

**The Wharton School
University of Pennsylvania**

MKTG234: Creativity

Idea Generation & the Systematic Approach for Creativity

Fall 2016

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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:

- Session 1:** Introduction - The Systematic Approach to Creativity
- Session 2:** The Attribute Dependency Template and the Forecasting Matrix
- Session 3:** The Closed World Principle, Replacement, and Replacement in Advertisements
- Session 4:** The Subtraction (displacement) Template
- Session 5:** Templates in Advertisement (Exposure, Attention, and Perception)
- Session 6:** The Activation Template
- Session 7:** The Division & Multiplication Templates
- Session 8:** The Task Unification, Functional Fixedness and the Closure Principle
- Session 9:** The Unification Template
- Session 10:** The Contradiction Principle & Problem Solving
- Session 11:** Inversion, Absurd Alternative, and Extreme Consequences Tools
- Session 12:** Other Approaches for Creativity (Design Thinking, Brain Storming, Mind-Mapping, Six Thinking Hats, etc.)
- Session 13:** Group Presentations
- Session 14:** Summary and Additional Applications

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

3. Grading:

- Class participation: 20%
- Exam 30%
- Group Project: 50%

4. Recommended Reading (not required):

1. Ackoff, Russell. *Idealized Design*. Wharton School Publishing. 2006.
2. Altschular, G. S. (1986). *To find an idea: Introduction to the theory of solving problems of Inventions*. Novosibirsk: USSR, Nauka.
3. Arieti, S. (1976). *Creativity: The magic synthesis*. New York Press, basic books.
4. Baker, Phil. *From Concept to Consumer: How to Turn Ideas Into Money*. FT Press. 2009.
5. Brown, Tim. *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. HarperCollins Publishers. 2009.
6. Cameron, Julia. *The Artist's Way: A Spiritual Path to Higher Creativity*. Jeremy P. Tarcher/Putnam. 2002.
7. Calantone, J. R., & Benedetto, C. A., (1988). Integrative model of the new product development process: an empirical validation. *Journal of Product Innovation Management*, 5(3), 201-215.
8. Chapman, Jonathan. *Emotionally Durable Design: Objects, Experiences and Empathy*. Earthscan Publications Ltd. 2005.
9. Csikszentmihalyi, Mihaly. *Creativity: Flow and the Psychology of Discovery and Invention*. Harper Perennial. 1997.
10. De Bono, Edward. *Serious Creativity: Using the Power of Lateral Thinking to Create New Ideas*. HarperBusiness. 1992.
11. De Bono, Edward. *Six Thinking Hats*. Little Brown and Co. 1985, Back Bay Books (revised edition). 1999.
12. Finke, R. A., World, T. B., & Smith, S. M. (1992). *Creative cognition*. MIT Press, Cambridge, Massachusetts.
13. Fletcher, Jerry and Olwyler, Kelle. *Paradoxical Thinking: How to Profit from Your Contradictions*. Berrett-Koehler Publishers, Inc. 1997.
14. Florida, Richard. *The Rise of the Creative Class*. Basic Books. 2002.
15. Florida, Richard. *The Flight of the Creative Class*. HarperCollins Publishers Inc. 2005.
16. Goldenberg J., & Mazursky, D. (2001). *Creativity in product innovation*. Cambridge University Press.
17. Goldenberg, Jacob, and Drew Boyd. *Inside the Box: A Proven System of Creativity for Breakthrough Results*. Simon & Schuster, 2013.
18. Hofstadter, D. R, (1995). *Fluid Concepts and Creative Analogies*. BasicBooks (Harper Collins Publishers).
19. Kao, John. *Jamming: The Art and Discipline of Business Creativity*. Harper Collings. 1996.
20. Kaufman, James C. and Robert J. Sternberg. *The International Handbook of Creativity* Cambridge University Press. 2006.
21. Leonard, Dorothy and Walter, Swap. *When Sparks Fly: Harnessing the Power of Group Creativity*. Harvard Business School Press. 1999.
22. Leves, Lynne. *Breakthrough Creativity: Achieving Top Performance Using the Eight Creative Talents*. Davies-Black Publishing. 2001.
23. Li, Charlene and Bernoff, Josh. *Groundswell: Winning in a World Transformed by Social Technologies*. Harvard Business School Publishing. 2008.
24. Martin, Roger. *Opposable Mind: Winning Through Integrative Thinking*. Harvard Business School Publishing. 2009.
25. Michalko, Michael. *Cracking Creativity: The Secrets of Creative Genius*. Ten Speed Press. 2001.
26. Nonaka, Ikujiro, Takeuchi, Hirotaka. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford University Press. 1995.
27. Norman, Donald A. *Emotional Design*. Basic Books, 2004.
28. Perkins, D. N. (1981). *The mind's best work*. Harvard University Press.
29. Surowiecki, James. *The Wisdom of Crowds: Why The Many Are Smarter Than The Few And How Collective Wisdom Shapes Business, Economies, Societies And Nations*. Doubleday. 2005.

30. Tapscott, Don and Williams, Anthony D. *Wikinomics: How Mass Collaboration Changes Everything*. Penguin Group. 2006.
31. Terwiesch, Christian and Ulrich, Karl. *Innovation Tournaments: Creating and Selecting Exceptional Opportunities*. Harvard Business School Publishing. 2009.
32. Wallace, D. B., & Gruber, H. E. (1989). *Creative People at Work*. Oxford University Press: NY.
33. Weisberg, R.W. (1992). *Creativity beyond the myth of genius*. W. H. Freeman Company: NY.