

CREATIVITY AND INNOVATION

Course code	<i>MNG 221</i>
Course title	<i>Creativity and Innovation</i>
Type of course	<i>Elective</i>
Study level	<i>1st</i>
Department	<i>Bachelor Studies</i>
Year of study	<i>1st, 2nd</i>
Semester	<i>Fall</i>
Credits	<i>6 ECTS: 20 hrs. lectures, 28 hrs. practice, 112 hours of self-study, 2 hours of consultations</i>
Lecturers	<i>Dokt. Justas Kučinskas, Aurimas Ražanauskas, Julius Paplauskas</i>
Study form	<i>Full-time</i>
Courses to have prior this course	<i>None</i>
Course language	<i>English</i>

ANNOTATION

This course aims to create a hands-on learning experience for highly motivated and courageous students, who want to expand their capacity to be creative as well as to work with others in order to co-create innovative solutions to real business problems. The underlying assumption behind this course is that everyone has a capacity to be creative and that the right group dynamics lead to better results in terms of learning as well as in practical achievements. Therefore the course is based on design thinking as one of the most effective tools for group innovation process. It also involves various participatory practices to ensure high student engagement and the development of their leadership skills. Most of the learning will happen through combination of workshops, lectures and by working in groups with real business clients to meet their real life business challenges.

AIMS OF THE COURSE

- To inspire students and the university to become the driving force behind innovation in business and society
- To promote collaboration and co-creation between students, the university and businesses
- To enhance students' individual creativity consistent with responsibility, a sense of purpose and sustainability
- To help students learn and experience the creative process
- To provide hands-on learning experience for students
- To practice the acquired in class theory on a real business case

Subject learning outcomes (SLO)	Study methods	Assessment methods
CLO1. To develop the overall understanding of creativity and innovation and how it relates to the group process.	Lectures, workshops, outdoor experiments, group projects, discussions, self-study, study groups	Reports, self-evaluation, group presentations
CLO2. To be able to analyze real-life business cases, identify their problems and needs, discover opportunities and initiate creative problem solving processes.	Lectures, workshops, outdoor experiments, group projects, discussions, self-study, study groups	Reports, self-evaluation, group presentations
CLO3. To be able to discuss about different modes and purposes of creativity at the individual and societal level.	Lectures, workshops, discussions, self-study, study groups	Reports, self-evaluation, group presentations
CLO4. To apply with consistency the process of Design thinking to a real business case problem solving.	Lectures, workshops, business case project	Reports, self-evaluation, group presentations
CLO5. To apply the methods of Art of Hosting (Art of Participatory Leadership) for successful co-operation and co-creation as the main principle of a group work.	Workshops, group projects, collective reflections and feedback collection	Reports, self-evaluation, group presentations
CLO6. To be able to understand the role of various external and internal obstacles/opportunities for successful group project completion. Learn to involve the	Lectures, workshops, group coaching	Reports, group presentation, self-evaluation

external stakeholders (business representatives, lecturers, administration, ect.) for successful completion of the group projects.		
CLO7. To make an effective presentation of project results.	Lectures, workshops, group coaching	Reports, self-evaluation, group presentations
CLO8. To be able to reflect ones learning and to project ones future possibilities with regards to lessons learned.	Lectures, workshops, discussions, self-study, study groups	Reports, self-evaluation,

LEARNING METHODS

The learning will take place in an interactive, challenging, but safe and supportive environment. Students will participate in lectures, workshops, discussion and self-study groups, work on real life projects. Through the whole learning process students will be invited to combine the theoretical understanding with practical action and emotional awareness. Students will be guided (coached) to overcome obstacles, come up with meaningful reflections and take their learning forward. The methods of Art of Hosting and Design thinking will be applied in order to understand and guide group creativity processes.

QUALITY ISSUES

The course encourages students to experiment with learning materials and allows enough space to fail safely. However students are required to demonstrate their learning from mistakes by sharing reflections and constant improvement. The involvement of business representatives in the second half of the course requires students to demonstrate diligence in terms of planning, communication and delivering results in time.

CHEATING ISSUES

The teaching and testing methods are chosen taking into account the purpose of the minimization of cheating opportunities. The ISM regulations on academic ethics are fully applied in the course.

Week	TOPIC	IN-CLASS HOURS		READINGS
		Lecture	Seminar	
1	Opening Up Who are we? What is creativity? How can we learn to be creative as a group? A day of Art of Hosting (Art of participatory leadership practices). Introduction to the process of creativity: group dynamics and individual engagement; individual goal setting for learning.	4	4	AoH workbook. Facilitators guide to participatory decision-making, Sam Kaner, 2014 4 Pillars of Learning. Unesco
2	Modes of Creativity What are the possible forms and manifestations of human creativity? Creativity in art, business, science, social environment. What is artistic inspiration? What creativity is and what it is not? Explore, experience and understand different forms of creativity through interactive artistic workshops, discussions and intentional observations.	4	4	Theory U, executive summary, Otto Scharmer, 2007 TED: What explains the rise of humans? Lecture on creativity, John Cleese The Secrets of Creativity, Prof. Richard Foster. Changing Education Paradigms, Sir Ken Robinson Do schools kill creativity?, Sir Ken Robinson How to Have Kick-Ass Ideas: Shake Up Your Business, Shake Up Your Life, 2008 Chris Barez-Brown

3	Purposes of Creativity Why do we need to create? How can creativity improve or harm our living environment? Responsibility, sustainability and relevance of creativity. Formulating a problem that needs a creative solution. From creativity to innovation. Creative task solving, mini project. Introduction to prototyping. (<i>Assignment 1</i>) Task for group project assignment.	4	2	How to Have Kick-Ass Ideas: Shake Up Your Business, Shake Up Your Life, 2008 Chris Barez-Brown AoH workbook. Working with vision and purpose, p18 -20 The Fifth Discipline: The Art & Practice of The Learning Organization, Peter M. Senge, 2006 Fundamental human needs, Manfred Max-Neef
4	Group Coaching on Project Assignment How to overcome obstacles and dis-functionalities within the group? How to stay focused? Group coaching based on the expressed needs of the group.		2	
5	Group Project Landing (<i>Presentation 1</i>) Presentation and evaluation of the project. Feedback collection. What have we learned? How can we visualize our learning and take them forward? Harvesting learning from group projects. (<i>Assignment 2</i>) Individual reflection. Personal experiences and theory application to understand creative group processes.	4		AoH workbook.. Chaordic stepping stones, p 25. The Five Dysfunctions of a Team: A Leadership Fable Multiple Intelligences: New Horizons in Theory and Practice
6	Design Thinking (<i>Presentation 2</i>) Reflection of individual leanings. Paper presentation. Introduction to design thinking method. Introduction to real life business projects. Group formation and launching of business case projects. (<i>Assignment 3</i>)	4	2	Design Thinking bootleg
7	Group Coaching on Business Projects Focus on the methods of Appreciative inquiry and Business Model Canvas. Revision of project implementation plans and progress update.		2	Business Model Generation AoH workbook. Appreciative inquiry, p37-39.
8	Group Coaching on Business Projects Progress update on Business case projects: focus on empathizing and defining stages of Design thinking method.		2	Design Thinking bootleg
9	Group Coaching on Business Projects Progress update on business projects: focus on ideation, prototyping, testing stages of Design thinking method.		2	Design Thinking bootleg
10	Presentation Skills (<i>Presentation 3a</i>) Presentation of the results of Business case projects. Effective presentation skills. Preparing for final event and product presentation for business clients (on 2015-12-11)		4	Anderson Ch. (2013) How to Give a Killer Presentation, Lessons from TED
11	Presentation Skills (<i>Presentation 3b</i>) Final event for students and business representatives		4	
	Total hours (for each group)	20	28	

COURSE REQUIREMENTS

1. Group project assignment presentation (Assignment 1; Presentation 1)

Students will be given a group project assignment to create interventions that shape our closest environment in the city or on campus. The following components of group work will be evaluated:

- Finishing the project on time;
- Quality of the project (depth of analysis, relevance and potential impact, level of completion);
- Involvement of the group members;
- Involvement of other stakeholders
- Creativity

2. Individual report (written paper) (Assignment 2; Presentation 2)

Students will write 2-3 page long paper reflecting their learning on creative process. The main evaluation criterion will be student's ability to critically reflect on the group process applying the theory from the main reading list.

3. Business case project presentation (Assignment 3; Presentation 3a,3b)

Students will be put into teams for real business case projects at the second part of the course. Each team will get a real task provided by business company representatives. The task of each team is to apply process of innovating to the case received and come up with an innovative proposal. The process will be guided and evaluated during the lectures. For the project finals teams are asked to prepare a presentation, which will be presented to the representatives of the company who provided the case.

The presentation will consist of two parts:

1. Presentation of the results in class on 2015 December 4. The main evaluation components:

- Finishing the project on time;
- Quality of creative outcome (level of completion);
- Consistency in the creative process (reporting the results of each Design thinking step);
- Involvement of the group members;
- Level of engagement with business representatives.

2. Presentation of the proposal to the business representatives on 2015 December 11. The main evaluation components:

- Feedback from business representatives;
- Quality of presentation.

4. Individual report (interview) (Exam)

On the 14th of December students are required to attend a final individual examination in a form of an interview. Students will be asked to demonstrate their ability to reflect on their personal learning, integrate their knowledge of theory to critically assess the results of the business case project and the creative process. Students will be asked to explain how they have integrated or will integrate the feedback from peers, lecturers / team leaders and business representatives into their personal learning. The final mark of the interview will also include the evaluation of student's class participation and engagement throughout the whole course.

4. Final grade:

Each of the 4 assessment blocks will be evaluated by a mark from 1 to 10, each of the marks amounting to the above indicated percentage of the final mark. The final grade will be counted by the following formula:

(Group project assignment presentation, group mark)x0.2+

(Written report, individual mark)x0.2+

(Business case project, the average of the two group marks: result presentation and final presentation) x0.3+

(Interview, individual mark)x0.3 = final grade

In order to complete the course, all of the 4 assignments must be completed. *Zero-tolerance policy* will be used for a failure to complete any of the assignments and an unsatisfactory final grade will be given as a result.

Retake: in case of an unsatisfactory final grade students will be allowed to take a written examination on the theoretical part of the course.

TYPE	TOTAL HOURS	EVALUATION, %
Group project assignment presentation (Assignment 1; Presentation 1)	24	20
Individual report (written paper) (Assignment 2; Presentation 2)	16	20
Business case project presentation (Assignment 3; Presentation 3a,b)	56	30

Individual report (interview) (Exam)	16	30
Total:	112	100

LITERATURE

Obligatory readings:

1. [Art of Hosting workbook \(2013\)](#)
2. [Scharmer O. \(2007 \)Theory U, executive summary](#)
3. [Kaner S. \(2014\) Facilitators guide to participatory decision-making](#)
4. [Senge P. M. \(2006\) The Fifth Discipline: The Art & Practice of The Learning Organization](#)
5. [Design Thinking bootleg](#)

Additional readings:

1. [Sawyer R. K. \(2012\) Explaining creativity: The science of human innovation](#)
2. [Anderson Ch. \(2013\) How to Give a Killer Presentation, Lessons from TED](#)
3. [Howard E. Gardner \(2006\) Multiple Intelligences: New Horizons in Theory and Practice](#)
4. [Patrick Lencioni \(2002\) The Five Dysfunctions of a Team: A Leadership Fable](#)

The role of the subject in achieving the goals of International Business and Communication Program

Special learning outcomes	
S1. To describe the main economic theories and theoretical models, to adapt them to the theoretical and practical issues (for example, demand and supply elasticity theory, economic cycles, classical economic theory, Keynesianism, monetarism, rational expectations theory, cost-benefit analysis);	CLO1, CLO2, CLO3, CLO4
S2. To describe and to analyze economic, legal, political and social environment of companies and other organizations; to identify and to evaluate internal and external changes and to make necessary decisions to keep the firm's or organization's economic and financial stability;	CLO1, CLO2, CLO3, CLO4
S3. To forecast the influence of economic and financial decisions not only in a financial context, but also in the wider context of business or organization management, to estimate the effect of economic and financial decisions on the processes of a company or an organization, the motivation of company's human resources, product and service quality, customer satisfaction, brand strength, corporate social responsibility;	CLO1, CLO2, CLO3, CLO4, CLO6
S4. To be able to analyze a company or an organization as an integral unit, which strives for certain goals in a market or social environment by effectively distributing their finite resources among objects and business activities and obtains synergies from coordinated function planning, organization and management;	CLO1, CLO2, CLO3, CLO4, CLO6
S5. To be able to plan and to organize manufacturing, service provision and other company's business processes in short and long term, in national and international markets;	CLO1, CLO2, CLO3, CLO4
S6. To select and to apply in practice theories and models of company's or organization's business organization, planning, management, motivation and control;	CLO2, CLO4, CLO5
S7. To be able to identify new possibilities in national and international markets, to foresee, to analyze and to assess target markets, their potential, to adapt the old products and services and to develop the new ones for these markets, to communicate effectively one's proposals to the market;	CLO2, CLO3, CLO4, CLO7
S8. To explain the corporate social responsibility and to be able to apply its principles in practice for a company operating in a local as well as international markets.	CLO3, CLO4
S9. To select adequate research methods for the company's internal and external analysis and to conduct individually simple research of internal and external environment (to collect, to organize and to interpret data, based on them to make managerial decisions).	CLO2, CLO4
S10. To describe and to be able to analyze the policy and strategy of international business, the global economy, global business trends, international law, international finance, international communication;	CLO2, CLO3
S11. To explain the impact of culture on international business;	CLO3
S12. To describe and to analyze the risks and benefits of international business;	CLO2, CLO3, CLO4
S13. To prepare, to analyze and to evaluate the information of international business relationships and global business, to evaluate the vitality of new and existing companies in the global context;	CLO2, CLO4
S14. To be able to adapt communication of various types to the international markets, to analyze and to evaluate the effectiveness of international business communication, to choose and to implement international marketing communication programme, based on the barriers of international business communication;	CLO4
S15. To name the main principles of international business law, to analyze simple cases of international business law	
S16. To name the main principles of strategic planning and management, to be able to analyze in practice strategic alternatives based on the international company's or organization's competitive environment and its resources, to create an outline of a strategic plan and to foresee tactical actions to implement the strategy.	CLO4
General learning outcomes	
G1. To apply modern information technologies in the data gathering, analysis and communication;	CLO1, CLO2, CLO4, CLO7

G2. To apply a systematic, critical and constructive thinking in problem identification and solving;	CLO2, CLO4
G3. To be able to communicate well and express thoughts in writing and orally, both in English and native language; to communicate with specialists and non-professional audiences;	CLO3, CLO6, CLO7, CLO8
G4. To prepare research papers according to proper language, writing style and general bibliographic citation requirements;	CLO2, CLO3, CLO4, CLO7, CLO8
G5. To develop independent learning skills necessary to continue studies on a higher level;	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
G6. To communicate and to work effectively in an intercultural and interdisciplinary group or team.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
G7. In addition to native language and English, to master the foundations of the third language, necessary to maintain international cooperation relationships	

Role of the subject in reaching learning outcomes of Industrial Technology Management programme

Special learning outcomes	
SLO1: Will be able to demonstrate knowledge and understanding of contemporary management theories and their applications in the research field of industrial company management.	CLO2, CLO4, CLO5, CLO6
SLO2: Will be able to apply engineering fundamentals (math, statistics, physics, graphics).	CLO2, CLO4, CLO7
SLO3: Will be able to understand the structure and operation of an industrial enterprise.	CLO2, CLO4
SLO4: Will be able to understand manufacturing materials and processes (molding, separating, forming, fabrication, finishing, processes) and be able to develop production planning schedules and identify timelines, materials, equipment, manpower and outside resources required for business practices, processes and workflow.	CLO2, CLO3, CLO4
SLO5: Will have the knowledge of quality management theories, concepts, techniques, methods, tools and their wide practical application.	CLO4
SLO6: Will be able to apply modern information technologies in the data gathering, analysis and communication.	CLO2, CLO4, CLO7
SLO7: Will be able to select adequate research methods for the company's internal and external analysis and to conduct individually simple research of internal and external environment (to collect, to organize and to interpret data, based on the findings to make managerial decisions).	CLO2, CLO4, CLO6
SLO8: Will be able to prepare research papers according to proper language, writing style and general bibliographic citation requirements.	CLO2, CLO4, CLO7
SLO9: Will be able to analyse a company or an organization as an integral unit, which strives for certain goals in a market or social environment by effectively distributing their finite resources among objects and business activities and obtains synergies from coordinated function planning, organization and management.	CLO2, CLO4, CLO5, CLO6
SL10: Will have knowledge and skills of Technology Entrepreneurship and main innovation models and structures, related with R&D activities across different organisations and business companies.	CLO1, CLO2, CLO4, CLO5
SLO11: Will be able to conduct general supervision of internal and external business resources, maintenance of inventory and schedules of suppliers.	CLO2, CLO4
SLO12: Demonstrate the fundamental knowledge of strategic and marketing management concepts and techniques and be able make objective strategic & marketing decisions and present well supported recommendations for future action.	CLO4, CLO7
SLO13: Will have acquired the knowledge of how cognitive, behavioural, and emotional outcomes contribute to and sustain organizations, and have the ability to identify processes and methods that can improve the behaviour, attitudes, and effectiveness of organizational members.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6
SLO14: Will have developed the insights and skills, necessary to analyse and structure business financial information, to make financial forecasts and apply valuation models, supporting value-adding business decisions.	CLO2, CLO4
SLO15: Will be able to explain the corporate social responsibility and to be able to apply it's principles in practice for a company operating in local as well as international markets.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
General learning outcomes	
GLO1: Will be able to communicate well with specialists and non-specialist auditoriums and express thoughts in writing and orally, both in English and native language.	CLO3, CLO6, CLO7, CLO8
GLO2: Will be able to communicate and work effectively in an intercultural and interdisciplinary group or team.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
GLO3: Will be able to assume personal responsibility for the quality and assessment of his/her and subordinate employees' activity following the principles of professional ethics and citizenship	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
GLO4: Will be able to apply a systematic, critical and constructive thinking in problem identification and solving.	CLO2, CLO4
GLO5: Will have developed leadership skills.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8

GLO6: Will have developed desire and ability to strive for knowledge and motivation for life-long learning.

CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
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Role of the subject in reaching learning outcomes of Economics and Politics program

Special learning outcomes	
S1. To describe the main economic theories and theoretical models, to adapt them to the theoretical and practical issues (for example, demand and supply elasticity theory, economic cycles, classical economic theory, Keynesianism, monetarism, rational expectations theory, cost-benefit analysis);	CLO1, CLO2, CLO3, CLO4
S2. To explain the link between economic theory and practice, to apply that knowledge in assessing statistical data and economic information on both micro- and macroeconomic level;	CLO2, CLO4, CLO6
S3. To explain and to analyze the role of government in financial politics, to model the impact of government's fiscal and monetary policy decisions on country's economy and social welfare;	
S4. To describe and to analyze economic, legal, political and social environment of companies and other organizations; to identify and to evaluate internal and external changes and to make necessary decisions to keep the firm's or organization's economic and financial stability;	CLO1, CLO2, CLO3, CLO4
S5. To select mathematical, statistical, econometric and other appropriate research methods and to conduct individually a simple economic analysis of a country, a sector or a company (to collect, to organize and to interpret the data).	CLO2, CLO4
S6. To be able to analyze a company or an organization as an integral unit, which strives for certain goals in a market or social environment by effectively distributing their finite resources among objects and business activities and obtains synergies from coordinated function planning, organization and management;	CLO2, CLO4, CLO5, CLO6
S7. To describe the main directions of political research and their newest theories.	CLO3
S8. To explain the historical, cultural and economic context of Eastern Europe for the explanatory power of political theories.	
S9. To explain the political and economic decisions using the scientific method, to model political and economic decision making using the concepts of strategy and rational choice.	CLO5, CLO6
S10. To explain the structure of international and national political institutions and their impact on politicians' decisions. To compare Lithuanian and foreign political institutions.	
S11. To describe the public politics process and to compare its specifics in Lithuania and abroad.	
S12. To test the conclusions of political and economic models using appropriate qualitative and quantitative data analysis methods; to forecast political and economic events based on the newest political science theories.	
S13. To analyze specific political and economic issues and to recommend optimal decisions.	
S14. To describe the trends of international relations and to explain the relationships between the countries' internal politics and international relations.	
General learning outcomes	
G1. To apply modern information technologies in the data gathering, analysis and communication;	CLO1, CLO2, CLO4, CLO7
G2. To apply a systematic, critical and constructive thinking in problem identification and solving;	CLO2, CLO4
G3. To be able to communicate well and express thoughts in writing and orally, both in English and native language; to communicate with specialists and non-professional audiences;	CLO3, CLO6, CLO7, CLO8
G4. To prepare research papers according to proper language, writing style and general bibliographic citation requirements;	CLO2, CLO3, CLO4, CLO7, CLO8
G5. To develop independent learning skills necessary to continue studies on a higher level;	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
G6. To communicate and to work effectively in an intercultural and interdisciplinary group or team.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8
G7. To know and to apply in practice certain aspects of various social sciences (history, geography, sociology, logics, philosophy, arts, etc.), to supplement effectively the education of business or economics by general knowledge.	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6, CLO7, CLO8