



**Unit 2:
Entrepreneurial
Practice – Modelling a
CCI enterprise**

**Theme: 2.5
Management: team
and change
management in the
CCIs**

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The training contents at a glance:

FENICE Program

Unit 1: Management and Entrepreneurship in CCI

Theme 1.1. Understanding CCI. 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

Theme 2.1: Designing a business for the CCI: preparing a business plan and pitching business

Theme 2.2: Towards value: Economic, Market and Cultural valuation of products and services in the CCI

Theme 2.3: Market, Competition, Consumption and Branding in CCI

Theme 2.4: Business models, systems, partnerships

Theme 2.5: Management: team and change management in the CCI

Theme 2.6: Financing. Opportunities and Risks

You can find more information at the homepage: <http://www.fenice-project.eu>

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1 LEARNIG ACTIVITIES

5.1. Case-study Analysis

Watch the videos [Team Management EN.mp4](#) and [Change Management EN.mp4](#)

Discuss and reply to the following questions:

- What type of a team does MBOX Studios have?
- What are the functions of the manager of the MBOX Studios?
- How is the collective efficacy achieved MBOX Studios?
- Does MBOX Studios adapt efficiently to change? Do they have the potential to sustain the business and why?

5.2. Reflective Essay

Think of the main challenges in that MBOX Studios had faced while establishing itself on the market. Make a list of the main problems and suggest your own solution and recommendations for dealing with the problems. Is this typical lifecycle of a CCI enterprise and why? How the management structure was ensured the company's sustainability? Why balance between control and autonomy is crucial for successful change management? Do you think that the Covid pandemic can be discussed as a revolutionary change?

2 Topics and Assignments for Individual Projects

- (i) A Business-Plan Project – for the Themes in Unit 2.

The common task for the course participants is be to turn their creative project into a business.

Assignment: Describe the team that shall implement your business idea. What is the profiles of the people involved in it and what are their relations – e.g. employee, partners, sub-contractors?

Try to identify the characteristics and skills that are least developed or missing in your present team behaviour. Reflect on how these could affect your team performance results?

3 Project Tasks (related to the theme)

The trainees are requested to complete a step/task in the elaboration of their creative or business project (based on Section 7).

In this way and at the end of the training and after passing through both Units and Themes, they shall have elaborated their own CCI initiative/project that contains the (1) creative part – essence and (2) business part – turning the creation into a venture for the market.

Tasks:

1. Describe your team and their main tasks, responsibilities and relations.
2. Define the management functions and leadership styles that you intend to use to make the venture functional in the short and long run.

4 Acknowledgements

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