1. Objectives and Scope

The ability to solve problems creatively and generate change is a recognized standard of success and plays an important role in gaining a competitive advantage in many areas of business management. This course is designed to teach students several creative problem solving methodologies that complement other managerial tools acquired in undergraduate and graduate studies. The course offers students the opportunity to learn how to solve problems, identify opportunities, and generate those elusive ideas that potentially generate enormous benefits to organizations.

The objectives of this course are to enhance the students’ (a) creativity, (b) ability to innovate and (c) ability to identify, recruit, develop, manage, retain, and collaborate with creative people.

The course includes:

1. **A review of the literature** on creativity, creative people, innovation, and design as well as the leadership and management of creative people and innovation.

2. Hands on learning of **approaches for generating creative ideas**. Students will have the opportunity of implementing the techniques studied in class.

3. **Applications of creativity to selected management domains** – Approaches to the generation of creative options are not limited to the development of products and services or businesses, but can be applied to all areas of management, business, and life. The purpose of these sessions is to explore the applications of creative approaches to marketing, advertising, organizational design, negotiations, and other management challenges.

4. **Integration** – Both via individual assignments and a group project in which interdisciplinary teams of students generate a creative product/service/customer experience/business/strategy.
2. **Course Tentative Schedule:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>08/29</td>
<td>Introduction - The Systematic Approach to Creativity</td>
</tr>
<tr>
<td>08/31</td>
<td>The Attribute Dependency Template and the Forecasting Matrix</td>
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<tr>
<td>09/05</td>
<td>The Closed World Principle, Replacement, and Replacement in Advertisements</td>
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<tr>
<td>09/07</td>
<td>The Subtraction (displacement) Template</td>
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<tr>
<td>09/12</td>
<td>Templates in Advertisement (Exposure, Attention, and Perception)</td>
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<tr>
<td>09/14</td>
<td>The Activation Template</td>
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<tr>
<td>09/19</td>
<td>The Division &amp; Multiplication Templates</td>
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<tr>
<td>09/26</td>
<td>The Task Unification, Functional Fixedness and the Closure Principle</td>
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<tr>
<td>09/28</td>
<td>Inversion, Absurd Alternative, and Extreme Consequences Tools</td>
</tr>
<tr>
<td>10/03</td>
<td>In-class Exam</td>
</tr>
<tr>
<td>10/05</td>
<td><strong>No Class – Fall Break</strong></td>
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<tr>
<td>10/10</td>
<td>The Contradiction Principle &amp; Problem Solving</td>
</tr>
<tr>
<td>10/12</td>
<td>Other Approaches for Creativity (Design Thinking, Brain Storming, Mind-Mapping, Six Thinking Hats, etc.)</td>
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<tr>
<td>10/17</td>
<td>Group Presentations</td>
</tr>
<tr>
<td>10/19</td>
<td>Summary and Additional Applications</td>
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</tbody>
</table>

*All dates, activities and materials are subject to change.

3. **Grading:**

- Class participation: 30%
- Exam: 30%
- Group Project: 40%
4. Recommended Reading (not required):