Unit 2:
Entrepreneurial Practice – Modelling a CCI enterprise

Theme: 2.5

Management: team and change management in the CCIs

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This material is a part of the training content for the syllabus "Management and Entrepreneurship in Cultural and Creative Industries" for BA and MA students in Business and Economics (B&E) containing 10 themes in total. It has been developed within the Erasmus+ Strategic Partnership "*FENICE - Fostering Entrepreneurship and Innovation in Cultural and Creative Industries through Interdisciplinary Education*".

The training contents at a glance:

FENICE Program

Unit 1: Management and Entrepreneurship in CCIs
Theme 1.1. Understanding CCIs. Cross-Sectoral Collaborations
Theme 1.2. Creativity and Innovation. Accountability and Ethical Behaviour
Theme 1.3. Cultural Policies and Institutions. Intellectual Property
Theme 1.4. New Media, Creative Technologies and Digital Environment
Unit 2: Entrepreneurial Practice – Modelling a CCI Enterprise
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Theme 2.2: Towards value: Economic, Market and Cultural valuation of products and services in the CCIs
Theme 2.3: Market, Competition, Consumption and Branding in CCIs
Theme 2.4: Business models, systems, partnerships
Theme 2.5: Management: team and change management in the CCIs
Theme 2.6: Financing. Opportunities and Risks

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1 TEST FOR YOUR KNOWLEDGE

Multiple-choice questions

1. Which of the following is not a type of team?
   - Committee
   - Task-force
   - <u>Assembly</u>
   - Self-team
2. Collective efficacy defines
   - <u>the efforts and skills of a team</u>
   - scientific jargon
   - the people's attitudes to power and hierarchy
   - a managerial skill
3. Individual resistance to change driven by one's
   - Level of education
   - Qualification
   - Overall business environment in in the CCIs
   - <u>Cultural differences in personal attitudes to change</u>
4. Which are the important managerial skills in the CCIs?
   - Communication skills
   - Ability to balance between artistic and commercial values
   - Ability to manage diverse teams
   - <u>All of the above</u>
5. The basic characteristics that trigger team behaviour are
   - Knowledge, values, expertise
   - Skills, accountability, commitment
   - Faith, culture and values
   - Skills, knowledge and vocation

Open questions (+ answers)

1. Describe the expereience driver behind the CCIs.

Reply: The need for "cultural identity and social empowerment" expressed in a symbolic form and communicated through the means of technology.

2. What is the main feature of the managerial roles in the CCIs?

Reply: The absence of formally appointed managers. CCIs rely on self-management approach or leadership that is performed by a team member whose task will be to involve others in an intellectual work process.

3. Which type of culture is characerised with limited use of non-verbals and exlpict (literal) wording?

Reply: Low-context

4. List the main leadership styles

Reply: Coercive, Authoritative, Affiliative, Democratic, Pacesetting, Coaching

5. Which communication style is better for the CCIs - high context or low context?

Reply: Neither. It depends on the team and the environment.