

# Editorial

Dear Readers -

We are extremely pleased to offer you the new issue of a scientific journal called *Cultural Management: Science and Education (CMSE)*, created on the initiative of research staff and teaching faculty at the WSB University (Poland). Our journal, which is published by Logos Verlag Berlin – Academic Publications in Science and Humanities (Germany), is a peer-reviewed professional journal dedicated to the advancement of best practice and the latest thinking in cultural management, including the results of basic and applied scientific research by international authors in the English language.

While developing the foundations for the journal, we have tried to ensure that it takes the form of a platform for sharing knowledge

and experience, for passing on information, and, above all, that it is an invitation to undertake joint scientific initiatives and research assignments. We will therefore publish results of the latest research, case studies, reviews of existing theories, book reviews, and articles referring to important research areas which require detailed consideration in the sector of culture.

We hope that you will find the articles in the journal an interesting read, that they inspire new research, and that the results will find use in practise. We wish you a good read, and also encourage you to participate in the preparation of subsequent issues of *Cultural Management: Science and Education*.

*Łukasz Wróblewski*  
Editor in Chief

# Leadership in Independent Art Organisations: Entrepreneurship and Regional Embeddedness

DOI: 10.30819/cmse.8-2.01

## ABSTRACT

The lack of honest and transparent social and regional intercultural and intergovernmental dialogue in the Western Balkans region is evident. The number of international (mostly externally driven) political cooperation instruments and initiatives has flourished in the last ten years (Berlin Process, Open Balkans, Common Regional Market), while the number of bilateral disputes has remained stable. While mostly linked to "dissonant heritage" and cultural/political memory issues, these disputes are raising deeper expressions of hatred (discourse of hate in official communication and performative acts). At the same time, the establishment of the Common Regional Market is underway, and one of the most important agreements regarding the common labour market of Albania, Serbia, and North Macedonia came into force in 2024. In such a complex and dialectical context, organizations operating in the field of cultural, creative, and socio-cultural entrepreneurship are using different, even risky, methods, strategies, and creative approaches to achieve organizational objectives by investing in collaborative programs and projects, while daring to deal with conflictual issues. Leadership in such a populist ecosystem requires courage, vision, and diplomacy skills to overcome challenges that threaten to sabotage democracy and the promotion of values such as diversity, freedom of speech, and human rights.

## KEY WORDS

Entrepreneurship, leadership, socio-cultural entrepreneurship, cultural management, Western Balkans

Paper received: 5 August 2024 • Paper revised: 15 August 2024 • Paper accepted: 10 September 2024

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## Introduction

**L**eadership and entrepreneurship are terms that are not often present in public discourse in the area of arts and culture. In general, both terms are associated with business practices and the market approach to arts, thus cultural workers are reluctant to use those terms or even to be associated with. On the other hand, the realities of cultural

policy and financial instruments available inevitably are pushing many operators in the field to initiate and to create new ventures that are in essence entrepreneurial. It goes for all agents in the field, except for those in publicly financed and subsidized sector (their position is secured by `non-doing` just applying routine governance). However, even among them we

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# Relationship Marketing in the Theatre Market – Theoretical and Empirical Aspects

DOI: 10.30819/cmse.8-2.02

## ABSTRACT

Theatre management is undergoing changes connected with the implementation of a marketing approach in this sphere, which is directed at building and deepening relationships with the surroundings, and especially with the theatre audience. The concept of relationship marketing and the instruments related with it are applicable in this sphere. The purpose of this article is to present how relationship marketing is perceived by theatre managers and the role attributed to it, as well as the impact of related marketing communication activities on the significance of the theatre offer for theatre-goers. This article was based on a literature study and an analysis of qualitative and quantitative empirical research. The quantitative research covered 502 theatre-goers. In the scope of qualitative research, 5 in-depth individual interviews were conducted with the representatives of managerial staff of the selected theatres in Poland. Empirical research indicates that there is a need for the application of relationship marketing in theatres, whose assumption is the creation of long-term bonds between a cultural institution and the recipients of its offer. This involves creating value bundles which are attractive for those participating in cultural events and theatres improving their offer.

## KEY WORDS

Theatre management, theatre market, marketing concepts, relationship marketing, theatre-goer

Paper received: 1 October 2024 • Paper revised: 8 November 2024 • Paper accepted: 10 December 2024

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## Introduction

**T**heatre, as one of the most resounding arts, with its roots going back to the ancient times, is, on the one hand, developing through new forms of performances and experimental solutions based on new

technologies, and on the other hand, it is faced with a specific competition connected with various types of goods and services, which are consumed in free time. Combining the classic with the new in theatre, using electronic means

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# Cultural Management in Spain: Deontology of an Emerging Hybrid Profession

DOI: 10.30819/cmse.8-2.03

## ABSTRACT

Current cultural managing began in Spain at in the early eighties of the last century. However, it is an emerging profession whose consolidation process has not yet been completed. A distinct feature of the profession is its hybrid character, as there are cultural managers who work as freelancers and others as administration staff, functioning like the supply and demand side of cultural goods and services publicly funded. By means of discussion groups, we analyse the degree of consensus on values and professional norms in both groups. In doing so, we aim to clarify which professional ethics is actually followed in professional practice, and also to establish the degree of consolidation of the profession. We conclude that there are some specific social norms of the group, although job insecurity and differences in both conditions and work methods make it difficult to achieve the integrity of the profession, understood as the adherence of all cultural managers to the same distinctive ethical standards.

## KEY WORDS

Arts and culture, authentic norms, cultural managers, professional ethics, social norms

Paper received: 14 December 2023 • Paper revised: 10 June 2024 • Paper accepted: 3 November 2024

## Introduction

Cultural management can be understood as a part of cultural policy, that is, as administrative actions to implement cultural policies. In this sense, its origins can be traced back to the state's awareness of the potential that the use of culture has for nation building, and thus to the 19th century in many countries (Fumaroli, 1991; Dubois, 1996; Sepúlveda, 2019). More generally, it can be understood as techniques for using culture in the service of political, but also business objectives, such as participation in entertainment,

publishing and audiovisual markets (creative industries) (Roodhouse, 2008; Howkins, 2013; Rosewall, 2017), or in reputation management through patronage (Behnke, 2007; Antal, 2009; Lewandowska, 2015; Blundo et al., 2017). In Spanish-speaking countries, it also refers to cultural intermediation activities between administrations on the one hand, and citizens on the other. These are activities that aim to increase the quality of life of the population by facilitating access to culture. In other countries, different expressions are used to designate similar job profiles, such as *médiation cul-*

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# Role of State Support for National Cinema in the Context of the Country's Cultural Development – Case Study of Kazakh Cinema

DOI: 10.30819/cmse.8-2.04

## ABSTRACT

The relevance of the study is expressed in the fact that the development of Kazakh cinema through the lens of social and political problems has until recently received little attention, although its role in culture and modern society is very great. The purpose of this study was to determine the impact of the state policy of Kazakhstan on the national cinema. The study analysed the current legislative documents related to the field of cinema and provided a brief overview of them. The ideas of state policy in contemporary Kazakh cinema were explored, cinema in terms of the country's social and cultural dynamics were described, and a factor analysis of the current state of cinema in Kazakhstan was conducted. Furthermore, the main goal of the state policy and its main areas in the matter of cinematography were defined. The study presented an analysis of the influence of different social and political systems in Kyrgyzstan, Tajikistan, Uzbekistan, and Turkmenistan on the national cinema. In addition, the study considered contemporary Kazakh films, the key areas of state policy, which found their role in the production of cinema. The results showed that governmental involvement in the cultural process of the country is needed. Support for national cinema is the main current in the field of state management of the film industry. Today, funding for film projects favours national cinema; films of social significance have a spiritual and non-commercial value. Comedies are considered to be the most successful profitable genre in Kazakhstan's cinema, although they stay low-budget in production. Not only the government but also the other stakeholders of the population need to be involved in the development of the film industry. The practical significance of this study lies in the fact that its findings can be used as a basis for the preparation of training disciplines: "World Cinema Process", "Cinematography", "Modern Kazakh Cinema Process".

## KEY WORDS

Creative industry, film financing, subsidies, social norms, legislative framework

Paper received: 4 June 2024 • Paper revised: 15 October 2024 • Paper accepted: 28 October 2024

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# Between Philanthropy and Professionalism - Analysis of the Phenomenon Based on the Example of Help Provided to Ukrainian Refugee Families by Poles

DOI: 10.30819/cmse.8-2.05

## ABSTRACT

The help offered to Ukrainian families of war refugees in Poland is the example of interferences between volunteer, philanthropic activities undertaken parallelly to institutional forms of professional support. The authors analyze the above mentioned phenomenon by referring it to the fundamental paradigm of social work developed by Helena Radlinska: to rescue, to care and to assist. The presented text also highlights scopes and forms of unprecedented assistance provided by Poland and Poles to families of war refugees from Ukraine.

## KEY WORDS

Philanthropy, social assistance, social work, Ukrainian families of war refugees

Paper received: 16 June 2024 • Paper revised: 17 July 2024 • Paper accepted: 6 September 2024

## Introduction

**T**aking care and helping to the others is one of the most universal human values and obligations. Its institutional forms as well as individual activities through centuries have been shaped by local cultures, social structures, traditions, customs and economic conditions. Their evolution started from individual, voluntary forms of the support offered to orphans, elders, poor and homeless. Over time, it has been developed into forms of charitable activities undertook by religious institutions and communities as well as individuals of high

social positions. Finally, it has been also included into state policies determining activities of both governmental and non-governmental organizations. Since Mary Ellen Richmond published *Social Diagnosis* in 1917, the approach to helping others has changed. Richmond's work highlighted the need for a scientific approach, based on professional diagnosis, to help another person in a professional manner. In this way, professional assistance and its instruments began to develop - social assistance and social work as part of the state's social po-

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# Factors Affecting Knowledge Transfer Interactions and Their Modelling in Higher Education (Based on a Hungarian Empirical Study)

DOI: 10.30819/cmse.8-2.06

## ABSTRACT

There is no question that today's successful universities see themselves as bastions of knowledge transfer. The classic institutional role involves the transfer, development and preservation of knowledge. However, universities often fail to realise that several factors can influence the nature and frequency of knowledge transfer interactions between institutional citizens. The authors surveyed Hungary in 2021 and 2022 to analyse this, involving 552 students. The results show that students are more likely to seek professional help from teachers who provide them with up-to-date, practical knowledge. Furthermore, the authors present their own learning analytic model, using students' baseline data to predict the extent to which students are willing to interact with instructors for knowledge transfer.

## KEY WORDS

Knowledge transfer, cooperation, higher education, willingness, model

Paper received: 13 July 2024 • Paper revised: 11 November 2024 • Paper accepted: 18 December 2024

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## Introduction

**K**nowledge management is using and sharing data and knowledge to inform decision-making processes. Knowledge management focuses on creating new knowledge on the one hand and sharing, storing or expanding knowledge on the other (Ozdamli & Cavus, 2021). The terms knowledge

transfer and knowledge sharing are frequently used in the knowledge management literature and are often used synonymously. Paulin and Suneson (2012) put knowledge transfer in a more objective perspective, while knowledge sharing in a subjective perspective. This distinction is underpinned by the considerable

# Restrictions in the Operation of the Polish-Czech Cross-Border Market of Cultural Services as a Factor Destimulating the Quality of Life

DOI: 10.30819/cmse.8-2.07

## ABSTRACT

The purpose of this work is to determine, by means of structural modelling, the impact (direction and strength) of the imposed restrictions (in the period of Covid-19 pandemic), related to crossing the border between Poland and the Czech Republic in the area of the Euroregion Śląsk Cieszyński - Těšínské Slezsko (EŚC-TS) on the operation of the cross-border market of cultural services, and subsequently, on the quality of life of the residents of EŚC-TS. For the needs of this work, quantitative research was conducted with the use of a standardized questionnaire on a sample of 2109 residents of EŚC-TS (1109 participants on the Polish side and 1000 on the Czech side). The obtained data were subjected to factor analysis and to Structural Equation Modelling (SEM). The results of SEM analysis confirmed that the imposed restrictions (in the period of Covid-19 pandemic), related to crossing the border between Poland and the Czech Republic in the EŚC-TS area exerted a negative (destimulating) impact on the functioning of the cross-border market of cultural services, which, as a consequence, led to the worsening of the quality of life of the residents of both the Polish and Czech side of EŚC-TS.

## KEY WORDS

Culture, cross-border market, euroregion, quality of life, residents, borderland, behaviours of consumers

Paper received: 11 May 2024 • Paper revised: 29 November 2024 • Paper accepted: 6 December 2024

## Introduction

**T**he problems of European Euroregions form an important object of research, which have been conducted in the field of various scientific disciplines. This subject is frequently discussed by political scientists whose analysis concentrate, for example, on the issue of the changing functions of state borders, or the functioning of the local government administration in times of the European inte-

gration (Schulz, Stokłosa, Jajeśniak-Quast, 2002; Gualini, 2003). Sociologists, in turn, focus their research mainly on the transformations of social structures, processes of exchange in the sphere of values, habits and customs that occur as a result of the 'blurring' of the border that had divided the neighbouring communities for a long time (Ehlers, Buursink, 2000). The representatives sciences such as social psychology or cultural anthropology, focus on research