

# Cand.soc. Management of Creative Business Processes

(In depth presentation of the programme)

## The essence of CBP

The master program in "Management of Creative Business Processes (CBP)" offers a comprehensive set of capabilities targeted to the particular requirements needed when managing creative business processes. Students who successfully complete the program will have acquired relevant tools and skills to address managerial issues set on the borderline between art and commerce. Such issues are often part of the core of firms belonging to the creative industries, but significant creative activities are also found in many other industries regardless of levels of technology. The program equips students with the mindset and analytical apparatus to comprehend, describe, investigate and analyze a broad range of such issues relevant for managerial decision making on many levels of the organization. Students are encouraged and stimulated to develop their own professional profile by extensive case work and by continuous exposure to real life situations presented by managers from the private or public sector.

The program in "Management of Creative Business Processes (CBP)" will enable students to work with complex questions that bridge traditional lines of division within companies and in the public discourse. Insights relevant when dealing with artistically motivated individuals, groups and communities are combined with commercial logics of competitive markets and their legal framing. The balance between stable elements, repetitive processes and innovative dynamics in creative business processes are investigated as a cross-cutting theme and as part of the hands-on assignments.

"Management of Creative Business Processes" is designed to attract and accommodate bachelors with a variety of educational profiles. The program aims at utilizing students' different bachelor background by facilitating collaboration as well as enabling and encouraging the development of individual profiles and specializations through in-depth business project work.

## Program content:

To ensure a common platform regardless of background, the first module includes the course "Creative Industries, Processes and Strategies". The course begins with a 101 introductory lesson to creative industries followed by a rapid progress to ensure full coverage of the course curriculum on creative business processes and strategies. The course "Generating and Managing Creative Ideas" focuses on origins and framework conditions for creative and innovative ideas. The course involves a series of workshops engaging students in entrepreneurial activities which and emphasize the importance of open innovation and entrepreneurship within creative industries. The first module also includes the courses "Creative Marketing" and "Legal Risk Management & Intellectual Property Law". These courses provide insight into important framework conditions for creative business processes and offers knowledge necessary to successful facilitation of creative business processes.

The second module course "Managing Creative and Innovative Organizations" concerns the organizational and managerial challenges concerning creative and innovative enterprises. The course will examine a number of creative industries in depth to highlight how they are organized and managed.

The course "Financial and Managerial Accounting" covers the financial models of accounting and management accounting, a necessary insight into important framework conditions for facilitation of successful creative business processes. The course initially provides understanding of the elements of the

generic financial accounting model that all companies must abide to in any given country, and subsequently deals with those issues that are of specific interest to 'creative businesses'.

Finally, the "Creative Business Project and Methods for Creative Industry Analysis" combines, integrates and otherwise improves the analytical skills developed during the earlier studies and in the course work of the first year of CBP. The Creative Business Project offers opportunities for the students to design and conduct their studies according to their own interests and to do work in teams and with companies. Utilizing the skills developed through the method course, students have the opportunity to analyze a specific firm or phenomenon related to creative business processes. The course work and project aims to prepare students for writing their master thesis.

The program develops the student's ability to decompose complex business problems into constituent parts and apply the appropriate tools to each. The program's courses are linked to ensure a progression when developing these abilities. The first module of four courses establishes the foundation while the second develop specialization into contemporary competences valued in practice and by contemporary employers. The third module consists of electives that facilitate further specialization while the fourth and finale module is dedicated to finalizing the master thesis.

The progression in content is accompanied by a gradual change in the nature of assignments and interactions with practitioners from simpler, one-dimensional cases to multifaceted and convoluted challenges with more than one possible solution. Masters from the program have the basic competences to engage seamlessly with real life situations in small and large companies and organizations where managing creative business processes is an issue.

### **Course descriptions:**