

ACADEMIC MANAGEMENT FOR THE BENEFIT OF ACADEMICISM, DIDACTICS AND SCIENTIFIC RESEARCH

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Abstract: *On September 24th 2015, at the Academy of Sciences of Moldova was launched the treatise “Academic Management” elaborated by the Academician Gheorghe Duca, the President of the Academy of Sciences of Moldova and Univ.-Prof. Dr. Dr. H.C. Ion Petrescu, Honorary Member of the Academy of Sciences of Moldova and Honorary Member of the Academy of Romanian Scientists. After a didactic, scientific, publicistic and managerial activity of decades in the field of academic management and associated or adjacent sciences, the authors felt the need to create a paper in which to summarize and systematize the accumulated knowledge, to offer readers a synthesis of preoccupations so far, some published, others new.*

Keywords: management, academic management, academic, didactic, university competitiveness, scientific research.

JEL Classification:: A20

1. Introduction

The treatise is a complex scientific paper that presents the model of academic management from the perspective of the European and international academic management system, mainly valorizing the contribution of research and practice in the so extensive field of academic management. In the landscape of academic preoccupations, the treatise has first of all as objective the presentation of scientific contributions in outlining the model of academic management, being a vast demonstration of

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theoretical and applied management, in which the academic environment was intersected with multiple models and concepts of general and functional management. Many chapters from the treatise introduce scientific premieres both in the field of academic management under the influence of the European academic management and of the international comparative academic management.

The treatise is a valuable paper within the academic management literature, fully managing to give the academic management an important place in the European academic management and in the international comparative academic management. Referring ourselves to the characteristic features of the treatise, we notice the fact that it is not only a theoretical description of the academic management, but also a precise practical orientation, feature which we find substantially expressed in every chapter, the authors presenting numerous examples from the academic managerial practical activity, given as experiences offered to the paper readers.

2. Objectives of the work

The main objectives aimed by the authors are integrated in the context offered by the European Union through Europe 2020 Strategy, being presented as follows in the face of academic management: (1) in the field of research – winning an international reputation concerning research, identification and development of research directions which can bring a competitive advantage to the academy and generation of innovative ideas and production of rich fundamental and applicative scientific knowledge, attraction of international researchers, attraction of an increased share of graduates in training or research programs; (2) in the field of education – winning an international reputation concerning education with emphasis on the attraction of a critical mass of top remarkable students and professors, production of graduates with key positions in the public administration or economic and social environment, recruitment of students and didactic personnel from the international market; (3) concerning internationalization – operation on a global academic market and internationalization of some of the activities (through connections in the field of research, exchange of students, professors and researchers, invitation of international researchers, professors); (4) concerning governance – creation of an environment favourable to research and didactic activities for students and professors through research and education spaces but also adequate accommodation

facilities and for social activities of students, establishing a top managerial team with strategic vision and adequate implementation plans, attraction of sufficient financial resources that allow a stable financial balance and diversification of attracted financial resources.

In relation to the above, a major factor of academic competitiveness increase is the management of scientific research activity. For this purpose, the academy must consolidate its position of scientific research leader by improving its positioning in the international classification with the help of measures from the following fields: (1) for the administrative organization of scientific research (offering optimum work conditions for researchers, with a wide and efficient administration, maintaining and reinforcing the autonomy of research centres); (2) for the stimulation of internal competition; (3) for rewarding remarkable scientific results; (4) for the development of research performances by raising the scientific standards in doctoral schools; (5) for stimulating the creation of research groups in interdisciplinary fields; (6) for attracting top senior students in research groups; (7) for internationalizing the scientific research activity; (8) for the creation of an efficient database; (9) for establishing Horizon 2020 priority research topics as strategic objectives.

And, with similar importance, the position of the human resources management in front of the academic management and the treatment of human resources as the most important wealth of the academy. In its academic approach, it must be taken into account the fact that the academy performance cannot be reached without high quality human resources, training, different wishes, people who represent with dignity the force of the academy and its real value. The academic community of elites, made of academicians, correspondent members, researchers, professors, students, MA students, PhD candidates and auxiliary didactic personnel, must be harmonized, having as inspiring examples the great personalities who served the academy.

In this regard, the strategy of academic management must supported by the following principles: (1) promotion of academic excellence; (2) promotion of organizational culture based on performance and knowledge; (3) supporting the professional autonomy in career development, including by participation to continuous training programs; (4) selection and career advancement of the most efficient youth; (5) cultivation of permanent dialogue with the entire academic community, including by involving

academicians, research and didactic personnel and auxiliary didactic personnel in the process of decision-making.

3. Role of academic management

As it is emphasized in the treatise subject to your attention, academic management plays an important role in outlining the mission and values of academy. The mission of the academy must define the reason for which it exists, the way in which its own vision can be found in reality. The academy must valorize and multiply its accumulated capital mainly in its performance areas. Through its managerial strategy, the academy assumes a mission and a set of objectives based on a set of fundamental values in order to develop itself on a sustainable base, which the academic management must honour and promote in all its decisions and actions. As fundamental values of academic management are the following: (1) humanism because the human being is the object of the academic activity, either it is the academician or scientific research, professor or student and their interest must remain primordial; (2) diversity, in which the academy, capable to induce a synergistic effect and manifest itself as the reason of academy progress; (3) freedom of thinking and expression which is not only a right but also a proof of spiritual and professional maturity, being values related to tolerance and mutual respect; (4) value recognition as the most important resource of the academic management, each member of the academy following to benefit from the recognition of members and the identification of an adequate form of personal development; (5) solidarity, manifested in the responsibility of every academician, scientific research, professor and student for protecting the interests and image of the academy, for the purpose of which it must be defined the team spirit, the collective interest kept in balance with the personal one.

4. Academic management as joining science with art

The academic management is outlined as joining science with art. In this framework, the academic managerial process has specific traits and functions. From here comes the need for the academic managers to have a certain common and specific managerial-academic training, which allows them to be able to adapt adequately to the principles and functions of the academic management. It must not be forgotten that the academic

managerial process includes informational, decisional and motivational elements, their share and significance being different from one field to another, in relation to the specificity. Without being less competent in selecting, processing and using information or in the decisional sphere, the academic manager must master and use the mechanism of motivational factors with flexibility.

It is rightfully written in the paper that sometimes the managerial art prevails over managerial science in the academic management, the manager personality and its example having an important role in reaching the objectives of the system and of the academy at a level of performances as high as possible. We are in a special area as significance of academic management and especially of academic manager activity because success depends on the capacity to orient, organize, guide and motivate the academic body and the students. In this system, the manager and its collaborators decisively influence the final results.

Not accidentally, the academic management is today a complex activity which aims many fields. In these conditions, the manager and its team plan and organize the work of the personnel, the activity of the students, make decisions and control their fulfilment. All these are learned gradually, during the exercise of managerial attributions. The treatise we are referring to is an answer to the above imperatives, mainly oriented to renew the scientific research and higher education through a reform, able to conclude the transition from the authoritarian and centralist educational system to the educational and research system adequate to a society based on individual freedoms, market economy, competition of values, rule of law and all oriented in the direction of European integration.

5. Complex content of the treatise

The treatise is built around many fundamental themes, each of them contributing to the distinct character of the work. A first major theme is that of the power and efficiency of the academy on the move. Management, as specific type of activity, from the existence of the academy as system, as unitary assembly of elements, actions, the normal functioning of which depends not only on its nature and relations between them, but also on the general organization, on taking into account its components. The problems of the management on the move acquire important significances in an economic, social and political environment which is quickly changing. The

academic world created by these changes is the main object of the work. The academic management has the essential responsibility to record the transformations that took place in the past and to analyze the major coordinates of development taking place today.

The second fundamental theme of the book is the globalization and Europeanization of academic life and its management. Unlike the past, we are witnessing today a clear acceleration within the process of global and European integration. The emphasis on globalization and Europeanization in this book is strongly related to the importance offered to this problem in the chapters referring to priority concepts and tendencies in the academic management (chapter 2), managerial strategy (chapter 3) and academic managerial process (chapter 4).

Thirdly, the treatise focuses on a strongly comparative attitude in two major fields: one first field is that of scientific research activity management (chapter 5), scientific research quality management (chapter 6) and scientific research marketing (chapter 7); the second important field is that of information system (chapter 8) and decisional system in the academic management (chapter 9). In analyzing and approaching these fields, it is aimed the balance of debates through a grounded variety of materials took over from different academies or academic cultures from Occidental and also East-European academies, where substantial changes are taking place nowadays.

The fourth theme is the need to adopt a historical-managerial orientation in matters of academic managerial control (chapter 10) and communication in academic management (chapter 11). The involvement of authors in the two subjects aimed more than the simple review of the historical-managerial context. It was emphasized the modality to contribute to the way in which the academy is perceived in the present.

Fifthly, special attention is given to the problems of human resources management (chapter 12), technical-material base (chapter 13) and financial-accounting bases (chapter 14). It is a major field for the academic management, especially in relation to the genre problems. The genre study is presented by us as a specific field within the academic management as a whole.

The sixth theme refers to the management of international academic relation (chapter 15) with the evaluation as function of the academic management (chapter 16) and efficiency of academic management (chapter

17). The managerial thinking is an important help for understanding every element and relation between the three elements, which in their turn can be transformed in an improved understanding of the academic world. The study of academic management must be an experience that widens the horizon and opens the perspectives on the origins of managerial behaviour.

The paper ends with final conclusions (chapter 18) focused on the theme of management underlying performance and academy reputation. The performance and academic reputation, as dimensions of academic management, are a state of competitiveness, reached through a level of scientific efficacy and productiveness intended to ensure its sustainable presence in public life, in the conditions of multiform and complex interaction of many factors.

6. National identity elements from managerial perspective

The problem related to what type of managerial framework is adequate to the academy of sciences at the beginning of the 21st century becomes a central one of academic development efforts.

In formulating the answer to this question, the authors studied, entered into the internal substance of the academic managerial act which means in-depth knowledge of interpersonal relations, psychology of individual and group behaviour in the structure of the academy, competitiveness as fundamental feature of academic market, essence of managerial and marketing strategies and tactics, ergonomics – as component science of academic management metascience underlying the optimization of individual effort, rationalization and ease of movements of any nature in the academic processes or accompanying human activities.

After a didactic, scientific, publicistic and managerial activity of decades in the field of academic management and associated or adjacent sciences, the authors felt the need to create a paper in which to summarize and systematize the accumulated knowledge, to offer readers a synthesis of preoccupations so far, some published, others new.

They had to choose between two main ways: to elaborate a treatise in which to present the current stage of academic management evolution or write a book in which to present their own position, the actual step of the last stage of the academic managerial itinerary. In the end, they decided to travel on both ways and present what is more representative from each of them.

As a result, the present paper does not have only a pronounced autobiographical character, but it also presents the current stage of the academic management development.

In the study and generalization of academic management theory and practice, the authors were attracted by certain problems or aspects of managerial-academic reality and used those investigation methods and techniques from procedures that prove to be useful for achieving the declared objective.

Therefore, it results that readers can look in the present treatise what the authors intended to offer them in order to understand and apply in practising the manager profession in the field of academic management.

The initiative of the authors to elaborate the treatise on academic management comes in the proper moment to bring into light in a logical and compact form the national identity elements and from a managerial perspective, in the context in which, in the last two decades and a half, the academic and business environment was intersected with a multitude of models and concepts of external general and sectorial management. The measure of assimilating these models in the national socioeconomic space, as well as the way in which this assimilation was carried out, to which are added the original, local contributions in the academic management theory and practice, are very important for outlining a more clear image of the national contemporary socioeconomic and cultural space.

The treatise on academic management aims to bring to the attention of theorists and practitioners a wide range of academic management problems in the complex context of the society. After a quarter of a century of contemporary experiences in the development of market economy, this paper reveals important elements of the national academic management specificity. The themes included beyond their representativeness in outlining the national managerial-academic universe offer the readers valuable lessons for the future, based on the laborious efforts of documentation, conceptualization, synthesis and intellectual creation of paper authors. Through the approached subjects, this treatise outlines its noble mission to clarify key aspects of managerial-academic practice from the contemporary space in full creation and strongly influenced by the global convulsions and humanity transition from the information era to conceptual one. From this point of view, the treatise “Academic management” is clearly positioned in the multitude of scientific

contributions from the field of academic management and can be easily identified as a relevant reference point in the landscape of academic preoccupations to synthesize the actual state of the national academic management in a period with strong significances for the future of the national economy. The present treatise is also a short bibliography, very valuable for the researchers motivated to develop academic management models based on ancestral principles and values.

Concerning the future of academic management, the actual appearance of this treatise is a headstone and an expressive moment in itself. The fact that we are talking about a model of academic management indicates its existence and along with recording this knowledge by theorists, the model will truly come to life and we are convinced that it will open and take wing towards knowledge and national and international recognition.

Starting from a wisely elaborated plan and animated by the desire to bring a significant contribution to solving problems related to the theory and practice of academic management, the authors of the treatise carried out a tireless and extensive scientific research work. The academic posture, presentation form, style clarity and exposition logic make the material presented in the treatise accessible, easy to understand and apply in the managerial-academic practice.

7. Paper utility

The treatise “Academic management” is a paper for the academicism of scientific research, university education and expertise in academic management. The treatise is an expected and necessary opening to the reconsideration of opinions, ideas and mentalities about what was, is and especially about the way in which the academic management will evolve. The unique book of this type from the specialized literature is an innovative contribution to the literature and practice of academic management school. Impressive as volume and structure, it is the result of the effort, dedication and skill of the two authors – Academician Gheorghe Duca, the President of the Academy of Sciences of Moldova and Univ.-Prof. Dr. Dr. H.C. Ion Petrescu, Honorary Member of the Academy of Sciences of Moldova – valuable specialists in the science of academic management. Their joined effort offers an exceptional paper, skilfully conceived, with a well articulated and valuable itinerary through the variety of expressed ideas and concepts.

We can talk in the case of this treatise about a project of a generation, honoured to be a sign for readers with expert status or those keen on scientific knowledge, appreciation and gratitude. Next generations will want better, highly qualitative academic management, scientific research and education in the space of global competitiveness and this desire cannot be fulfilled without an academic management system particularized by the excellence of national space but with the European amplitude of great projects that define a nation with equal chances in the big European and global concert.

The treatise “Academic management”, published by the famous Encyclopaedic Research Centre of the Central Scientific Library “Andrei Lupan” (Institute) of the Academy of Sciences of Moldova, has the value of a reference paper about the appearance, development and permanent renewal of academic management in different historical periods. This scientific and editorial project is ambitious and courageous in the same time. Ambitious because it tried to cover all fields of academic management. Courageous because it proves the preoccupation for emergent research fields of academic management.

Therefore, the treatise tries and succeeds to valorize the entire research and practice of academic management through time, under the form of the most representative models of academic management from the most varied fields of academic activity, as it is proved by the very diversified structure of the treatise. Scientific ideas of special originality underlying the different academic management models can be discovered. These prove the remarkable scientific potential of the authors to bring forward the distinctiveness and similarities of the national academic management models with those existing in other European countries, in general, in other countries of the world. The models of academic management have their diversity and prove their open character, which allowed them to permanently improve according to the environment which influenced them continuously.

The elaboration of a treatise on the academic management model, besides the fact that it meets the expectations of the academic body, has the merit of rebuilding the links broken by the turbulences of the 20th century history, between the beginning of academic management and its wide present development. The treatise is a convincing proof that the activity of exceptional personalities of culture, scientific research and education is

continued today in agreement with the actual requirements of society evolution. This intellectual and academic practice effort is reflected in the successful activity of the academy managers.

8. Treatise opening towards future

The treatise appearance is also an opening towards future, signalling new challenges for academicians, correspondent members, scientific researchers and professors because the academic management science and practice is facing today quick and major changes in society development, changes that require a profound review of the modes of action intended to ensure the performance increase in economy and social life.

The contemporary academic management must face a socioeconomic environment with frequent changes and instability in social life. In principle, two defiances of development – an immediate one and the other in perspective – will question many of the actual principles and recommendations. The first defiance comes from the ongoing technological revolution. The production modes of humanity are quickly modifying. 3D technology, increase of production automation degree, tendency to disperse activities within small units will compel the managerial-academic practice to find successful solutions in relation to the new existential conditions. The second major defiance is the continuous modification of people relation with means of production. The efficient academic management will have to think solutions that ensure people an active life and income, not at all the perspective of mass unemployment. Inevitably, the academic management theory and practice will have to correlate the “performance” in economy in order to be closer to balance in social relations. In this perspective, the managerial-academic research will be more preoccupied by the human aspects of development.

The treatise entered courageously in these unknown areas through an approach and presentation mode which tries to give an answer to the numerous and difficult problems ahead of the academic management. The paper elaboration implied, if we are taking into account the reference period and its amplitude, multiple research activities, with reference to the past, to the actual period but also thinking on what must be done, so as to valorize the positive valences of academic management as modern production factor, generator of numerous intensifying influences on the economic and social performances.

The study of the authors concerning the evolution of academic management allowed them to emphasize that after proving the academic reputation, its management was influenced by an important number of factors which increased along with the academy development.

In its entirety, the treatise presents itself as an important paper within the academic management literature, managing to give the national academic management an important place in the European and international academic management. The treatise presents itself as an encyclopaedic paper, as a reference book for the national, European and international scientific literature, which brings into focus the most representative components of academic management.

9. Conclusions

The academic management plays a key role in conceiving the academic vision, in outlining the academic mission and values. In the context made available by the European Union through the Strategy Europe 2020, numerous objectives and actions are required in relation to the academic management.

The treatise “Academic management” presents the current stage of academic management development in evolutionist approach. The paper content is very complex and its utility is extensive.

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