

School of Creative Industries

**CRI 400: Entrepreneurship in Creative Industries
Winter 2017**

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Email Communication: Students must use the e-mail addresses listed above to communicate with the instructors and include CRI400 in the subject line. Email your "GA" unless instructed to do otherwise. E-mails sent Monday to Friday will be answered within 48 hours. *Instructors shall not respond to e-mails that can be answered by consulting the syllabus.* Students are required to activate and maintain a Ryerson e-mail account. This shall be the official means by which you will receive university communications. Faculty will not respond to student enquiries from any other e-mail address. See Pol#157 found at <http://www.ryerson.ca/senate/policies/pol157.pdf> for further information on this issue.

Website: This course will make extensive use of the Brightspace online course platform for communicating with students, coordinating group work, submission of assignments, reporting grades, etc. All students should ensure that they have access to Brightspace and should seek training and information from Ryerson CCS if they are unable to effectively use it.

Calendar Description: CRI 400 applies entrepreneurship theory and principles to the practice of entrepreneurship in Creative Industries. Entrepreneurs in Creative Industries drive the creation of new cultural products, firms, and markets, generating new wealth and new cultural value. They are visionary change agents who leverage cultural knowledge and talent to produce commercially viable, sustainable and socially desirable cultural products and services. This course will nurture the skills and attitudes of nascent entrepreneurs in the Creative Industries to allow them to successfully plan, launch, and manage small firms in the Creative Industries. It will critically review the key characteristics of successful enterprises, entrepreneurs and leaders within the cultural and more commercially focused Creative Industries, it will look at the range

of business models that exist, review how best to build a financially sustainable firm, and provide models of entrepreneurial/business support relevant and useful for entrepreneurs in Creative Industries. Course weight: 1.00

Course Details

Program Information: CRI 400 is a required course for all Creative Industries students and is restricted to students enrolled in the BA in creative industries. CI students must obtain their CRI 100 and CRI 200 credits to enrol in CRI 400.

Teaching Methods/Learning Objectives/Course Philosophy: This course takes a human capital approach to entrepreneurship in the creative industries. Although some might have stronger (natural) entrepreneurial tendencies, we see entrepreneurial ability as something that can be developed and fine-tuned. We believe entrepreneurship is best taught through experiential learning opportunities. This is reflected in our course layout, preparatory materials, and assignments. Lectures have both a teaching and ‘workshop’ component (when applicable) wherein students will apply the concepts taught in the first part of the lecture, to meaningful and practice-oriented activities in the second part. Seminars are designed to continue this experiential learning through rich discussion and student-led initiatives. Assignments are designed to grow entrepreneurial competencies, facilitate team building and cooperation, develop critical thinking skills, and to provide students with the opportunity to enhance their social capital through networking. We understand that not all students may wish to become entrepreneurs in the traditional sense, but we believe that the entrepreneurial thinking and competencies developed in this course will uniquely prepare them for any role they pursue in the creative sector.

By the conclusion of this course, students will have:

- Understanding of the nature and diverse range of entrepreneurial activity in the creative industries.
- Appreciation of the value of entrepreneurial thinking and competencies.
- Understanding of the differences and similarities between entrepreneurs and intrapreneurs, and their roles in the creative economy.
- Understanding of the various approaches to entrepreneurship.
- Understanding of the complex relationship between one’s socioeconomic location in relation to the practice of entrepreneurship, including issues related to identity characteristics such as age, gender, class and race.
- Understanding of the competencies, habits and motivations of entrepreneurs, a sense of one’s own standing in these areas, and the identification and activation of an actionable plan to develop them.
- Understanding of the innovation ecosystems in which creative companies develop and emerge, and an in-depth knowledge of the innovation ecosystem in which a chosen company exists.

Required Preparation: In order to be able to meaningfully contribute to the course, students are required to undertake the preparation outlined in the course schedule.

Required preparation for this course includes one practitioner book (selected chapters), academic

and industry articles, case studies, as well as the podcast, “StartUp” by Gimlet Media. Non-textbook based readings will be placed on the Brightspace course website. This preparation is non-negotiable (including the podcast). Students will not achieve the objectives outlined above unless this required preparation is undertaken.

Book - *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. By Stephen R Covey. Simon & Schuster. ISBN: 9781451639612. (Can purchase in book store or e-book on Amazon)

Case studies course pack - to be purchased here (further instructions provided by email):

<http://www.thecasecentre.org/students/course/registerForCourse?ucc=C%2D1168%2D282049%2DSTU>

Note: You will be required to create a student user account before you will be able to purchase the course pack.

Podcast - StartUp (Season 1) – Gimlet Media. Freely and readily accessible on SoundCloud: <https://soundcloud.com/hearstartup/sets/startup-season-1> as well as Apple iTunes.

Course Meetings: Students will attend course meetings twice each week. All students will attend the core lecture session, and each student will attend *one* of the five smaller seminar sessions.

Course Meeting Venues

- Core lecture session: Thursdays 12pm to 3pm - DSQ 02.
- Seminars of one hour (students will be assigned to one each)

Note on Seminars: Students are registered in only one of the five seminar sessions in order to ensure that the size of these sessions remains small enough to make productive use of the seminar format. Students must attend the seminar session in which they are registered. In exceptional circumstances (illness, one-off schedule conflict etc.) only, students may request permission to attend a different seminar meeting. This must be cleared with the instructor of your original seminar as well as the instructor of the seminar you wish to attend (where they are not the same person). This privilege will not be granted on a regular basis.

Assignments & Evaluation

Assignment	Description	Due Date	% of Final Mark
Interview (Individual)	Reflection/ Analysis demonstrating critical thinking	Week 5	20%
Seminar Presentations: Case Studies & Habits (Group)	Presentations & write-ups demonstrating critical thinking based on assigned case studies	Starting Week 4 in seminar as assigned	15%
Personal Development Plan (Individual)	Plan to develop entrepreneurial competencies	Phase 1: Week 3 Phase 2: Week 12	20%
Innovation Ecosystem (Group)	Designed to help you learn about 'value chains' and 'value	Phase 1: Week 3 Phase 2: Week 11	15%

	networks' in an industry of interest to you		
Final Exam (Individual)	Based on lecture material and assigned preparation	During final examination period (TBD)	30%
Three Minute StartUp Corner			For the love of learning

Note on assignments: This class will make use of the Turnitin.com electronic plagiarism detection service. Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with the instructors to make alternate arrangements.

Returning of graded material: On average, students will receive their grades within 2 weeks of the due date, unless submitted late.

Unless otherwise arranged, all students must upload their work to the Turnitin service through Brightspace. In the case of group assignments, students will designate one team member to upload assignments.

Maintaining a Professional Learning Environment

- During class time, except in emergency situations, laptop computers, cell phones and other electronic devices may only be used for academic activities (e.g. note-taking, class presentations). Students not complying with this requirement may be asked to leave the class.

Brief Descriptions of Assignments & Tests

Further details can be found in the respective assignment document

Seminar Presentations: Case Studies & Habits (15%)

Students will be required to read associated chapters, complete a case analysis and present in their respective seminar in groups of 4.

Interviews (20%)

Students will be required to conduct 2 interviews, write up their findings in an analytical manner in teams of 2 with individual submissions. You may not interview family members, friends or previous interviewees used in other courses.

Personal Development Plan (20%)

Students will be required to choose a minimum of 10 competencies to work on throughout the semester and report their growth and learning as a result.

Innovation Ecosystem (15%)

Students will be required to complete an analytical innovation ecosystem of their chosen creative industry sector with focal firms in Canada in groups of up to 5.

Final (30%)

There will be one multiple choice final during the examination period covering material from lecture, seminar, readings and the podcast.

Three Minute StartUp Corner

Every lecture, a volunteer will provide a brief summary of the week's episode and two key takeaways.

Course Management

Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students are advised, and alterations are discussed prior to implementation in class and through an announcement on D2L.

Academic Consideration

- Students must submit assignments on time and write all exams as scheduled. **Failure to do so will result in a penalty of 10% per day including weekends.**
- **There will be no penalty for work missed for a justifiable reason. Students need to inform the instructor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request any necessary accommodations according to the policies, and well in advance. Failure to do so will jeopardize any academic appeals.**
- Except in cases of accommodations for disabilities, where documentation is handled directly by the Access Centre, students must fill out an Academic Consideration form and **submit it to their own program office:**
http://www.ryerson.ca/content/dam/senate/forms/academic_consideration_document_submission.pdf
- Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact the instructor again after the documents have been submitted in order to make the appropriate arrangements.
- **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**

Other Relevant Information:

- All students are required to retain a personal copy of all work undertaken for this course as well as *all rough materials, references, sources, and working notes* until the marked original has been returned.
- Any changes to the course assignments, due dates, and/or grading scheme as indicated in this syllabus will be discussed in class prior to being implemented.
- Cell phones must be turned off or on silent during all classes.
- It is the student's responsibility to contact the professor promptly concerning any situation that may have an adverse impact upon his/her academic performance. Any considerations (e.g. medical or compassionate) or accommodations must be requested well in advance.
- A comment on group work: All team members are expected to contribute to the research and content preparation of the group assignment. Team members will normally receive the same grade (except in exceptional circumstances where a team member has failed to make a satisfactory contribution). Therefore all members should expect (and demand)

that all contribute an equal amount of work.

Policy Guidelines: *This course is conducted in accordance with all relevant University academic policies and procedures and students are expected to familiarize themselves with them and adhere to them. Students should refer online (ryersoncreative.ca) to the 2015/16 Creative Industries Student Handbook for specific information with respect to the following policies:*

Policy #60: Student Code of Academic Conduct

Policy #61: Student Code of Non-Academic Conduct

Policy #134: Undergraduate Academic Consideration and Appeals

Policy #157: Ryerson's E-mail Accounts for Official Communication

Policy #159: Academic Accommodation of Students with Disabilities

Academic Integrity

- Plagiarism is a serious academic offence and penalties range from zero in an assignment all the way to expulsion from the university. In any academic exercise, plagiarism occurs when one offers as one's own work the words, data, ideas, arguments, calculations, designs or productions of another without appropriate attribution or when one allows one's work to be copied. (See the Ryerson Library for APA style guide references: <http://www.ryerson.ca/library/subjects/style/index.html>).
- It is assumed that all examinations and work submitted for evaluation and course credit are the product of individual effort, except in the case of team projects arranged for, and approved by, the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.
- For more detailed information on these issues, please refer to the Student Code of Academic Conduct (see Pol#60 at <http://www.ryerson.ca/senate/policies/pol60.pdf> and the Academic Integrity Website (www.ryerson.ca/academicintegrity)).

Standard for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments. You are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with your written communications as needed. (See the Ryerson Library for APA style guide references: <http://www.ryerson.ca/library/subjects/style/index.html>).

Course Schedule

<i>Week</i>	<i>Topic</i>	<i>Preparation</i>	<i>Notes/Activities</i>	<i>Due Dates</i>
1 Week of Jan 19	Intro to Entrepreneurship in the Creative Industries	<i>R & R over the holiday break. Come on back refreshed and ready to learn!</i>	Course expectations; syllabus; trends in the creative industries; entrepreneurship & intrapreneurship; introduction to “StartUp” podcast and other course materials	
2 Week of Jan 23	Entrepreneurial Competencies & Myths	<p>1. StartUp S. 1 Ep.1</p> <p>2. 1. Luchsinger, V., & Bagby, D. R. (1987). Entrepreneurship and intrapreneurship: Behaviors, comparisons, and contrasts. <i>SAM Advanced Management Journal</i>, 52(3), 10.</p> <p>3. 7 Habits –Part 1 & Part 2</p> <p>4. Eikhof and Haunschild, (2007) Artistic and economic logics in creative production. <i>Journal of Organizational Behaviour</i> 28.</p>	<p><u>Part 1: Lecture</u> -Entrepreneurial myths & competencies -Artist vs. economic logic -Types of entrepreneurs -Entrepreneurs vs. intrapreneurs</p> <p><u>Part 2: Workshop</u> -Self-assessment based on lecture concepts & discussion/ contextualization of results</p>	
3 Week of Jan 30	Lean Startups	<p>1. StartUp S. 1 Ep. 2&3</p> <p>2. S. Blank (2013). Why the lean startup changes everything. <i>Harvard Business Review</i>, May.</p> <p>3. Case study: Oprah Winfrey</p>	<p><u>Part 1: Lecture</u> -Lean startup concept and methodology -Lean Canvas -Effectual logic</p> <p><u>Part 2: Workshop</u> -Applying the lean startup methodology & discussion/ contextualization of outcomes</p>	<p>1. Ecosystem (Phase 1)</p> <p>2. Personal Development Plan (Phase 1)</p>
4 Week of Feb 6	Opportunity Recognition, Design Thinking and Idea Generation	<p>1. StartUp S. 1 Ep.4</p> <p>2. Habit 1</p>	<p><u>Part 1: Lecture</u> -Recognizing opportunities and idea generation</p> <p><u>Part 2: Workshop</u> -Idea generation workshop & discussion/ contextualization of results</p>	
5 Week of Feb 13	Design Thinking	<p>1. StartUp S. 1 Ep.5</p> <p>2. Brown, T. (2008) Design Thinking. <i>Harvard Business Review</i>.</p> <p>2. Case study: Salinabear</p>	<p><u>Part 1</u> Design thinking 101</p> <p><u>Part 2</u> Design thinking workshop</p>	1. Interview Assignment
6 Week of Feb 20	Study Week	NO CLASSES		

<p>7 Week of Feb 27</p>	<p>Human Resources</p>	<p>1. StartUp S. 1 Ep.6 2. Eikhof, D. R., & Warhurst, C. (2013). The Promised Land? Why social inequalities are systemic in the creative industries. <i>Employee Relations</i>, 35(5). 3. Habit 2</p>	<p><u>Part 1: Lecture</u> -Human resources -Team building -Partners -Salaries <u>Part 2: Lecture</u> -Representation & the creative industries -Mindful team building</p>	
<p>8 Week of Mar 6</p>	<p>Panel: Chatting with Entrepreneurs</p>	<p>1. Research panelists and relevant creative industries/ businesses for background information: Come prepared with (at least) <u>3 questions</u> for each panelist 2. StartUp S. 1 Ep.7 3. Case study: Etsy</p>		
<p>9 Week of Mar 13</p>	<p>Financial Resources</p>	<p>1. StartUp S. 1 Ep.8 2. Habit 3</p>	<p>-Startup funding -Pre-money/ post money approaches -Venture capitalists & angels -Bootstrapping -Creative industries specific resources: funds, grants, other sources</p>	
<p>10 Week of Mar 20</p>	<p>Entrepreneurial Marketing & Audience Targeting</p>	<p>1. StartUp S. 1 Ep.9 2. Case study: Candy Crush</p>	<p>-Entrepreneurial marketing -Audience targeting -Growth hacking</p>	
<p>11 Week of Mar 27</p>	<p>Panel: Chatting with Intrapreneurs</p>	<p>1. Camelo-Ordaz, C., Fernández-Alles, M., Ruiz-Navarro, J., & Sousa-Ginel, E. (2012). The intrapreneur and innovation in creative firms. <i>International Small Business Journal</i>, 30(5). 2. Research panelists and relevant creative industries/ businesses for background information: Come prepared with (at least) <u>3 questions</u> for each panelist. 3. StartUp S. 1 Ep.10 4. Habit 4</p>		<p>1. Ecosystem (Phase 2)</p>

12 Week of Apr 3	Social Capital in the Creative Industries	1. StartUp S. 1 Ep.11 2. Case study: Lady Gaga	<u>Part 1: Lecture</u> -Making and leveraging connections -Mentors & advisors -Personal pitches <u>Part 2: Workshop</u> -Putting personal into practice	1. Personal Development Plan (Phase 2)
13 Week of Apr 10	Wrap-up & Reflection	1. StartUp: S.1 Ep. 12 & 13 2. Habit 5	-Wrap-up and reflection -Burn out	

Academic Grading Policy

- Evaluation of student performance follows established academic grading policy outlined in the Ryerson GPA Policy (See Pol#46 at <http://www.ryerson.ca/senate/policies/pol46.pdf>)
The grading system is summarized below:

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Conversion Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49