



Sofaer Global MBA

1238.4773.01 – The Systematic Approach to Creativity

Prerequisites: None

Module 3 – 2021/22

Course Section Details

Day	Hours	Classroom	Lecturer	Email	Telephone	Office
March 14 th – April 4 th	Mon/Wed: 17:00 – 19:45	TBD	Prof. Rom Schrift	romschrift@gmail.com		

Office Hours: By appointment

Course Units

Course Units: 1 cu

4 ECTS (European Credit Transfer and Accumulation System) = 1 course unit

By making higher education comparable across Europe, ECTS makes teaching and learning in higher education more transparent and facilitates the recognition of all studies.

Course Description

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 the systematic/structured approach to creativity, how to embrace and use constraints during the ideation process, how to solve problems creatively, identify opportunities, and systematically generate those elusive ideas that potentially generate enormous benefits to

organizations.

Course Objectives

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

1. Apply the SIT tools in business setting
2. Identify opportunities and challenges
3. Structure different problems and challenges in a “closed world” format
4. Appreciate and understand different methods that companies employ during the ideation process

Assessment and Grade Distribution

Percentage	Assignment	Date	Group Size/Comments
20%	Class Participation		Individual grade
40%	Exam		Individual grade
40%	Final Project	Last Class	3-4 depending on class size

*According to University regulations, a student must be present in every lesson (Article 5).

* The lecturer reserves the right to have a student removed from a course if the student is absent from a class with mandatory participation or did not actively participate in class. (The student will remain financially responsible for the course irrespective of his/her removal from the course)

Course Assignments

Because this class focuses on teaching applied tools, a major activity of this course will be the group project. Teams will choose a topic (i.e., product category, service, or an industry) and will apply the tools studied in class to come up with creative and feasible innovations. In the final class, the teams will present the ideas in class. The entire class will grade the projects and a final project report is due at the end of the last session. Additional information about the group project will be given in the first session.

Should a student become unable to complete an assignment or course requirement, s/he must notify the TA of the course in advance via email

Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses.

This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade.

Accordingly, the final average of the class for this course (which is a core course) will fall between 82-87%.

Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

Course Site (Moodle)

The course site will be the primary tool used to communicate messages and material to students. It is, therefore recommended to periodically check the course site in general, before each lesson, at end of the course as well.

Course slides will be available on the course site.

Please note that topics which are not covered in the slides but are discussed in class are considered an integral part of the course material and may be tested in examinations.

Course Outline*

Session	Date	Hours	Topic(s)	Required Reading	Submission	Comments
1	Monday, March 14 th 2022	17:00-19:45	Introduction / Attribute Dependency / Functions Follow Forms	None		
2	Wednesday, March 16 th 2022	17:00-20:45	Attribute Dependency Exercise / The Closed World Principle / Replacement	Will be made available on Moodle: Columbia Caseworks "Creative Connections: How Companies Innovate by Crafting New Links between Attributes," by Jacob Goldenberg & Rom Y. Schrift		
3	Monday, March 21 st 2022	17:00-19:45	Replacement in Advertisements / Subtraction	Will be made available on Moodle: Columbia Caseworks "Less Is More: How Industry Giants Like Apple and Philips Really Innovate," by Jacob Goldenberg & Rom Y. Schrift		
4	Wednesday, March 23 rd 2022	17:00-20:45	Division / Multiplication / Activation / Unification /	Will be made available on Moodle: Columbia Caseworks "Go	Submit Progress Report for Final Project	

			Exaggeration	Forth and Multiply: Unlocking Successful Innovation," by Jacob Goldenberg & Rom Y. Schrift		
5	Monday, March 28 th 2022	17:00-19:45	Other Approaches to Creativity / The Contradiction Principle & Problem Solving	Goldenberg, J., Horowitz, R., Levav, A., & Mazursky, D. (2003). "Finding your innovation sweet spot." Harvard Business Review, 81(3), 120-129.		
6	Wednesday, March 30 th 2022	17:00-20:45	Final Exam / Summary and Additional Applications		Submit Write-up & Presentations for Final Project	
7	Monday, April 4 th 2022	17:00-19:45	Presentations of Final Projects			

*Subject to change

Required Reading

Required reading will be specified and handed out after the first class.

There are no required readings for the first class.

Recommended Reading

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. Finke, R. A., World, T. B., & Smith, S. M. (1992). Creative cognition. MIT Press, Cambridge, Massachusetts.
11. Fletcher, Jerry and Olwyler, Kelle. Paradoxical Thinking: How to Profit from Your Contradictions. Berrett-Koehler Publishers, Inc. 1997.
12. Florida, Richard. The Rise of the Creative Class. Basic Books. 2002.
13. Florida, Richard. The Flight of the Creative Class. HarperCollins Publishers Inc. 2005.
14. Goldenberg J., & Mazursky, D. (2001). Creativity in product innovation. Cambridge University Press.
15. Goldenberg, Jacob, and Drew Boyd. Inside the Box: A Proven System of Creativity for Breakthrough Results. Simon & Schuster, 2013.
16. Terwiesch, Christian and Ulrich, Karl. Innovation Tournaments: Creating and Selecting Exceptional Opportunities. Harvard Business School Publishing. 2009.