

DEPARTMENT OF MANAGEMENT STUDIES

MS3522 - Managing Creativity

2003/2004

30 credits

Pre- requisites : None

Co- requisites : None

Course Co-ordinator : Dr. Costas Andriopoulos

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<http://webct.abdn.ac.uk/public/MS3522>

Indicative Content

Companies that want to successfully ride the wave of the knowledge economy must always consider ideas as the most precious commodity and employees who produce them as sought-after resources. There is increased recognition that the competitive advantage of organisations depends heavily on their ability to capitalise on their employees' ideas.

The value of creativity as a means of enhancing communication, promoting organisational learning, as well as helping develop new ideas, solutions and alternatives, is therefore of high importance since organisations nowadays have to deal with a growing number of challenges.

This course will develop the skills needed to be creative and to manage the innovation process that turns those creative ideas into new products, processes, and strategies.

Course Aims

This class is aimed for students who aspire to work in creative businesses, establish creative businesses or learn how they can develop working environments conducive to creativity.

Creativity, as a way of coming up with novel and useful ideas within a context, is a critical aspect for every manager or entrepreneur who needs to think outside the box in situations where conventional business models have failed or where the exploitation of new opportunities demands for new approaches. This course, therefore, explores some of the best practices evident in the world's most creative companies.

Course Objectives

By the end of the course, students should be able to:

- Define creativity and distinguish between myths and reality
- Understand some of the key drivers that stimulate creativity
- Understand how creativity can be managed
- Capitalise on the link between individual creativity and entrepreneurial innovation

Transferable Skills

The course will develop the following key skills in students:

- Team-building skills
- Networking skills
- Written presentation skills
- Oral presentation skills
- Analytical skills under conditions of uncertainty

Teaching Staff

Dr. Costas Andriopoulos BSc, MSc, MSc, PhD

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Texts

Required Texts (which students will be expected to buy)

Adams, James L. *Conceptual Blockbusting: A Guide to Better Ideas, 4th Edition*. New York, NY: Persius Books, 2001

Bennis, W. & Biederman, P. W. *Organizing Genius: The Secrets of Creative Collaboration*. Reading, MA: Addison-Wesley, 1998.

Kelley, T. *The Art of Innovation: Success Through Innovation the IDEO Way*

Supplementary Texts (available in Heavy Demand QML)

Ford, C, M, & Gioia, D, A, (Eds.). *Creative Action in organisations: Ivory Tower visions and Real world voices*, Thousand Oaks, CA: Sage Publications, 1995

Ed. Henry, J. *Creative management*, Sage, 2001

Ed Henry ,J. *Managing Innovation*, Sage , March 2002

Supplementary Journals

The following list of journals is a partial list of acceptable academic journals to be used as potential sources for all your research needs._

Academy of Management Journal	California Management Review
Academy of Management Review	Harvard Business Review
Academy of Management Executive	Human Resource Management
Administrative Science Quarterly	Sloan Management Review

Web Resources:

<http://www.si.edu/lemelson/centerpieces/iap/index.html>

<http://www.economist.com/science/tq/index.cfm>

<http://web.mit.edu/invent/www/ima/>

<http://www.cbi.cgey.com/>

<http://www.cdf.org/frameset.html>

<http://www.technologyreview.com/>

<http://www.businessweek.com/innovation/index.html>

Programme

The course will comprise two one-hour lectures followed by a one-hour seminar (per week) and one workshop each alternate week as follows:

	<i>Day</i>	<i>Time</i>	<i>Location</i>
Lectures:	Every Monday	1000-1200	St. Mary's G3
Seminars:	Every Friday	1400-1500	NK10
Workshops:	Every other Friday	1500-1600	NK10

[Note: the workshops take place each alternate week. They will commence on the 13th of February 2004 – you can find the detailed workshop programme on the last page of the course outline]

All group project presentations will take place on Week 12 in the normal lecture and seminar hours.

Assessment Requirements

Assessment for this course will be by both degree examination and continuous assessment. The degree examination will constitute **80%** of the final mark, the remaining **20%** being derived from the continuous assessment based on workshop and lecture work.

Continuous Assessment

Group Assignment:

Students will be working in groups throughout the workshop programme. Groups will be required to submit a group report (2000 words) as part of the assessment (Projects will be assigned on the **1st workshop**; also see **WebCT**). Students will be also required to undertake a 15-minute assessed presentation summarising their report on their assigned project.

This group report is worth **10%** towards the final degree mark. The group presentation is also worth **10%** towards the final degree mark.

Workshop attendance is a compulsory requirement of the course. In the case of workshop absence it is expected that the Tutor will be informed prior to absence. Absence without good cause on more than two occasions will result in a student's class certificate being withdrawn.

PLEASE NOTE:

It is the department's policy that assignments **shall not** be accepted by either fax or email. Assignments will not normally be accepted by postal mail; mailed assignments shall only be acceptable with the prior consent of the Course Co-ordinator.

Any mailings shall be the responsibility of the student.

The department will not accept responsibility for lost assignments sent by mail unless proof of receipt can be shown. All assignments sent by mail must therefore be sent Recorded Delivery.

(C) Regulations:

- i) Assignments will be marked using the University's Common Assessment Scale. Assignments that are submitted late will be reduced by one CAS mark for each two days (or part) late. Assignments submitted fourteen or more days late will be assigned zero. **Late submission will only be permitted in exceptional circumstances (such as illness) and requires the prior written consent of the module co-ordinator.**
- ii) Marks for assignments will be made known to students as soon as practicable after submission. All marks will be expressed in terms of the common assessment scale.
- iii) Assignments will be marked by one tutor only; in marginal cases, the Course Co-ordinator may nominate a second marker and, if appropriate, an external marker. The examination scripts will be double-marked.
- iv) **Students are reminded of the need to retain all continuous assessment assignments to allow for possible review by the external examiner.**
- v) There will be no opportunity for resitting or resubmitting assessment exercises.

Degree Examination

A degree examination will be arranged in May 2004 with a resit examination in August 2004. The external examiner will play a part in the preparation and marking of these examination papers.

Lecture Programme:

WEEK 1	<p style="text-align: center;">The creative age Introduction to programme, definitions, and theoretical framework</p> <p style="text-align: center;">Seminar: <i>Creative environments</i></p>
WEEK 2	<p style="text-align: center;">Idea generation Team formation commences</p> <p style="text-align: center;">Seminar: <i>Easy money</i></p>
WEEK 3	<p style="text-align: center;">Exploring Your Creativity</p> <p style="text-align: center;">Seminar: <i>Using Attribute listing to mobilise new ideas</i></p>
WEEK 4	<p style="text-align: center;">Blockbusting: Tools for creativity</p> <p style="text-align: center;">Seminar: <i>Visual Thinking</i></p>
WEEK 5	<p style="text-align: center;">Individual creativity The Motivation for Creativity</p> <p style="text-align: center;">Seminar: <i>Great Ideas: Exploring success stories</i></p>
WEEK 6	<p style="text-align: center;">Creative Teams Team aspects of creativity</p> <p style="text-align: center;">Seminar: <i>Teamworking</i></p>
WEEK 7	<p style="text-align: center;">Managing teams for creativity</p> <p style="text-align: center;">Seminar: <i>Brainstorming</i></p>
WEEK 8	<p style="text-align: center;">Designing an Organisation for Creativity Selecting, socialising and rewarding for creativity</p> <p style="text-align: center;">Seminar: <i>Creative Audit</i></p>
WEEK 9	<p style="text-align: center;">Systems for Managing Creativity Leadership, power, and creativity</p> <p style="text-align: center;">Seminar: <i>Leadership</i></p>
WEEK 10	<p style="text-align: center;">From Creativity to Innovation</p> <p style="text-align: center;">Seminar: <i>Rover returns</i></p>
WEEK 11	<p style="text-align: center;">Creative Failures Managing failure Lessons from creative failures</p> <p style="text-align: center;">Seminar: <i>The Millennium Dome</i></p>
WEEK 12	<p style="text-align: center;">Team presentations And Revision</p>

Workshop Programme

Students are required to attend the workshops every alternate week. Some of the work in the workshop programme forms the basis for the continuous assessment in this course. It will be necessary for students to meet outwith the workshop programme in order to complete the required coursework. Groupwork will be marked in accordance with the procedures outlined in the Undergraduate Handbook (p.13/14). Please note students are also expected to submit a project file. This **must** include minutes of group meetings.

The objective of the workshop programme is to allow students to develop an understanding of the utilisation of managing creativity concepts in a range of sectors.

1	<p style="text-align: center;">TiVo 13 February 2004 http://www.fastcompany.com/online/61/tivo.html http://www.tivo.com/5.0.asp</p>
2	<p style="text-align: center;">St. Lukes 27 February 2004 http://www.fastcompany.com/online/06/stlukes.html http://www.stlukes.co.uk/</p>
3	<p style="text-align: center;">Imagination Ltd. 12 March 2004 http://www.fastcompany.com/online/33/imagination.html http://www.imagination.co.uk/</p>
4	<p style="text-align: center;">Designworks 26 March 2004 http://www.fastcompany.com/online/50/bmw.html http://www.designworksusa.com/</p>
5	<p style="text-align: center;">Corning Inc. 30 April 2004 http://www.fastcompany.com/online/40/corning.html http://www.corning.com/</p>
6	<p style="text-align: center;">Evaluating creative ideas 14 May 2004</p>