

Study Abroad Business & Management Programme
DEVELOPING CREATIVITY AND CREATIVE CULTURES IN ORGANISATIONS

Course contact hours: 45

Recommended credits: 6 ECTS – 3 US credits

Objectives

Albert Einstein, an undeniable creative genius, once said that *we cannot solve our problems with the same thinking we used when we created them*. The rapid and sudden changes we're facing nowadays, caused by disruptive technologies and *the unexpected* (e.g. the COVID-19 pandemic, climate change, etc.), are creating ambiguous and complex problems at all levels of human life and activity, business included. The proliferation of artificial intelligence (AI) based technologies, is disrupting the workplace, leading to increased automation and robotisation in the workplace, and leaving more and more tasks that were once performed by humans in the "hands" of computer systems and robots. However, computers and robots are not (yet) prepared for imagination and creative thinking, aspects inherent to human nature and intelligence.

Creative thinking skills are among the top ten skills in demand from job applicants in many professional fields and industries and such demand is expected to grow even more in the future. Business professionals and managers at all levels must increasingly demonstrate creative thinking skills to produce original and feasible solutions. At the same time, leaders are increasingly expected to show the ability to develop, instil and nurture creative organizational cultures as a fundamental source of future competitive advantages.

Developing Creativity and Creative Cultures in Organizations introduces you to the modern practices of creative thinking, ideation, and innovation in all areas of the business and professional environments. It is well suited for business graduate students (e.g. general management, human resource management, marketing, advertising, entrepreneurship) but also advisable for graduate students from other fields such as education, software, industrial and, civil engineering, industrial design, web development, etc. Simply put, if you are seeking to expand your knowledge about innovation and, to develop skills in creative thinking, creative problem-solving and collaborative creativity, this course is an excellent choice.

During the course you will learn techniques for enhancing the originality and flexibility of your thinking and you will explore approaches used by managers and organizations to create and sustain high levels of innovation. The course uses practical hands-on activities and collaborative projects to stimulate creativity and help develop new ways of thinking.

Learning outcomes

Upon successful completion of this course, you should be able to:

1. View yourself as a creative personality.
2. Unlock your creative potential, express, nurture and demonstrate it.
3. Understand that creativity is a process that requires constant, active practice.
4. Critique common misconceptions about creativity.
5. Define and reconstruct problems, and apply research-based problem-solving strategies to generate effective solutions or alternative approaches.
6. Generate novel and useful ideas about a specific problem using tools and methods learned in the course.
7. Develop creative projects that provide innovative solutions to complex problems.
8. Demonstrate understanding of the creative processes that lead organizations to develop innovative and useful products.
9. Understand the impact of organizational culture on its creativity and innovativeness.
10. Enhance your collaborative and team creativity skills as you work with your classmates to solve problems using different creative thinking methods and tools.

Programme

Week	Topics
1	Introduction What is creativity? Concepts and definitions. Creativity myths. Creativity and genius. Creative confidence. Creative types. Linkage between creativity and innovation. Innovation types.
2	Macro-level creativity The creative economy. Features. Measuring creative economy. Creative class, creative city, creative industries. Policies supporting creative industries.
3	Individual-level creativity Where ideas come from? Inventors and innovators. Divergent, convergent, and reflective thinking. Assessing individual creativity. Creativity tests. Education and creativity. Creativity training.
3	Concepts of Creativity Neuroscientific conceptions. Behaviourist and Freudian conceptions of creativity. Rationalist conceptions. Romanticist conceptions. Conceptions of the artist. Creativity and play.
4	Creative thinking training workshops Series of seminars in which participants learn about and practise various creative thinking techniques including: Brainstorming and brainwriting. Recycling: borrowing and modifying ideas. Six Thinking Hats. Mind mapping. Webbing and Storyboarding. Ideatoons. Da Vinci's Technique. Dali's technique. Cherry split. Think bubbles. Tug of war. Hall of Fame. Circle of opportunity. The Great Transpacific Airlines. Lotus blossom. Synectics. The Idea Box. The Idea Grid. Future fruit. Brutethink. Morphological analysis. Method of focal objects.
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8	Problem Challenge Project (Round 1) Group presentations, class discussion and feedback
9	Applied creativity Designing new products and services. SCAMPER. Systematic Inventive Thinking. Designing innovations. New service design. Design Thinking. Experimentation. Prototyping.
10	
11	The business of creativity Creative processes. Evaluating creative solutions and making decisions. Implementation planning. Selling new ideas. New product development.
12	Creativity and the organization Creativity and corporate culture. Assessing organizational climate. Time pressure and creativity. Idea management structures. Creative leadership. Leadership styles for creativity and innovation. Creativity in groups. Handling conflicts in groups.
13	
	Problem Challenge Project (Round 2) Team presentations, class discussion and feedback.

Approach

This course is an active, experiential learning course with input from a variety of sources and instructors from a range of disciplines. The instructional strategy includes a mixture of lectures, readings, cases reviews, class discussions, collaborative creation workshops and projects, all designed to foster creativity.

Assessment criteria

In-class work, cases, exercises: 40%

Final presentation: 40%

Class participation: 20%

Bibliography

Required reading:

Puccio, G.J.; Mance, M.; Barbero Switalsky, L.; Reali, P. (2013) *Creativity Rising: Creative Thinking and Creative Problem Solving in the 21st Century*, ICSC Press.

Christensen, C.; Dyer, J.; Gergersen, H. (2011) *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators*, Harvard Business School Press.

Rahrovani, Y.; Kyrushina, E. (2019) Avatar: Product Development in Creative Industries, Case Study 9B19M130, Ivey Publishing.

Buell, R.W.; Otazo, A. (2014) *IDEO: Human-Centered Service Design*, Case Study 615022-PDF-ENG, Harvard Business School.

Bernstein, E.S.; Gino, F.; Staats, B.R. (2014) *Opening the Valve: From Software to Hardware (A)*, Case Study 415015-PDF-ENG, Harvard Business School.

O'Connor, N.; Yu, A.; Moi, M. (2011) *PremiumSoft: Managing Creative People*, Case Study HKU937-PDF-ENG, Hong Kong University.

Recommended reading:

Couch, J.S. (2020) *The Art of Creative Rebellion: How to champion creativity, change culture and save your soul*, Page Two.

Griffiths, C.; Costi, M. (2019) *The Creative Thinking Handbook: Your Step-by-Step Guide to Problem Solving in Business*, Kogan Page.

Rehn, A. (2019) *Innovation for the Fatigued: How to Build a Culture of Deep Creativity*, Kogan Page Inspire.

Brand, W. (2017) *Visual Thinking: Empowering People and Organizations Through Visual Collaboration*, Laurence King Publishing.

Kelley, T. (2016) *The art of innovation: Lessons in Creativity from IDEO, America's Leading Design Firm*, Profile Books.

Boyd, D.; Goldberg, J. (2014) *Inside the Box: A Proven System of Creativity for Breakthrough Results*, Simon & Schuster.

Amabile, T.; Kramer, S. (2011) *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*, Harvard Business Review Press.

Prather, C. (2009) *The Manager's Guide to Fostering Innovation and Creativity in Teams*, McGraw-Hill Education.

Michalko, M. (2006) *Thinkertoys: A Handbook for Creative Thinking Techniques*, 2nd Edition, Ten Speed Press.