



PHILOSOPHY OF ENTREPRENEURSHIP IN
THE MANAGEMENT PRACTICES OF
WESTERN UNIVERSITIES:
SCHUMPETER, CLARK, LANG

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SCHUMPETER'S LEGACY



Creative destruction is embedded in the creation

Competition can be destructive

Changing contexts change institutions

Belief in advantages of capitalist over socialist productive forces

Belief in powers of an individual entrepreneur (creator)

Rethinking the center of corporate powers

Easier to compete through synergy of corporate powers

Corporate constrains urge pursuits of freedom

CLARK'S LEGACY



University triangles: academic oligarchies, governments, and markets

Academics tend to get more independence through markets

Institutional entrepreneurship can be better than institutional death

A five-pronged transformational alignment:

- a) strengthened steering core
- b) enhanced developmental periphery
- c) discretionary funding base
- d) stimulated heartland
- e) entrepreneurial belief

LANG'S LEGACY



Universities are not corporations but they have to plan and account

Shared responsibilities are complicated and confusing

Management and budget responsibilities - to academic units

Academics are frontrunners; they understand their stakeholders best

Organizational learning for self-reliance takes long time and lots of money



PRACTICAL IMPLICATIONS

- University resources contain creative-cum-destructive forces
- More resources, more opportunities, more challenges
- Managers as bottlenecks vs. managers as fermentation
- Academics as “herd” vs. academics as “heroes”
- Tranquility vs. turbulence
- Academics as frontrunners (locally, nationally, globally)
- What kind of creation do you want?
- What kind of creation does the society want?
- What kinds of creations does some segments of the society want?

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**THANK YOU,
CHER-nivtsi !**