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## DISCUSSION

# The Case for including Study of Arts in Management Development Curricula\*

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### ABSTRACT

*Proliferation of business schools and institutes providing business education have resulted in the creation of a vast pool of trained manpower which has little avenues to explore for getting gainful employment.*

*Therefore, we have to discover new avenues, which do not require direct foreign investment for creating employment and adding value to our indigenous intellectual property owners.*

*The thesis of this paper is that the induction of the study of fine arts in business education curricula can help forge a common ground between the two cultures (Arts and Business) and to develop projects that are cooperative and mutually beneficial.*

*This paper is based on personal involvement with musicians since 1960 as the author's father was the founder of the all Pakistan music conference (APMC) and thus the author has been witnessing the continuing decline in the living standards of our classical musicians and contemporary artists.*

*The paper makes a strong recommendation for creating institutional networks for professionalism in the entertainment industry and for inducting modern management practices in the conception, creation and execution of performing arts.*

### RATIONALE

#### For the Arts:

- i) **T**he recent explosion in mass media (FM, Satellite and Private Television Channels etc.) has enhanced the scope of business opportunities for artists in the industry, which has precipitated the need for professional management in the area of Media & Entertainment.

Business schools can be the spawning grounds for providing such resources to fulfill the manpower needs of the mass media. It is interesting to note that no business school in Pakistan offers MBA degrees with specialization in media

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entertainment along the lines of what is being offered abroad, especially in the UK and USA to support their multi-million dollar entertainment industry.

- ii) The rich cultural heritage and unique art forms abundant in Pakistan have immense marketing potential, which needs to be professionally explored in order to leverage it as a value creation entity. By incorporating professional management and marketing techniques in this area, the vast untapped potential can be utilized to create marketable intellectual property. This can be a source of substantial revenue for the country as well as increment in the foreign exchange inflow thus contributing towards reduction of the trade deficit. Also, the arts & entertainment industry may prove to be extremely valuable in the post WTO scenario since it is indigenous.

#### **For Management Development:**

- iii) Modern studies and research have proven that for excellence in the areas of business management; aesthetic values, awareness and appreciation of the arts are critical leadership qualities that would differentiate the visionary companies from the me-too entities.
- iv) Business education starting after the initial 12 years of study does not allow students to develop their aesthetic sense, which leads to lack of creativity and originality, which are a must for achieving excellence in any chosen field of work.

#### **METHODOLOGY**

- i) Recording of personal observations of the author due to his involvement with the All Pakistan Music Conference (APMC) since 1960 and as a patron of the arts.
- ii) Personal interviews with prominent performing arts personalities and critics, namely, Mr. Salman Alvi, Mr. S.M. Shahid, Dr. Hassan Azad, Ustad Rais Khansahib, Dr. Ghazala.
- iii) Personal interviews with prominent business leaders, entrepreneurs and young executives, namely, Mr. Shahid Shafiq, Mr. S.I. Ahmed, Mr. Ishrat Ansari, Mr. Mohd. Amin, Mr. Salman Shareef, Mr. Ameer Haider, Mr. Danish Ansari.
- iv) Secondary research utilizing web based resources.

#### **FINDINGS**

##### **Benefits of including arts in Management Development Programs**

- Link the strengths of arts and business, promoting corporate social responsibility, community growth and vitality.

- Provide leading sources of talent, innovation, creativity and new ideas for business professionals.
- Arts inspire creativity and originality and the study of arts will add value to the ability of aspiring managers for generating intelligent and imaginative business strategies.
- Builds creative partnerships: using the arts does something very profound for the creativity and innovative potential of participating companies and all their employees.
- Study of arts helps people manage change successfully, helps staff to develop as individuals and team members, releases untapped potential to create vibrant, diverse and cohesive communities.
- Trains managers to strike a balance between the left and the right side of the human brain.
- Inspires adventurist responses, increases the ability to take risks, develops the human dimension of management, ensures the ascendancy of humans in a world of technological prowess.
- Can create sustainable partnerships between seats of learning, cultural and creative organizations.
- Add vital quality of life to the company and its employees.
- Serves as a catalyst for creating synergy between artists and businesses.
- Recruit, train, and place corporate managers with arts organizations in need of management assistance.
- Enables entrepreneurs to undertake endeavors for their intrinsic worth rather than for their contribution to the bottom line i.e. creates a rationale for sponsorships of art events.
- Introduces a human element to the mechanistic motions of corporate life and enables managers to recognize and appreciate others.
- Enables managers to accept and manage uncertainty, chaos and increases their tolerance towards ambiguity.
- Advantages of including art in management development programs has been illustrated by Abraham Zaleznik-Professor of Leadership Emeritus Harvard Business School, as follows:

*“It seems to me that business leaders have much more in common with artists, scientists, and other creative thinkers than they do with managers. For business schools to exploit this commonality of dispositions and interests, the curriculum should worry less about the logics of strategy and imposing the constraints of computer exercises and more about thought experiments in the play of creativity and imagination. If they are successful, they would then do a better job of preparing exceptional men and women for positions of leadership.”*

- Another viewpoint to illustrate the same linkage is that of Robert Joss – Dean, Stanford Graduate School of Business.

*“Leadership, in a sense, is a performing art, just like opera, singing or diving. It takes a lot of practice. But there’s a body of knowledge and awareness that’s very important to go with the practice.”*

#### **LINK BETWEEN LEARNING OF THE ARTS AND ENHANCEMENT OF CREATIVITY IN ASPIRING BUSINESS MANAGERS**

The way to get ahead in the age of the knowledge worker is not through raw brainpower, but by harnessing your emotions. Daniel Goleman, a Harvard-trained psychologist and former New York Times science writer, turned this idea into a household phrase with his 1995 blockbuster Emotional Intelligence.

As students increase their technical understanding in social sciences and quantitative techniques, they're missing out on a parallel track of social learning. They become emotionally de-skilled, and that pulls them back later in their careers.

Experts stress that education is just an entry-level requirement. You have to have enough to do the job - but it's not what sets star performers apart. A UC Berkeley study, started in the 1950s, followed a group of Ph.D. students in science and the technical fields for 40 years. It turned out EI (Emotional Intelligence) abilities were four times more important than IQ in determining professional success and prestige by the end of their careers. And in a study of managers who failed, it was always because of a deficiency of EI.

The increasing reliance on communication via the Web and email replaces human touchpoints. This weakens the fabric of connectedness that makes a company or organization work. That's why EI is so important in the high tech universe.

Dylan Evans writes that ‘Intelligent action results from a harmonious blend of emotion and reason.’ He adds, ‘Knowing when to follow our feelings and when to ignore them is a valuable talent that some have called “emotional intelligence”.’

Emotional Intelligence learning is most effective in the developmental stages of individuals, which are early in the educational career i.e. in the first 12 years of study. Thus, most EI programs are designed and developed for school going children, which

accompany their personality development and positions them for the challenges in their future. For the professional student, learning the arts give them the panache for developing EI capabilities.

Arts practice involves the exploration and development of ideas and feelings through the use of a range of skills and knowledge of art techniques and processes. The arts provide a powerful means of expression and communication of life experiences and imagination.

The arts contribute to the development of an understanding of the physical, emotional, intellectual, aesthetic, social, moral and spiritual dimensions of human experience. They also assist the expression and identity of individuals and groups through the recording and sharing of experiences and imagination.

Artistic works can inform, teach, persuade and provoke thought. They can reproduce and reinforce existing ideas and values, challenge them, or offer new ways of thinking and feeling. They can confirm existing values and practices, and they can bring about change.

Learning the arts contributes to the development of core shared values in students, in particular, helping them to critically reflect, make personal meaning and show enterprise and initiative.

The opportunity for creativity in the arts develops students' abilities to plan, visualise consequences, experiment, try different approaches, solve problems and make decisions in situations in which there may be no standard answers i.e. almost all of the problems faced by business managers.

Learning in the arts promotes the integration of skills from different areas of human potential, promoting 'multi-sensory' learning and the development of 'multiple intelligences'. The arts develop verbal and physical skills, logical and intuitive thinking, interpersonal skills and spatial, rhythmic, visual and kinaesthetic awareness. They promote emotional intelligence, a way of understanding, using and making responses through the emotions and students' intrapersonal qualities and experiences. Through arts, students learn to use and experiment with a range of traditional and emerging technologies.

#### **NEW PARADIGMS FOR THE BURGEONING ENTERTAINMENT INDUSTRY**

- Build partnerships that may enhance the management capacity of arts organizations while strengthening the leadership capacities of business professionals.
- Inspire literature, architecture, painting, music, theatre, thereby creating lot of business activity.

- Prepare arts groups to understand the marketplace in which they operate and to develop innovative and effective marketing plans through workshops that address market research, audience development, diversity, branding.
- Great art changes people's perceptions of the surrounding world for the greater good of all.
- Business managers well versed with the value and appreciation of the arts can be instrumental in adding value to the artisans and crafts enterprises in the following manner:
  - i. Creating awareness about the value of intellectual property.
  - ii. Training programs about marketing fundamentals for artisans and craft enterprises.
  - iii. Carrying out marketing research for visual artists to determine critical market characteristics i.e. market size, segmentation, targeting, tailoring and tying.
  - iv. Developing marketing plans and strategies along modern lines for enhancing the economic potential of entertainment, media and arts.

### **CONCLUSION & PROPOSED PLAN OF ACTION**

This enquiry has demonstrated that there is a need for creating an effective synergy between the arts and business communities. By the support that both communities can extend to each other, a multi-million dollar industry can be created which will be independent of the need for foreign direct investment. A proposed roadmap for realization of this vision is as follows:

- Leading business schools in Pakistan should be the focal point for disseminating modern management practices in the business of arts.
- Research should be conducted to evaluate perspectives of artists, writers, painters, actors etc. towards business professionals and vice versa to identify gaps and then build strategies to bridge these and create value entities.
- Business internships to be created involving final semester students allocated to a particular art practitioner. This should be apart from the customary internship in a commercial organization.
- Specially developed management, marketing and business courses should be included in prominent art institutions of the country.

- Specially designed short courses in the arts i.e. music, theatre, painting, writing should be included in the curricula of business education.
- Students should be asked to identify clusters of artistic endeavors in various regions and provinces of Pakistan, subsequently, a database be created.
- Business institutions to offer consultancy services to the arts & entertainment industry for solving problems by utilizing the student base.
- Use of feature films, recorded plays and other artistic endeavors for improving communication abilities to be encouraged. e.g. Kramer Vs. Kramer for improving interpersonal skills, Twelve Angry Men for demonstrating the benefits of collaborative problem solving etc.

I conclude this paper by offering some 'food for thought'; what was it that made the renaissance age much more beneficial and flourishing for people of the world as compared to the complete and utter helplessness of mankind in the dark ages?

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*I have already said that there is no such thing as a work of art which is entirely devoid of ideas. And I added that not every idea can serve as the foundation of a work of art. An artist can be really inspired only by what is capable of facilitating intercourse among men. The possible limits of such intercourse are not determined by the artist, but by the level of culture attained by the social entity to which he belongs. **Plekhanov***

***Inhabitants of Stifling City***

*Of love ashamed of thought afraid.  
Foul prejudices rule their brains.  
Their liberty they gladly trade.  
For money to procure them chains.  
**Pushkin***