

COURSE SYLLABUS

1. General

School	School of Humanities and Social Sciences		
Department	Department of Culture, Creative Media and Industries		
Study Level	Undergraduate		
Course code	EP662	Semester	6-8
Course Title	Business Plan Development		
Autonomous Teaching Activities		Weekly Teaching Hours	Credits
13 teaching weeks		3	6
Course Type	Subject Area, Elective		
	Subject Area: Creative Media and Creative Industries; Cultural Policy and Creative Economy; Cultural Economics.		
Prerequisites	No		
Course teaching and evaluation language	Greek (good knowledge of English to access literature)		
The course is offered to Erasmus incoming students	No		
Course Page (URL)			

2. Learning Outcomes

Learning Outcomes

Describe the learning outcomes of the course, the specific knowledge, skills and abilities students will acquire upon successful completion of the course of the appropriate level.

Upon successful completion of the course, students will be able to:

1. Understand the structure and core components of a business plan.
2. Analyze the environment, market, and needs of audiences/users.
3. Develop viable business models tailored to the arts and the creative industries.
4. Design strategies for funding, marketing, and audience development.
5. Effectively present a business plan to potential partners or investors.
6. Collaborate within interdisciplinary teams to develop joint projects.

General Skill

Taking into account the general competencies that the graduate must have acquired (as listed in the Diploma Supplement and listed below), which one (s) does the course aim for?

Research, analyze and synthesize data and information, using the necessary technologies Adaptation to new situations

Decisionmaking

Independentwork Teamwork

Working in an international environment Working in an interdisciplinary environment

Production of new research ideas Project design and management Respect for diversity and multiculturalism

Respect for the natural environment

Demonstrate social, professional and ethical responsibility and gender sensitivity

Exercising criticism and self-criticism

Promoting free, creative and inductive thinking

The course aims to cultivate the following competencies:

Searching, analyzing, and synthesizing data and information, with the effective use of appropriate technologies.

Independent work.

Collaboration in interdisciplinary environments.

Generation of new research ideas.

Respect for diversity and multiculturalism.

Demonstration of social, professional, and ethical responsibility, with sensitivity to gender issues.

Critical and self-critical thinking.

Promotion of free, creative, and inductive thinking.

3. Course Content

The course familiarizes students with the contemporary social and economic reality of entrepreneurship and helps them develop corresponding skills in creativity, communication, and leadership. Emphasis is placed on the dynamic concepts of entrepreneurship, creativity, and innovation, on the analysis of existing problem situations, and on the synthesis of solutions, rather than on narrow managerial approaches. A key element of this analysis is the understanding of entrepreneurship and innovation as collective, interactive, socio-economic processes. Starting from the analysis of contemporary realities, students develop the ability to explore and synthesize radical yet realistic solutions to current challenges.

The course focuses on the understanding, design, and development of business plans, with a special emphasis on creative, cultural, and social ventures. Its aim is to provide students with both theoretical knowledge and practical skills, enabling them to transform creative ideas into viable plans with social and economic impact.

Weekly Topics (13 weeks)

1. Introduction to Entrepreneurship and Business Plans

- Definitions and the significance of entrepreneurship in the arts and social sciences.
- Objectives and role of the business plan.
- Differences between commercial, social, and artistic ventures.

2. Creative Industries and Cultural Entrepreneurship

- The field of the creative industries.
- The relationship between culture, market, and society.
- Examples from Greece and abroad.

3. From Idea to Project

- Techniques for generating and cultivating ideas.

• Innovation strategies. • Transforming a creative/theoretical idea into a viable proposal. 4. Environmental and Market Analysis • Analytical tools (PESTEL, SWOT). • Targeting and audience/user analysis. • Trends in art, culture, and society. 5. Business Models • Introduction to the Business Model Canvas. • Revenue models and differentiation. • Application to creative and social projects. 6. Strategic Planning and Organization • Linking vision, mission, and strategy. • Team and timeline management. • Basic principles of governance and organization. 7. Funding Business Plans • Public and private funding sources. • European programs, grants, sponsorships. • Crowdfunding, microfinance, and hybrid models. 8. Marketing and Branding of Creative Projects • Basic principles of marketing. • Branding of artistic and social ventures. • Digital strategies and social media. 9. Audience Development and Communication • Audience development: theory and practices. • Audience participation and communities of practice. • Building relationships with stakeholders. 10. Sustainability and Social Impact • Sustainability indicators. • Measuring social and cultural impact. • ESG (Environment – Social – Governance) criteria in creative projects. 11. Legal and Ethical Issues • Intellectual property, licensing, contracts. • Ethical challenges and responsibility in cultural/social projects. 12. Presenting the Business Plan (Pitching) • Creating a pitch deck. • Presentation techniques and storytelling. • Adapting to different audiences (investors, the public, institutions). 13. Final Group Project Presentations • Presentation of completed business plans. • Feedback from instructors and peers. • Reflection: what we learned and how it applies in practice.			
Instructive and Learning Methods - Evaluation Delivery Method		Teaching, Lectures	
Use of IT's in teaching and communication with students		Lectures Workshops Group projects and presentations Guest speakers from the creative industries Meetings with students during office hours or via email	
Teaching Structure <i>The methods of teaching are described in detail</i>		Methods Seminar-style lectures with extensive literature review	Semester Work Load 20

<i>The student study hours for each learning activity are recorded as well as the non-instructional study hours so that the overall workload at semester level corresponds to ECTS standards.</i>	Oral presentations and interactive class discussion	19	
	Individual assignment	20	
	Independent study	40	
	Group study	51	
	Course Total		
	(25 Hrs. Work Load per Credit Unit)	150	
Student Evaluation <i>Description of the evaluation procedure.</i>	Assessment Criteria The assessment criteria are explicitly presented during the first introductory lecture. They are also available on the university’s asynchronous e-learning platform (eClass), in the course description. Language of Instruction: Greek Formative Assessment: - Oral presentations with audiovisual material based on practical observation exercises. Summative Assessment: Class participation and in-class activities: 20% Individual assignments (case studies, short papers): 30% Final group project (business plan and presentation): 50%		
Recommended Readings <i>(For details and the complete bibliography, see the course syllabus uploaded on the university’s eClass platform at the beginning of the semester.)</i> Core Introductory References in Entrepreneurship Drucker, P. F. (2007). Innovation and Entrepreneurship: Practice and Principles. London: Routledge. Osterwalder, A. & Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken: Wiley. Zacharakis, A., Corbett, A. & Bygrave, W. (2025). Entrepreneurship. John Wiley & Sons. Creative Industries & Cultural Entrepreneurship Caves, R. (2000). Creative Industries: Contracts Between Art and Commerce. Harvard University Press. Hesmondhalgh, D. (2019). The Cultural Industries (4th edition). London: Sage. Howkins, J. (2013). The Creative Economy: How People Make Money from Ideas. Penguin. Αυδίκος, Β. (2014). Οι Πολιτιστικές και Δημιουργικές Βιομηχανίες στην Ελλάδα. Επίκεντρο. Social Entrepreneurship & Innovation Bornstein, D. & Davis, S. (2010). Social Entrepreneurship: What Everyone Needs to Know. Oxford University Press. Σαλαβού, Ε & Κυριακίδου, Ο. (επ.) (2014). Κοινωνική Επιχειρηματικότητα. Αθήνα: Εκδόσεις Rosili.			

Murray, R., J. Caulier-Grice & G. Mulgan. (2010). The open book of social innovation. Vol. 24. London: Nesta.

Nicholls, A. & Murdock, A. eds. (2011). Social innovation: Blurring boundaries to reconfigure markets. Springer.

Bollier, D. (2016). Κοινά. Μια σύντομη εισαγωγή. Αθήνα: Angelus Novus.

Design, Management and Communication Skills

Brown, T. (2009). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Markets Globalization & Development Review 04(02), DOI: 10.23860/MGDR-2019-04-02-08

Kotler, P. & Scheff, J. (1997). Standing Room Only: Strategies for Marketing the Performing Arts. Harvard Business School Press.

Spielmann, M. & S. Bahtsetzis (2016). Postindustrial Design – eine Standortbestimmung". Yearbook 2016 Hyperwerk, Institute for Postindustrial Design, Basel: FHNW, 12-95 (online στα αγγλικά: https://www.labattoir.org/uploads/9/8/5/5/9855731/spielmann_bahtsetzis_postindustrial_design.pdf)

Specifically for Artists & Creative Professionals

Oakley, K. & O'Connor, J. (2015). The Routledge Companion to the Cultural Industries. London: Routledge.

Throsby, D. (2010). The Economics of Cultural Policy. Cambridge University Press.

Byrnes, W. J. (2022). Management and the Arts. Routledge.

Borrupt, T. (2006). The creative community builder's handbook: How to transform communities using local assets, arts, and culture. Turner Publishing Company.

Helguera, P. (2011). Education for Socially Engaged Art. A Materials and Techniques Handbook. New York. Jorge Pinto Books.

Supplementary Sources / Tools

OECD (2021). *Culture and Local Development: Maximising the Impact*. Paris: OECD Publishing.

UNESCO (2013). *Creative Economy Report*. New York: UNDP/UNESCO.

White Paper on Contemporary Culture (Hellenic Ministry of Culture and Tourism, 2012). https://www.culture.gov.gr/DocLib/g_43764.pdf

Study on the Mapping of the Cultural and Creative Industries in Greece (Report by Αβδίκος et al., 2016). <https://www.culture.gov.gr/DocLib/Xartografisi.Full.2.pdf>

Growth Plan for the Greek Economy (Report by Πισσαρίδης, 2020).

<https://www.government.gov.gr/schedio-anaptixis-gia-tin-elliniki-ikonomia/>

diaNEOsis Report on Culture in Greece (Report by Καπράς et al., 2023).

<https://www.government.gov.gr/schedio-anaptixis-gia-tin-elliniki-ikonomia/>

The examinable material includes course content (lectures, language/communication activities, PPT presentations uploaded on eClass at the end of the semester) and selected chapters from textbooks (either the official Eudoxus textbook or individual chapters provided on eClass).

Relevant Academic Journals

Course readings are drawn from a wide range of peer-reviewed journals, edited volumes, and monographs. For English-language texts, an in-depth presentation in Greek is provided during class. Indicative journals include:

Journal of Cultural Economics
International Journal of Arts Management
Creativity and Innovation Management
Journal of Social Entrepreneurship
International Journal of Cultural Policy
Industry and Innovation
Harvard Business Review