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## CREATIVITY AND INNOVATION MANAGEMENT in Fall 2019 (BA2050)

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|-----------------------|-------------------------|-------------------------|--------------------------------------------------|
| <b>Course Code</b>    | BA2050                  | <b>Professor(s)</b>     | Stephane Malo                                    |
| <b>Prerequisites</b>  | None                    | <b>Office Number</b>    | New Grenelle office                              |
| <b>Class Schedule</b> | TF: 12:10-13:30 in PL-3 | <b>Office Hours</b>     | Tuesday/Friday 2:00 – 3:00 PM, or by appointment |
| <b>Credits</b>        | 4                       | <b>Email</b>            | smalo@aup.edu                                    |
| <b>Semester</b>       | Fall 2019               | <b>Office Tel. Ext.</b> |                                                  |

## Course Description

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The aim of this course is to provide a solid grounding to students interested in managing creativity and the various aspects of the innovation process within organizations. The course is divided into two parts.

The first part focuses mainly on the creativity process. We will discuss three themes: What is creativity? How can it be stimulated? How can creative ideas be translated into innovative products and business strategies? Based on major theories in the field, we will discuss whether monetary rewards enhance or undermine creativity, how multitasking or working under time pressure affects creativity, what tools we can provide to encourage creativity, and the challenges that arise when implementing creative ideas in organizations.

The second part of the course examines the organizational issues involved in creating new products and services and implementing innovations. These issues include management of teams and partnerships, learning within and across projects, the manager's role in funding, directing, and killing innovation projects, dealing with disruptive innovations, fighting standards wars, and managing the diffusion of innovation.

## Course Learning Outcomes

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Understand innovation and creativity management from the perspective of obtaining a sustainable competitive advantage and integrating innovation into the business strategy.  
Help students think of some new ways of understanding and managing the creative processes.  
Find out the factors that predict creativity of individuals, groups, and organizations  
Recognize the role that innovation (be it process or product; incremental or disruptive) plays in the competitive dynamics of industries and how these innovations affect society both positively and negatively.  
Identify the drivers (and sources) of creativity and innovation.

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Discover the attributes of successful innovation strategies including an in-depth understanding of the dynamics of innovation.

## General Education

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The general education program at AUP consists of four requirements: Speaking the World, Modeling the World, Mapping the World, and Comparing Worlds Past and Present.

This course can be used to fulfill the \_\_\_\_\_ requirement and as such has the following learning outcomes:

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Upon the successful completion of this course, the student will be able to:

- Understand innovation and creativity management from the perspective of obtaining a sustainable competitive advantage and integrating innovation into the business strategy.
- To help students think of some new ways of understanding and managing the creative processes.
- Find out the factors that predict creativity of individuals, groups, and organizations
- Recognize the role that ongoing innovation plays in the competitive dynamics of industries and how these innovations affect society both positively and negatively.
- Identify the drivers of creativity and innovation.
- Discover the attributes of successful innovation strategies including an in-depth understanding of the dynamics of innovation.

## Course Outline

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| Topics     |                                            | Reading/Documentary | Assignments / Cases / Notes |
|------------|--------------------------------------------|---------------------|-----------------------------|
| Week 1     |                                            |                     |                             |
| 03/09/2019 | Session 1: Introduction: The journey ahead |                     | Groups Assigned             |
| 06/09/2019 | Session 2a: Definitions and                |                     |                             |

## Typologies

### Week 2

|            |                                        |                                                                                                                                                                             |
|------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10/09/2019 | Session 2b: Definitions and Typologies | Case 1- Honda and Hybrid Electric Vehicles<br><br>Case 2 - Tata Nano The World's First Rs. 1 Lakh Car                                                                       |
| 13/09/2019 | Session 3a: Creativity in Individuals  | <ul style="list-style-type: none"> <li>• Guest speaker: Laetitia Cuirot of Agorize</li> <li>• Feist (2010) Chapter 6 - The Function of Personality in Creativity</li> </ul> |

### Week 3

|            |                                                           |             |
|------------|-----------------------------------------------------------|-------------|
| 17/09/2019 | Session 3 b: Creativity in Individuals                    | Mini-Quiz 1 |
| 20/09/2019 | Session 4a: Functional Model of Personality in Creativity |             |

### Week 4

|            |                                                           |                                                                                                                   |
|------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| 24/09/2019 | Session 4b: Functional Model of Personality in Creativity | <ul style="list-style-type: none"> <li>• <b>BBC Documentary - The Creative Brain How Insight Works</b></li> </ul> |
| 27/09/2019 | Session 5a: Techniques for Enhancing Creativity           |                                                                                                                   |

### Week 5

|            |                                                                                                   |             |
|------------|---------------------------------------------------------------------------------------------------|-------------|
| 01/10/2019 | Session 5b: Techniques for Enhancing Creativity                                                   | Mini-Quiz 2 |
| 04/10/2019 | <b>Workshop on Design Thinking For Better Innovation &amp; Design (18:00PM - 21:00PM) (C-104)</b> |             |

### Week 6

|            |                                                                                                     |  |
|------------|-----------------------------------------------------------------------------------------------------|--|
| 08/10/2019 | <b>Workshop on Design Thinking For Better Innovation &amp; Design (18:00PM - 21:00PM) (C-104)</b>   |  |
| 11/10/2019 | <b>Workshop on Design Thinking For Better Innovation &amp; Design (No class – Home preparation)</b> |  |

### Week 7

|            |                                          |                                                                                                                              |
|------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 15/10/2019 | <b>Mid-Term Exam</b>                     |                                                                                                                              |
| 18/10/2019 | Session 6a - Creativity in Organizations | <ul style="list-style-type: none"> <li>• Amabile et al. (2002) Creativity Under the Gun, Harvard Business Review,</li> </ul> |

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August, pp.52-61

**Week 8**

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|------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22/10/2019 | Session 6b - Creativity in Organizations | • Documentary - The birth of Silicon Valley                                                                                                                |
| 25/10/2019 | Session 7: Sources of Innovation         | • Kline, S., Rosenberg, N. (1986) An overview of innovation, Landau R., Rosenberg N. (eds), The Positive Sum strategy, National Academy Press, Washington. |

**Week 9**

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|------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| 29/10/2019 | Session 8a: Disruptive Innovations                                | • Christensen, C. (1997) Patterns in the evolution of product competition, European Management Journal, 15: 117-127. | <b>Deadline for submitting 5 slides to Agorize</b> |
| 01/11/2019 | <b>Fall Break (30 October - 3 November (Wednesday to Sunday))</b> |                                                                                                                      |                                                    |

**Week 10**

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|------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 05/11/2019 | Session 8b: Disruptive Innovations            | • <b>BBC Documentary - The Rise And Fall Of Nokia</b>                                                                           | <b>Mini-Quiz 3</b> |
| 08/11/2019 | Session 9: Technology and Industry Life Cycle | • Abernathy, W. J., Utterback, J.M. (1975) A Dynamic Model of Process and Product Innovation, <i>Omega</i> , 3(6), pp. 639-656. |                    |

**Week 11**

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|------------|--------------------------------------|--------------------------------------------------------------------------|--|
| 12/11/2019 | <b>Armistice Break (no classes)</b>  |                                                                          |  |
| 15/11/2019 | Session 10a: Fighting Standards Wars | • Schilling, M. (2013) Chapter 4 - Standard Battles and Design Dominance |  |

**Week 12**

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|------------|--------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 19/11/2019 | Session 10b: Fighting Standards Wars | • Schilling (2013) Chapter 4 - Standard Battles and Design Dominance         | Case 3: Blu-ray versus HD-DVD: A Standards Battle in High-Definition Video<br><br>Case 4- Deployment Tactics in the Global Video Game Industry |
| 22/11/2019 | Session 11: Diffusion of Innovation  | • Rogers, E. M. (1983) Chapter – 6: Attributes of Innovations and Their Rate |                                                                                                                                                |

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of Adoption, in *The Diffusion of Innovations*, 3rd Edition, New York: The Free Press. **Mini-Quiz 4**

### Week 13

|            |                                                                 |                                                                                                                          |                                                |
|------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 26/11/2019 | Session 12: Managing New Product Development: Stage-Gate® Model | • Cooper, R.G. (2006) Managing technology development projects, <i>Research-Technology Management</i> , Nov., pp. 23-31. |                                                |
| 29/11/2019 | <b>Pass French Tech Challenge (15 slides presentation)</b>      |                                                                                                                          | <b>Deadline for submitting 15 slides to me</b> |

### Week 14

|            |                                                             |  |                                                     |
|------------|-------------------------------------------------------------|--|-----------------------------------------------------|
| 03/12/2019 | <b>Pass French Tech Challenge (15 slides presentation).</b> |  |                                                     |
| 06/12/2019 | Final Course Review                                         |  | <b>Deadline for submitting 15 slides to Agorize</b> |
|            | <i>You will regret missing this course meeting.</i>         |  |                                                     |

### Week 15

|            |              |
|------------|--------------|
| 10/12/2019 | Reading days |
| 13/12/2019 | Reading days |

### Week 16

**FINAL EXAM: Dec 17 201 12:00PM**

## Textbooks

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This course doesn't have any textbook.

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## Attendance Policy

Students studying at The American University of Paris are expected to attend ALL scheduled classes, and in case of absence, should contact their professors to explain the situation. It is the student's responsibility to be aware of any specific attendance policy that a faculty member might have set in the course syllabus. The French Department, for example, has its own attendance policy, and students are responsible for compliance. Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Attendance at all exams is mandatory.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR, AND FOR ARRANGING TO MAKE UP MISSED WORK, RESTS SOLELY WITH THE STUDENT.

Whether an absence is excused or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive absences, it is up to the professor or the department to decide if the student will receive an "F" for the course. An instructor may recommend that a student withdraw, if absences have made it impossible to continue in the course at a satisfactory level.

Students must be mindful of this policy when making their travel arrangements, and especially during the Drop/Add and Exam Periods.

## Grading Policy

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|-------------------------------------------------------------|------|
| 1. Class attendance and participation                       | 10%  |
| 2. Mini quiz (4 X 5 points)                                 | 20%  |
| 3. Open innovation contest – the Pass French Tech challenge | 20%  |
| 4. Mid-term exam                                            | 15%  |
| 5. Essay on an emerging technology                          | 10 % |
| 6. Final exam                                               | 25 % |

## Other

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