

## CREATIVITY AND INNOVATION

### COURSE DETAILS

<b>Code</b>	36282
<b>Title</b>	Degree in Business Management and Entrepreneurship
<b>Mention</b>	Business Creation and Management
<b>Character</b>	Optative
<b>Course</b>	4º
<b>ECTS</b>	4.5

### PROFESSOR

<b>Name</b>	<b>Department</b>	<b>Tutorial Hours</b>
Colin Donaldson	Business Management	(upon request via email)

### SUMMARY

Creativity and Innovation provides a framework where future entrepreneurs and business leaders learn to harness collective talent and creativity to (re)invent businesses and organisations whilst gaining the necessary competences and skills to lead the innovation process. It is a highly interactive hands-on subject with ambition to demonstrate how an individual can turn their talent and creativity into a collective and cohesive business innovation process.

The course revolves around a comprehensive approach to innovation based on creativity tapping into both internal and external areas of the business model. Conceptual foundations are set down along with the context in which the creative process occurs before moving on to the specifics of the process of innovating.

Students approach innovation issues from different perspectives: the personal level (mindset), the organisational level (corporation), and the environmental level (market). They develop creative and critical thinking skills and learn to apply them in a comprehensive manner; not only to develop innovative products or services but also to improve internal processes, reduce costs, approach new markets and undertake new ventures.

## PREVIOUS KNOWLEDGE

### Relationship with other subjects in the same degree

- Entrepreneurial Culture
- Strategic Thinking
- Foundations in Business Management
- Marketing
- Strategic Business Management

### Other requisites

A good command of the English language

## COMPETENCES

### BASIC AND GENERAL:

- GP.1 – Teamwork
- GP.3 – Critical thinking and analysis
- GS.1 – Self study
- GS.2 – Adaptation
- GS.3 – Creativity
- GS.4 – Leadership
- GS.5 – Initiative and entrepreneurial spirit
- GS.8 – Coordination
- GI.1 – Analysis and synthesis
- GI.2 – Organisation and planning
- GI.6 – Ability to search and analyze information from varied resources
- GI.7 – Problem solving
- GI.8 – Decision making
- GI.10 – Effective communication and presentation of complex concepts

### SPECIFIC:

- EG.1 – Ability to understand the diverse and fundamental components and processes of a company and its operation within the “entrepreneurial ecosystem”.
- EG.6 – Successfully identify and assimilate relevant economic information and resources.
- EA.8 – Ability to systemically define, resolve and present complex problems.
- EA.18 – Ability to establish a system of management success indicators.
- EA.26 – Understand the impact of economic, socio-political, socio-cultural, technology and environmental variables on company activity and performance

EA.29 –Ability to set objectives and create strategies for different levels of the organisation and accurately evaluate needs and implications of execution.EA.30–Ability to plan, organize, control and evaluate the implementation of business strategies

EA.31 – Understand and evaluate the characteristics and viability of different business strategies, on both the competitive as well as corporate levels.

EA.32–Understand the purpose and function of companies as organisations and the processes and implications of their growth and development

EA.64 – Ability to analyse and make decisions about the product or service offering and its impact on value creation in the market.

## LEARNING OUTCOMES

This course equips students with skills and capabilities in fact-based creativity and innovation. It provides them with new insights that help them manage innovation-driven development to gain competitive advantage and to improve organisation effectiveness, competitiveness and sustainability.

Throughout the course, students will develop their individual, team working and business skills through workshops and practical assignments developing a creative mind-set and innovation capabilities associated with the entrepreneurial leader.

- Understanding the importance of innovation as a key success factor to create value, growth and sustainability.
- Developing creativity and innovation skills.
- Approaching issues in an open and experimental way.
- Focusing creativity to achieve organisational goals
- Developing the abilities to critically reflect upon common perceptions about innovation management.
- Forecasting the future needs of a company in order to secure future revenue earning opportunities.
- Learning to think more expansively about the future of the organisation grounded in the current opportunities and challenges.
- Practicing business model design and scenario planning.
- Learning to assess the viability of a business idea and get a greater understanding of when an idea really means business.
- Establishing habits that encourage the ongoing innovation process to deliver competitive advantage and sustainable growth.
- Becoming aware of the importance of soft skills and leadership capabilities for managing innovation successfully.
- Developing innovation leadership skills.

## DESCRIPTION OF CONTENTS

### PART 1. CREATIVITY AND INNOVATION

---

#### Topic 1. Introduction: conceptual foundations

- 1.1. Basic concepts and principles: Creativity versus innovation
- 1.2. Creativity in business: reasons to be creative and does it really matter?
- 1.3. Innovation in business: sense making and why it is needed
- 1.4. Innovation, people and knowledge
- 1.5. The importance of innovation as a process for the reinvention of organisations
- 1.6. The innovation dimensions: What can we change?
- 1.7. Managing innovation strategically

#### Topic 2. Social and sustainable innovation

- 2.1. What is social innovation?
- 2.2. Enabling social innovation
- 2.3. Sustainability-led innovation defined
- 2.4. How can we manage the sustainability-led innovation process?

#### Topic 3. Globalisation of innovation

- 3.1. National systems of innovation
- 3.2. Innovation for development
- 3.3. Innovation in markets: (re) inventing markets in place of products
- 3.4. Sources for innovation support and funding

### PART 2. APPLIED CREATIVITY AND INNOVATION

---

#### Topic 4. Entrepreneurial creativity

- 4.1. The creative process
- 4.2. How can we promote and foster creativity?
- 4.3. Generating an idea: innovation and changing client habits
- 4.4. Search strategies

#### Topic 5. Techniques to stimulate creativity and innovation

- 5.1. Creative methodologies for innovation processes
- 5.2. Design Thinking as the basic process for innovation.
- 5.3. Empathise: understand the context
- 5.4. Ideation: process and tenets of idea generation and selection.
- 5.5. Proto-type/Test. Phases of the prototyping process
- 5.6. Implement. The action plan.

## COURSE ACTIVITIES

<b>ACTIVITIES REQUIRING ATTENDANCE</b>	<b>HORAS</b>
Practical sessions (interactive lectures, individual and group presentations, case studies, study visits)	35
Theoretical lessons/exams	10
<b>Total Activities Requiring Attendance</b>	<b>45</b>
<b>ACTIVITIES NOT REQUIRING ATTENDANCE</b>	
Individual study and preparation for exams	15
Individual/group assignments	45
Complementary readings and cases	7,5
<b>Total Activities Not Requiring Attendance</b>	<b>67,5</b>
<b>TOTAL</b>	<b>112,5</b>

## TEACHING METHODOLOGY

The course will be taught in a co-creative learning environment. Didactic methods include: interactive lectures, case studies, individual and group assignments, plenary discussions and individual and team presentations. During the course the participants will work on their personal case and innovation strategy based on their own research. The methodology is prepared to provide inspirational, participative, dynamic, and practical sessions.

- Interactive lectures are designed to build information content, to create awareness for the subject and to encourage students' self- reflection and interaction.
- Exercises using tools, techniques and methods focused on sharpening students' creative and innovative skills and on triggering interaction.
- An individual assignment aimed to encourage students' own initiative and engagement and consolidate learning.
- Group assignments are designed to encourage collaborative learning, to build team-working skills and to develop public speaking and debating skills.

## EVALUATION

Students will be graded on the basis of their class participation and the completion of both individual and group assignments, the development and presentation of a final team project and one exam.

Students are expected to proactively contribute during the classes. Participation has three main elements: class attendance, informed involvement in class discussions/exercises, and initiative taking.

### CONTINUOUS EVALUATION (40%)

#### Individual and group assignments

Students will address different challenges and projects throughout the course. They will have to put into practice the insights acquired and develop new knowledge in order to synthesise the ideas and learning they have achieved across the different modules. Assignments are defined in order to cover all the concepts and learning objectives so that students can apply and extend the insights gained earlier in the programme to a specific problem and context. They are developed with ambition to encourage students to take the initiative and actively engage in important issues, consolidating their learning, and developing the skills needed to address complexity, uncertainty, and collective creativity in innovation processes. A maximum of 4 graded assignments will be carried out during the course, whose weight on the grade will be announced in advance.

#### EXAM (60%)

A written exam will be mandatory. Students must obtain at least 5 marks out of 10 in the exam.

In order to pass the course, students must participate in all the individual and group assignments as well as the exam.

The final grade will be a weighted average of exams and continuous evaluation and must be greater than 5:  $(0,6 * \text{exam} + 0,4 * \text{continuous evaluation})$ .

### REQUIREMENTS FOR SUCCESSFUL COMPLETION OF THE COURSE

Grading: The maximum amount of marks is 10. Final grades will be a weighted average of all the components listed above, having to obtain a final grade of 5 (or more) to surpass the subject. However, if the exam is failed, the final mark obtained after applying the prior weighting will be a maximum of 4.5. Thus, if the exam is less than 5 and after applying the weighting the final mark is greater than 4.5, it will remain at that 4.5. If, on the other hand, this grade is less than 4.5, the grade obtained will be maintained.

**Class attendance.** Class attendance is mandatory to allow for effective learning of the subject to occur. Absences of more than 15% of the scheduled sessions will mean that the student will score 0 for their continuous assessment. Consequently, the

maximum grade that can be reached will be that obtained in the exam, with the aforementioned weight of 60%.

Students must comply with the rules of writing, spelling and grammar in the development of their work and their assessment tests. These formal aspects will be taken into account in their evaluation.

### **SECOND EVALUATION PERIOD NOTICE**

Students failing in first examination session will have a second examination date. Continuous evaluation (40% of total grade) requires attendance and participation and therefore will not be recoverable. As a consequence, for this component the student will maintain the grade received during the first evaluation session.

### **RE-REGISTRATION AFTER FAILING IN THE SECOND EVALUATION SESSION**

Students that fail the second examination session and that do not repeat the year will have to re-register again and will then be entitled to a 3rd and 4th evaluation session. In this case, the evaluation criteria will be as follows:

- Ongoing evaluation: 1 piece of coursework (project) to be done individually and that will represent 20% of final grade.
- Exam: will represent 80% of the final grade and will be the same one as that taken by the rest of students.

## **REFERENCES**

### **Basic**

- Bessant, J. and Tidd, J. (2015), "*Innovation and Entrepreneurship*", John Wiley & Sons, UK.
- Brown, T. (2009), "*Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*", HarperCollins, New York.
- De Bono, E. (2008), "*Creativity workout: 62 exercises to unlock your most creative ideas*", Ulysses Press, CA.
- Kumar Vijay, (2012), "*101 Design Methods: A Structured Approach for Driving Innovation in Your Organization*", John Wiley & Sons, Hoboken, New Jersey.
- Michalko, M. (2006), "*Thinkertoys: A handbook of creative thinking techniques*", Ten Speed Press, CA.
- Osterwalder, A., and Pigneur, Y. (2010), "*Business model generation: a handbook for visionaries, game changers, and challengers*", John Wiley & Sons, Hoboken, New Jersey.

## Teaching Guide

### COURSE 2021 - 2022

- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadakos, T. (2014), *"Value Proposition Design: How to Create Products and Services Customers Want"*, John Wiley & Sons, Hoboken, New Jersey.
- Ries, E. (2011), *"The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses"*, Crown Business, New York.
- Sloane P. (2006), *"The leader's Guide to lateral thinking skills: unlocking the creativity and innovations in you and your team"*, Kogan Page, London, UK.
- Thiel, P. and Masters, B. (2014), *"Zero to One: Notes on Startups, or How to Build the Future"*, Crown Business, New York.

#### Complementary Information

Students will be referred to relevant articles and to other materials throughout the duration course.