culture, being considered as part of a whole, therefore, a particular manifestation of a more comprehensive holistic phenomenon. Compared to the development of organizational culture, organizational climate is assigned, so a more sustained dynamism. On the other hand, the organizational culture change involves a higher degree of difficulty given the numerous factors involved and their depths within the organization.

The values and beliefs of an organizational culture are revealed through the employees who need to identify and understand the power in their own lives, both professionally and on a personal level. All these elements are reflected in the mood as part of the organizational culture. The organizational climate is, therefore, a synthesis of the expectations of staff, he exerting a major influence on the conduct of employees in a given period of time. Thus, climate (internal environment) requires both an individual interpretation and a collective one on the organizational culture and its elements.

The organizational culture can be analyzed on different levels, which are differentiated by their degree of sensitivity (vision). From this perspective, it can be noticed, first of all, a surface level, the one of objects and symbols evident immediately visible what is in contact with a local nine (signs, architectural buildings, arrangement of offices, the furniture, the language, attire arrangements for addressing etc.)

In the second level, the median is relevant conduct, attitudes and values of staff declared, all originating in the values promoted by the founders and the first leaders of the organization. In essence, these original elements resist over time, while even if there are some small variations. Thus, they define thinking and action, providing moral and psychological identity and stability of all those involved.

Finally, the third level, deep beliefs / core values whose validity was confirmed long ago and proved to be viable in most situations faced by the organization. Typically, fundamental values are not subject to discussion, debate; they are simply accepted without demonstration. In an organization where some value is strongly supported, behavior inconsistent with it shall automatically be considered as unacceptable and unthinkable.

Within the framework an organizational culture, most managers share a common set of beliefs and values about how the organization should be directed. New employees come into contact with this cultural set and adopt both due to formal events, and those informal. By their status, managers significantly shape the decisions and behaviors of other employees. As part of the organizational culture, managerial culture can exert influence over the staff. So is given by the whole management culture beliefs, values, symbols, attitudes and behaviors of managers

in an organization, all of which is reflected in decisions made and actions taken to ensure the efficient development of the organization.

Similarly, in an organization grows, while a separate relational culture as all connections between employees during specific internal process development. Through his quality inherent relational culture determines the internal climate and organizational performance. The many relationships between employees of an organization, entity unseen iceberg, is itself a part of the whole, and not just any. On the whole, these relationships constitute the "glue" integral element, one that combines system merges and catalyze energies. As such, given the strength of an organization is not only the "assembly" mechanical employee and / or functional departments, but also the quality of interrelations and values that are born this interconnection.

3. The specialized management

At the beginning of last century have consolidated at least two significant conditionality have imposed as objective necessity the acceleration conceptualization in management. On the one side, environmental restrictions, due to the scarcity and dispersion of resources, requirement bring to the fore their judicious use and the efficient efforts of solidarity. On the other side, dilettantism in leadership is perceived by a growing number of interested factors[1] as particularly harmful for the present and future of the organization. Management Science appear, such as an answer, in theory, the new wave of complex economic and social reality that floods the beginning of the century.

The first crystallization in management science, highlighting a series of principles and rules on "scientific organization of labor" have emerged as a consequence of investigation management processes and phenomena within the company. Through its specificity, the company is a large area to study management because: (i) requires a disciplinizare accelerated, given the imperatives of profit maximization and / or avoid losses; (ii) is an area conducive to conducting experimentation and innovation management; (iii) brings together a considerable concentration of phenomena, processes and significant structures; (iv) corresponds most pragmatic-empirical orientation that this programmatically, and it proposes; (v) requires relatively reasonable cost phenomenon research on leadership.

The non-profit management concept has started in the West in about four decades ago. The field of application management, have identified a "sector undiscovered". Alongside the private sector (driven by the profit motive) and the public (state authorities) takes shape, thus, a new sector, "guided by value." [2]The main criterion through the prism which the distinction between sectors is the nature of the transactions between the organization and the environment. In the private sector, the predominant reasons are economic; participants in transactions primarily

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[1] The Employers Association, the unions, the shareholders, public authorities, banks etc.
[2] Value-led organization.

aim to maximize profits and avoid losses. In the public sector, the prospects are mainly political: participants at the transactions[1] pursued as a priority maximize profits and avoid losses. In the third sector, transactions are carried out through the values that animate the organization: the fund providers allocate financial resources and "organization guided by value" offering goods and services with very specific (values), radically different from those in the economic sphere (Hudson, 1995).

The particularity that differentiates the third sector net private and public sectors is that, this time, there is only one and very weak relationship between fund providers and users of goods and services. The International Classification concerning the non-profit organizations comprise twelve large groups of activities, namely: (i) the culture and entertainment; (ii) the education and research; (iii) the health; (iv) the social services; (v) the environmental protection; (vi) the development and habitat; (vii) the legal institution; by attorney bars and clubs (parties) policies; (viii) philanthropy and volunteerism; (ix) international aid; (x) religion; (xi) professional associations and trade unions; (xii) other organizations that cannot be included in the private sector or the public.

Certainly, between the three sectors mentioned above, there is a strict separation. These are overlapping on certain portions, thus generating hybrid zone composed of organizations with mixed features. In culture, for example, meet, including a `profitable sector`[2] that produce both spiritual values, aesthetic, artistic, etc., and substantial revenue; There will also be identified cultural institutions subsidized by the state budget, public sector organizations without activating fit the typical "transaction" units in this specific field.

The leading of a submarine and piloting the aircraft are completely different processes, even if, and in one case, and in the other, the process itself contains a number of common elements. The peculiarities of piloting the two types of determinants are given: (i) endogenous considered as an entity composed of ship crew and some technical-material system; (ii) exogenous specific field evolves ship. Similarly, the management exercises its functions over the object of her work - organization (vessel) which, in turn it, is placed and evolve in a certain environment.

The management specialized for a particular area is an entity in scope individualized, made up of a a whole conceptual the base taken from the science of management that integrates a number of elements theoretical specific methodological generated by the interaction of scientific management with an organization a type and its economic and socio-cultural field.

The management specialization is, in substance, the projection of a more generally phenomenon, the social division of labor, with repercussions both the theoretical and especially pragmatic plan. In this area generous, there are also our concerns, on the one hand, the definition of management in culture, distinguishing elements that differentiate it from other types of specialized management, on the

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[1] The economic units, companies, suppliers, banks etc.
[2] The show-business, publishing, art galleries etc.

other hand, identifying features context in which it occurs and assume specific responsibilities. (Zecheru, 2015).

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