

# Entrepreneurialism in Universities and the Knowledge Economy

Diversification and Organizational  
Change in European Higher Education

Edited by  
Michael Shattock



United Nations  
Educational, Scientific and  
Cultural Organization



in association  
with UNESCO

International Institute  
for Educational Planning



Society for Research into Higher Education  
& Open University Press

# Contents

Contributors	vii
Abbreviations	xi
Tables and figures	xiii
Preface	xiv
1 Entrepreneurialism and organizational change in higher education <i>Michael Shattock</i>	1
2 Finance and entrepreneurial activity in higher education in a knowledge society <i>Gareth Williams</i>	9
3 Research, technology, and knowledge transfer <i>Michael Shattock</i>	33
4 Teaching and learning: an entrepreneurial perspective <i>Paul Temple</i>	49
5 Human resource management and the generation of entrepreneurialism <i>Michael Shattock</i>	63
6 Governance, organizational change, and entrepreneurialism: is there a connection? <i>José-Ginés Mora and María-José Vieira</i>	74
7 Entrepreneurialism and private higher education in Europe <i>Marek Kwiek</i>	100
8 Entrepreneurialism and the internationalization of higher education in a knowledge society <i>Raphaëlle Martinez in collaboration with Igor Kitaev</i>	121

vi *Contents*

9	Impediments, inhibitors, and barriers to university entrepreneurialism <i>Bruce Henry Lambert</i>	142
10	The dilemmas of the changing university <i>Risto Rinne and Jenni Koivula</i>	183
11	Entrepreneurialism and the knowledge economy in Europe: some conclusions <i>Michael Shattock</i>	200
	Appendix 1: A statistical overview <i>Gareth Williams</i>	207
	Appendix 2: EUERЕК case studies and case study authors	218
	Bibliography	221
	Index	229