



**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 arts and humanities (A&H) 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 CCI**

Theme 1.1. Understanding CCI. Cross-Sectoral Collaborations.

Theme 1.2. Creativity and Innovation. Accountability and Ethical Behavior

Theme 1.3. Cultural Policies and Institutions. Intellectual Property

Theme 1.4. Entrepreneurial Mindset and Process.

### **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: Product or Service from economic point of view. Economic Value. Product and service in arts. Cultural Value.

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

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## 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

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- (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)

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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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