

DEPARTMENT OF MANAGEMENT STUDIES

# Managing Creativity and Innovation

2004/2005

10 credits

[http://webct.abdn.ac.uk/public/manage\\_create](http://webct.abdn.ac.uk/public/manage_create)

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**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 therefore an 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 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 want to 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 in every manager's job or entrepreneurs who need to think outside the box in situations where other models have failed or exploitation of new opportunities demands for new approaches. This course, therefore, explores some of the best practices apparent to 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**

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## **Texts**

### **Required Texts**

Adams, James L. *Conceptual Blockbusting: A Guide to Better Ideas, 3rd Edition*. New York, NY: Persius Books, 1986

Bennis, W. & Biederman, P. W. *Organizing Genius: The Secrets of Creative Collaboration*. Reading, MA: Addison-Wesley, 1997.

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

### **Supplementary Texts** (available in 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 six three-hour lectures in weeks 49 and 50 (13-20 June)

<b>Lectures:</b>	<b>Time</b>
	1.30-4.30

### **Assessment Requirements**

Assessment will be as follows:

Group Report	30%	3000 words
Presentation of Group Report	10%	15 mins (+5)
Exam	60%	

## **ASSESSMENT**

### **Submission of Written Course Work and Penalties**

Individual course outlines and assignments will specify the time and date for the deadline for submission of written work. In the absence of a time being given, it will be assumed to be 12 noon on the date specified. Written course work must be handed to one of the Postgraduate Secretaries in the Postgraduate Administration Office. It is our policy that assignments **shall not** be accepted by either fax or e-mail. Students wishing to send assignments by post may do so, provided the assignment bears a postmark on or before the deadline. We 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. It is the responsibility of the student to ensure that his/her essay is received by the Postgraduate Administration Office.

Assignments that are submitted late will be reduced by one CAS mark for each two days (or part) late. Provided the assignment is submitted within the 14 day period and is on merit awardable a CAS mark 9 or above, the assignment will not be awarded a CAS mark lower than 9. Assignments submitted 14 or more days late will be assigned zero, and regarded as a non-submission. Late submission will not be subject to a penalty when a medical certificate is provided (self-certification is not acceptable) or permission has been given by the Director of Graduate Programmes. Students seeking extensions need to complete an official request for extension. The appropriate form can be picked up from the Postgraduate Administration Office. The form has to be completed and signed by the appropriate Course Co-ordinator and Director of Graduate Programmes and has to be returned to the Postgraduate Administration Office with appropriate documentation.

Any student who is receiving help from the University Counselling Service, and who wishes to justify either non-attendance at classes or late submission of course work on the basis of the problems for which counselling is being sought, should ask a member of the Counselling Service to inform the Director of Graduate Programmes that a legitimate problem exists. This notification will be treated in the same way as certification supplied by the University Medical Centre. Students should not approach lecturers or tutors directly in such circumstances as they will not be able to accept any explanation, however genuine, without appropriate supporting documentation.

Academic performance can be adversely affected by illness and a variety of personal difficulties. We accept evidence relating to such problems at face value provided it comes from some professional agency such as a General Practitioner, the Student Health Service or the University Counselling Service. All evidence of this kind, which a student may wish to be taken into account by the examiners as indicative of extenuating circumstances, must be presented to the Director of Graduate Programmes by the close of the examination period of the semester in which the course has been studied. Normally, no such evidence will be accepted as valid after the course results have been confirmed by the External Examiner and published by the Registry.

### **Examination of Course Work**

Course work will normally be examined by the lecturer who set the assignment. Except in cases of appeal, such course work will not be double marked. In order to ensure conformity between the course work grades awarded by teaching staff, the distribution of grades given by each marker will be compared at the end of each semester to ensure that no individual is being unusually generous or harsh.

Any course work assignment must be the work of the student who submits it. Plagiarism, defined as the direct copying of already published work without acknowledgement, is regarded as

a serious offence. Quotations from published works should be acknowledged by the use of quotation marks and a specific reference to the work cited. In any case where considerable plagiarism is identified, the essay will be awarded a mark of zero.

### **Examination and Marking**

All examination scripts are double marked by the course lecturer and another member of academic staff. The set of marks and scripts are handed to the Examinations Officer who identifies the candidate and adds the continuous assessment marks to obtain an overall grade. Samples of scripts are also sent to our External Examiner. Please note, **all marks are provisional until they have been agreed by an External Examiner.**

### **Examination Results**

Results will be available via Student Portals the day after they have been submitted to Registry Services. Results letters will not be mailed to students. Students should ensure they have registered for Portals at the following web address before the exam period starts: <http://www.abdn.ac.uk/studentportal>. Results will not be given over the telephone.

### **Common Assessment Scale**

In the assignments and examination, the Common Assessment Scale will be employed. The guidelines used to judge which mark band is awarded, are as follows:-

<b>Band 18-20</b>	<b>Outstanding Pass</b> Excellent work showing significant signs of originality and an in-depth understanding of the topics covered. Extensive use of relevant literature sources and work experience where appropriate. High standard of presentation.
<b>Band 15-17</b>	<b>Very Good Pass</b> Highly competent work demonstrating clear understanding of the issues. Some signs of presenting information in a new light or drawing strands together in a new framework. Good use of relevant literature sources and work experience. Well presented.
<b>Band 12-14</b>	<b>Good Pass</b> Competent work, providing satisfactory coverage of the topics concerned. Perhaps lacking in flair or originality but showing clear evidence of understanding. Relevant literature sources and work experience used in a fairly standard routine way. Satisfactory presentation.
<b>Band 9-11</b>	<b>Pass</b> Struggling to meet minimum standards required for MSc level work. Perhaps contains flaws in logic or methodology or both. Suggests lack of understanding of some of the key issues. Limited use of relevant literature sources and work experience. Weak presentation.
<b>Band 0-8</b>	<b>Fail</b> Fails to meet the required standard.

## **Plagiarism and Cheating**

### **Plagiarism**

Students should be aware that plagiarism is a serious offence and will be penalised according to the extent involved and whether it is decided there was an attempt at deliberate deception, or whether bad practice was involved. Plagiarism is construed by the University of Aberdeen Business School as:-

- (i) The inclusion of passages, sentences or even phrases from other authors without acknowledgement by quotation marks and footnote references.
- (ii) The extensive rephrasing in your own words of the work of other authors without a footnote reference to the original work.
- (iii) The use of arguments (and parts of arguments) derived without acknowledgement from other authors, and the presentation taken from other authors, without footnote references.

The citing of a work in a bibliography does not constitute a sufficient acknowledgement.

### **Cheating in Prescribed Degree Assessments**

The Business School follows the University policy which is:-

- (i) The decision on the penalty to be imposed on those judged to have cheated in prescribed degree assessments shall be made under the University's disciplinary procedures.
  - (ii) Candidates shall be awarded zero marks for any course in the assessment of which they are judged to have cheated.
  - (iii) In addition to (ii) above, in cases of candidates judged to have cheated in the prescribed degree assessment for a single course which forms part of a programme, normally no higher award than a Pass degree shall be permitted in respect of that programme.
  - (iv) In case of candidates judged to have cheated in the prescribed degree assessment for more than one course which forms part of a programme, normally no degree shall be awarded.
1. In regard to (i) above, whilst internal and external examiners have no deciding role they may, as appropriate, submit evidence to a disciplinary hearing.
  2. In regard to (iii) and (iv) above, the University Disciplinary Investigating Officer may choose to impose a lesser penalty where, in his or her judgement, it is appropriate.

**Lecture Programme:**

<b>LECTURE 1</b>	<p style="text-align: center;"><b>The creative age</b>  Introduction to programme, definitions, and its theoretical framework  Creativity Blocks  Team formation commences.  Team formation exercise.</p> <p style="text-align: center;"><b>Required Reading:</b>  <i>Conceptual Blockbusting</i> (Intro through Chapter 5)</p>
<b>LECTURE 2</b>	<p style="text-align: center;"><b>Blockbusting: Tools for creativity</b>  The Motivation for Creativity</p> <p style="text-align: center;"><b>Required Reading:</b>  <i>Conceptual Blockbusting</i> (Chapter 6 and 7)</p>
<b>LECTURE 3</b>	<p style="text-align: center;"><b>Creativity in groups</b>  Selling creativity in organisations</p> <p style="text-align: center;"><b>Required Reading:</b>  <i>Organizing Genius</i> (pp 1-86)</p>
<b>LECTURE 4</b>	<p style="text-align: center;"><b>Designing an Organisation for Creativity</b>  Selecting, socialising and rewarding for creativity</p> <p style="text-align: center;"><b>Required Reading:</b>  Articles will be recommended at the lecture</p>
<b>LECTURE 5</b>	<p style="text-align: center;"><b>From Creativity to Innovation</b>  Leadership, power and creativity</p> <p style="text-align: center;"><b>Required Reading:</b>  Articles will be recommended at the lecture</p>
<b>LECTURE 6</b>	<p style="text-align: center;"><b>Team presentations</b></p>