

**The Wharton School
University of Pennsylvania**

MKTG234: Creativity
Idea Generation & the Systematic Approach to Creativity
Fall 2018 Q1

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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:

08/28	Introduction - The Systematic Approach to Creativity
08/30	The Attribute Dependency Template and the Forecasting Matrix
09/04	The Closed World Principle, Replacement, and Replacement in Advertisements
09/06	The Subtraction (displacement) Template
09/11	Templates in Advertisement (Exposure, Attention, and Perception)
09/13	The Activation Template
09/20	The Division & Multiplication Templates
09/25	The Task Unification, Functional Fixedness and the Closure Principle
09/27	Inversion, Absurd Alternative, and Extreme Consequences Tools
10/02	In-class Exam
10/09	Other Approaches to Creativity (Design Thinking, Brain Storming, Mind-Mapping, Six Thinking Hats, etc.)
10/11	Group Presentations
10/16	Summary and Additional Applications

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

3. Grading:

- Class participation and assignments: 30%
- Exam 30%
- Group Project: 40%

4. Reading

Required reading will be assigned throughout the semester on canvas.

5. Recommended Reading (not required):

- Boyd, Drew, & Jacob Goldenberg (2013). *Inside the Box: A Proven System of Creativity for Breakthrough Results*. Simon & Schuster.
- Goldenberg, Jacob, & David Mazursky. *Creativity in product innovation*. Cambridge University Press, 2002.
- Adamson, R.E. (1952). "Functional Fixedness as related to problem solving: A repetition of three experiments." *Journal of Experimental Psychology*, 44, 288-291.
- Goldenberg, Jacob, David Mazursky, & Sorin Solomon (1999). "Creative sparks." *Science*, 285(5433), 1495-1496.
- German, Tim P., & H. Clark Barrett, (2005). "Functional fixedness in a technologically sparse culture." *Psychological Science*, 16(1), 1-5.
- Thompson, Leigh L., & Hoon-Seok Choi (2006). *Creativity and innovation in organizational teams*. Psychology Press.
- Goldenberg, Jacob, & Rom Y. Schrift, (2016). "Less Is More: How Industry Giants Like Apple and Philips Really Innovate." *Columbia CaseWorks*, Columbia Business School.
- Goldenberg, Jacob, & Rom Y. Schrift, (2017). "Creative Connections: How Companies Innovate by Crafting New Links between Attributes." *Columbia CaseWorks*, Columbia Business School.
- Goldenberg, J., Horowitz, R., Levav, A., & Mazursky, D. (2003). "Finding your innovation sweet spot." *Harvard Business Review*, 81(3), 120-129.
- Ackoff, Russell (2006). *Idealized Design*. Wharton School Publishing.
- Altschular, G. S. (1986). *To find an idea: Introduction to the theory of solving problems of Inventions*. Novosibirsk: USSR, Nauka.
- Arieti, S. (1976). *Creativity: The magic synthesis*. New York Press, basic books.
- Baker, Phil. (2009). *From Concept to Consumer: How to Turn Ideas Into Money*. FT Press.
- Brown, Tim. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. HarperCollins Publishers.
- Cameron, Julia. (2002). *The Artist's Way: A Spiritual Path to Higher Creativity*. Jeremy P. Tarcher/Putnam.
- 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.
- Chapman, Jonathan (2005). *Emotionally Durable Design: Objects, Experiences and Empathy*. Earthscan Publications Ltd.
- Csikszentmihalyi, Mihaly (1997). *Creativity: Flow and the Psychology of Discovery and Invention*. Harper Perennial.
- De Bono, Edward (1992). *Serious Creativity: Using the Power of Lateral Thinking to Create New Ideas*. Harper Business.
- De Bono, Edward (1999). *Six Thinking Hats*. Little Brown and Co. 1985, Back Bay Books (revised edition).
- Finke, R. A., World, T. B., & Smith, S. M. (1992). *Creative cognition*. MIT Press, Cambridge, Massachusetts.
- Fletcher, Jerry and Olwyler, Kelle. (1997). *Paradoxical Thinking: How to Profit from Your Contradictions*. Berrett-Koehler Publishers, Inc.
- Florida, Richard (2002). *The Rise of the Creative Class*. Basic Books.
- Hofstadter, D. R. (1995). *Fluid Concepts and Creative Analogies*. BasicBooks (Harper Collins Publishers).
- Kao, John (1996). *Jamming: The Art and Discipline of Business Creativity*. Harper Collings.
- Kaufman, James C. and Robert J. Sternberg (2006). *The International Handbook of Creativity*. Cambridge University Press.
- Leonard, Dorothy and Walter, Swap (1999). *When Sparks Fly: Harnessing the Power of Group Creativity*. Harvard Business School Press.

- Leves, Lynne (2001). *Breakthrough Creativity: Achieving Top Performance Using the Eight Creative Talents*. Davies-Black Publishing.
- Li, Charlene and Bernoff, Josh (2008). *Groundswell: Winning in a World Transformed by Social Technologies*. Harvard Business School Publishing.
- Martin, Roger. (2009). *Opposable Mind: Winning Through Integrative Thinking*. Harvard Business School Publishing.
- Michalko, Michael (2001). *Cracking Creativity: The Secrets of Creative Genius*. Ten Speed Press.
- Nonaka, Ikujiro, Takeuchi, Hirotaka (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford University Press.
- Norman, Donald A. (2004). *Emotional Design*. Basic Books.
- Terwiesch, Christian and Ulrich, Karl (2009). *Innovation Tournaments: Creating and Selecting Exceptional Opportunities*. Harvard Business School Publishing.
- Wallace, D. B., & Gruber, H. E. (1989). *Creative People at Work*. Oxford University Press: NY.
- Weisberg, R.W. (1992). *Creativity Beyond the Myth of Genius*. W. H. Freeman Company: NY.