

INCASO 2018:

CREATIVITY AND LEADERSHIP IN BUSINESS



Visoka poslovna škola
Business **School**

Business School PAR

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GENERAL PROGRAM DESCRIPTION

International Carnival School (INCASO) is an international student program in Marketing and Entrepreneurship held during the Rijeka Carnival program.

The program is fully conducted in English and fits the needs of students for acquiring new skills and knowledge while learning about the tradition of another European country and its diverse culture.

Besides the educational aspect, that is revised each year, INCASO offers cultural immersion into the traditions of the Croatian Northern Adriatic region and participation into the biggest project by the Rijeka Tourist Board – the Rijeka Carnival. The educational dimension of the INCASO program includes skills and knowledge students gain in the field of marketing and entrepreneurship. The emphasis is on teamwork, cultural experiences, and innovativeness.

The cultural dimension of the program is in its close connection to one of the longest and most famous traditions of Rijeka and the surrounding area.

The idea to form this student program has risen from the need to develop innovative interdisciplinary projects that connect an international audience with the local community. Additionally, this project gives an opportunity for international students to learn about, but also experience, the unique European cultural heritage that Croatia offers, and that is an integral part of Europe as a community, and hence belongs to all Europeans.

INCASO merges the cultural experience and an educational program that aims at developing students' knowledge in entrepreneurship and leadership.

THE OVERALL GOALS OF THE PROGRAM ARE TO:

- provide a culturally enriched experience, and familiarize international students with the carnival festivities of Rijeka and the surrounding area
- acquaint the students with the traditional and modern aspects of the European carnival tradition and the Rijeka Carnival tradition
- provide participants with skills and knowledge in leadership, entrepreneurship and team management

Students will work in project teams, whose final goal is to develop a new service, product or event related to the Rijeka Carnival.

PREREQUISITES:

This program can be attended by BA and MA level students with an interest in developing knowledge about entrepreneurship, marketing, and creative techniques, as well as developing communication skills and teamwork skills by working in international student teams. Students who enroll into the program ought to have the knowledge of:

- basic economic terms
- basic marketing tools, with an emphasis on digital marketing
- basic understanding of leadership and management
- English language proficiency minimum B2 level (CEFR)

SUMMARIZED PROGRAM LEARNING GOALS:

- Acquaint the students with the carnival traditions
- Familiarize students with the historical background of the European carnival tradition, and especially its tradition in Rijeka and the surrounding areas which share similar traditions
- Raise students' awareness on the importance of the non – material cultural heritage
- Inform students on how the European non – material cultural heritage is protected
- Explain the distinction between business and creative thinking
- Analyze the creative process
- Discuss the role of creativity in building ventures
- Demonstrate several techniques that boost creative thinking
- Clarify and discuss the modern concept of leadership
- Analyze what it means to be a leader in business
- Resent research on characteristics of good leaders
- Critically access proposed research on difference between women and men as leaders
- Discuss the role of leadership in creative entrepreneurship
- Name the differences between entrepreneurship and traditional business techniques
- Understand the concept of creative entrepreneurship
- Describe the characteristics of start-ups
- Discuss personal perceptions of the link between creativity and entrepreneurship
- Define sustainability and the sustainable enterprise as it relates to development and stakeholder value
- Apply sustainability principles using a variety of frameworks for engaging in meaningful business sustainability practices
- Discuss how any product or service can be sustainable, regardless of its costs, materials, or regulations
- Articulate the core concepts of finance in the context of building a sustainable enterprise
- Identify the key stimuli for value creation and sustainable development
- Apply critical thinking, creativity and financial analysis to addressing sustainability issues in budget preparation
- Discuss consumer behavior and communications theories
- Understand the basics of international market segmentation, targeting and product positioning in target market.
- Understand customer segments
- Define branding and terminology related to branding
- Evaluate a brand and differentiate a great brand from other brands.
- Describe the purpose and elements of a marketing strategy
- Describe the role of social media in shaping a brand

PROPOSED TEACHING METHODS:

The following teaching methods will be used by the program instructors:

- workshops - the instructor presents a topic, and takes on the role of an interaction facilitator by providing students with individual and group tasks
- case studies analysis – the instructor explains the structure and purpose of a case study and presents students with several case studies relevant to the topic which students analyze
- team work – students are divided into teams and work on tasks during workshops
- project work – each student team works on designing their own idea – a service, product or event related to the program goals
- field work – organized activities include field trips and lectures about the history and natural resources that help students gain an idea of the cultural background
- mentoring – teams and individual students may request mentoring from instructors, however team mentoring sessions will be included in the schedule.

PROGRAM ECTS DISTRIBUTION AND DOCUMENTS

Based on the decision by the Business School PAR, the INCASO program offers a workload equal to 4 ECTS points each year, and includes an academic program in the field of Entrepreneurship and Leadership, with a different central topic each year. The program is revised on a yearly basis, and approved by the Business School PAR Faculty Council.

The workload includes the educational program, i.e. the workshops, and student team work on projects, and the cultural experience program which adds to the educational one with student participating in the Rijeka Carnival activities. The two program strains (educational and cultural) are intertwined and add to the interdisciplinary dimension of the program and are both included in the learning goals.

The INCASO ECTS points distribution is as follows:

| | | | | |
|-----------------|---|--------------------------------------|--|---------------|
| Workload | Intensive in-class workshops and Lectures | Participation in Carnival Activities | Student Project Work and Presentations | 4 ECTS |
| | 2 ECTS | 1 ECTS | 1 ECTS | |

Upon program completion, students are issued the following documents by the Business School PAR:

- ◆ *Certificate of Completion* which proves the student has completed the program successfully. The document contains Class and Registration Number issued by the Dean's Office, Student Name and Surname, Program Duration and Program Title;
- ◆ *Certificate Supplement* which is an additional document issued following the Certificate of Completion. The document contains Class and Registration Number equal to the Student's Certificate of Completion, student name and surname and personal or student ID number, program duration, program title, ECTS points distribution in the program, learning goals and program description; and/or

- ◆ *Transcript of Records* which is a separate document. The document contains Class and Registration Number issued by the Dean's Office, student name and surname and personal or student ID number, program duration, program title, reference number of the Certificate of Completion, workshop titles and program goals, as well as the grade received by the student for the program.

THE GRADING SYSTEM AND THE GRADING COMMITTEE

The Students participating in the INCASO program are graded based on their final projects, presented at the end of the program. The grades are given by lecturers participating in the program, in addition to two staff members from the Business School PAR, that make up the Grading Committee.

Students give their final project presentations on the fifth day of the program, and are graded based on a set of criteria described below. The used grading system is the Croatian grading system ranging from 1 – 5 with accompanying written descriptors, as follows:

| GRADE IN NUMBER | 1 | 2 | 3 | 4 | 5 |
|--------------------|------|------------|------|-----------|-----------|
| WRITTEN DESCRIPTOR | Fail | Sufficient | Good | Very Good | Excellent |

Grades from 1 to 5 are given by the lecturers for each of the criteria described below. The average grade of the criteria is the final grade of the Student project work. Grade received by the team of students for their project work equals the grade of each student, i.e. all students on the same team receive the same grade. After all students have presented their project work, the lecturers give feedback to each student team and inform them of their grades.

THE GRADING CRITERIA TABLE

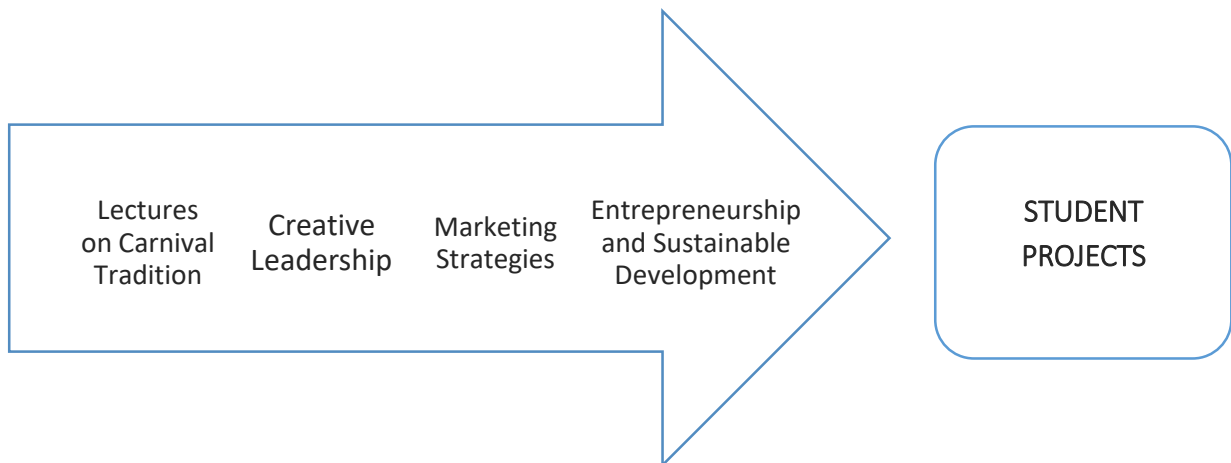
LECTURER 1:

| THE CRITERIA | TEAM 1 | TEAM 2 | TEAM 3 | ... |
|--|-----------|-----------|-----------|-----|
| The Project contains all the obligatory elements prescribed by the program. | | | | |
| Each Project element has been examined to the fullest and presented clearly. | | | | |
| The key activity/purpose is clearly stated. | | | | |
| The customer needs have been successfully identified and the Project value propositions are set accordingly. | | | | |
| The Cost Structure presented by the Students is clear and exact. | | | | |
| The presentation was clear and concise overall. | | | | |
| Students communicated their ideas without any difficulties and without interference of others. | | | | |
| The Project idea is scalable. | | | | |

FEEDBACK PER TEAM

MODULES

The INCASO 2018 program consists of four basic modules: Lectures on the Carnival Tradition, Creative Leadership, Entrepreneurship and Sustainable Development, and Marketing Strategies. Each program day is devoted to one of the modules. Each module has its learning goals and program goals, so that on the fifth day of the program, students may present their project work.



Each module will be conducted by one lecturer. An invitation for lecturers will be sent out by the Business School PAR, with a deadline for application. The invitation for lecturers will require them selecting modules to teach based on their expertise and field of interest. The lecturers will then apply with a module content proposition matching the module goals set in this document by the Business School PAR.

MODULE 1: LECTURES ON CARNIVAL TRADITION

Time Slot: Tuesday, 06.02., 15:00 – 18:00

Classroom: Aula, 1st floor

Duration: 3 hours

The first module provides students with an insight into the main program topic – the carnival. This module will familiarize students with the notion of the carnival itself, and the importance its tradition has in the area of Rijeka and the surrounding municipalities.

Rijeka is the host of the biggest European carnival and has one of the longest carnival traditions. The Rijeka Carnival Parade is the biggest project conducted by the Rijeka Tourist Board, and is one of the biggest Croatian events that blends together cultural heritage and tourism.

This module will contain the following lectures:

- ◆ European non – material cultural heritage
- ◆ The European carnival tradition
- ◆ The carnival tradition of the Croatian Northern Adriatic area
- ◆ The tradition of the Rijeka Carnival festivities

The learning goals of this module are to:

- ◆ Acquaint the students with the carnival traditions
- ◆ Familiarize students with the historical background of the European carnival tradition, and especially its tradition in Rijeka and the surrounding areas which share similar traditions
- ◆ Raise students' awareness on the importance of the non – material cultural heritage
- ◆ Inform students on how the European non – material cultural heritage is protected

MODULE 2: CREATIVITY AND LEADERSHIP

Time Slot: Tuesday, 06.02., 15:00 – 19:00 and Wednesday, 07.02., 09:00 – 13:00

Classroom: Aula, 1st floor

Duration: 8 hours

This module will provide an insight into the field of leadership, and address the concept of a modern leader in business. The goal of this module is to explore selected leadership theories, and to provide an overview of the research field of leadership. This module should specifically focus on creative leadership in its first part, and the creative thinking in its second part.

The second half of the module will provide an overview of the theory regarding the question whether creativity can be structured and practiced. It should seek to provide information on the characteristics of creative thinking, and how important it is for entrepreneurs to be creative and open-minded. It will also provide some exercises for inducing creativity, guidelines on how to think outside the box, go beyond one's comfort zone for the sake of creative expression.

Module goals:

- ◆ Students have formed project teams
- ◆ Project teams have developed an idea, i.e. a concept of their final project

Learning goals of this module are to:

- ◆ Explain the distinction between business and creative thinking
- ◆ Analyze the creative process
- ◆ Discuss the role of creativity in building ventures
- ◆ Demonstrate several techniques that boost creative thinking
- ◆ Clarify and discuss the modern concept of leadership
- ◆ Analyze what it means to be a leader in business
- ◆ Resent research on characteristics of good leaders
- ◆ Critically access proposed research on difference between women and men as leaders
- ◆ Discuss the role of leadership in creative entrepreneurship

MODULE 3: MARKETING STRATEGIES

Time Slot: Wednesday, 07.02., 15:00 – 19:00 and Thursday, 08.02., 09:00 – 13:00

Classroom: Aula, 1st floor

Duration: 8 hours

This module will provide students with knowledge on consumer behavior, customer segmentation and building marketing strategies, with an emphasis on building brands. The module will discuss communication channels, customer values and relationships, brands and values, the global market and what makes a great brand.

Module goals:

- ◆ Student teams should have done a customer segmentation and value propositions for their projects

Learning goals of this module are to:

- ◆ Discuss consumer behavior and communications theories
- ◆ Understand the basics of international market segmentation, targeting and product positioning in target market.
- ◆ Understand customer segments
- ◆ Define branding and terminology related to branding
- ◆ Evaluate a brand and differentiate a great brand from other brands.
- ◆ Describe the purpose and elements of a marketing strategy
- ◆ Describe the role of social media in shaping a brand

MODULE 4: ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT

Time Slot: Thursday, 08.02., 15:00 – 19:00 and Friday, 09.02. 09:00 – 13:00

Classroom: Aula, 1st floor

Duration: 8 hours

The module will address the differences between entrepreneurship and traditional business techniques, and describe the trends in entrepreneurship nowadays. The module will provide an overview of some perspectives that address the connection between creativity and entrepreneurship,

and will give an overview of definitions of creative entrepreneurship. The module will specifically address start-up entrepreneurship, the entrepreneurial process, and the link between creativity and entrepreneurship, in the first part of the module.

The second part of the module will give a backdrop of what sustainability must include in business terms to enable growth and provide a competitive advantage. The ongoing paradigm shift from conventional business thinking to sustainable development will be addressed through cases and examples. The concern for sustainable development will be transformed into a concern for sustainable enterprise.

Module goals:

- ◆ Student teams should have a developed cost structure for their project ideas

Learning goals of this module are to:

- ◆ Name the differences between entrepreneurship and traditional business techniques
- ◆ Understand the concept of creative entrepreneurship
- ◆ Describe the characteristics of start-ups
- ◆ Discuss personal perceptions of the link between creativity and entrepreneurship
- ◆ Define sustainability and the sustainable enterprise as it relates to development and stakeholder value
- ◆ Apply sustainability principles using a variety of frameworks for engaging in meaningful business sustainability practices
- ◆ Discuss how any product or service can be sustainable, regardless of its costs, materials, or regulations
- ◆ Articulate the core concepts of finance in the context of building a sustainable enterprise
- ◆ Identify the key stimuli for value creation and sustainable development
- ◆ Apply critical thinking, creativity and financial analysis to addressing sustainability issues in budget preparation

STUDENT PROJECT WORK

Time Slot: Friday, 09.02., 15:00 – 19:00 and student presentations Saturday, 10.02. 13:00 – 14:30

Classroom: Aula, 1st floor

Duration: 8 hours

On the fifth day of the program, students present their Projects. Each student team should follow the same pace of project development based on the module goals, which is monitored by the lecturer, and the Program Coordinator at the Business School PAR. The final Student Project presentations are given in form of a Power Point Presentation, for which the template is pre-distributed to the students. Students are evaluated for their Project work, as is described in the section “THE GRADING SYSTEM AND THE GRADING COMMITTEE”.

FINAL STUDENT PROJECT PRESENTATION ELEMENTS:

1. KEY PARTNERS
 - ◆ Who are your key partners?
 - ◆ Who are your stakeholders or interest groups?

- ◆ Describe each stakeholder and/or interest group.
2. VALUE PROPOSITIONS AND KEY ACTIVITIES
 - ◆ What problem are you solving?
 - ◆ What need are you fulfilling?
 - ◆ What value are you delivering to your customers?
 - ◆ What is your key activity?
 - ◆ What is your purpose?
 3. KEY RESOURCES
 - ◆ What type of resources are you using (physical, intellectual, human, ...)?
 - ◆ How are you using the resources?
 4. CUSTOMER SEGMENTS
 - ◆ Who are you building your value for?
 - ◆ Who are your most important customers?
 - ◆ What type of relationships will you build with your customers?
 - ◆ What do your customers expect?
 5. CHANNELS
 - ◆ Through which channels will you reach your customers?
 - ◆ How do those channels match your customers' routines?
 - ◆ Define your basic marketing approach.
 6. COST STRUCTURE AND SUSTAINABILITY
 - ◆ Is your business more cost driven or value driven?
 - ◆ Define:
 - Fixed costs
 - Variable costs
 - Economics of scale
 - Economics of scope
 - ◆ How will you ensure sustainability to your idea?

THE PROGRAM SCHEDULE

| TIME | MONDAY, 05.02. | TUESDAY, 06.02. | WEDNESDAY, 07.02. | THURSDAY, 08.02. | FRIDAY, 09.02. | SATURDAY, 10.02. | SUNDAY, 11.02. | MONDAY, 12.02. |
|----------------------|--|--------------------|----------------------|---------------------|----------------------|--|---|-------------------|
| 09:00 – 13:00 | | MODULE 1 | MODULE 2: Part 2 | MODULE 3: Part 2 | MODULE 4: Part 2 | STUDENT PROJECT PRESENTATIONS 09:00 – 11:30 | PARTICIPATION IN THE RIJEKA CARNIVAL PARADE | CLOSING CEREMONY |
| 13:00 – 15:00 | Registration OPENING CEREMONY@15:00 | LUNCH BREAK | LUNCH BREAK | LUNCH BREAK | LUNCH BREAK | LUNCH BREAK@12:30 | | |
| 15:00 – 19:00 | Rijeka sightseeing (STARTS@16:00) & WELCOME PARTY @PAR | MODULE 2: Part 1 | MODULE 3: Part 1 | MODULE 4: Part 1 | STUDENT PROJECT WORK | Opatija sightseeing (STARTS@14:00) | | |