

MAKERERE UNIVERSITY BUSINESS SCHOOL

FACULTY OF ENTREPRENEURSHIP AND SMALL BUSINESS ADMINISTRATION

DEPARTMENT OF ENTREPRENEURSHIP & INNOVATION

COURSE OUTLINE FOR PRINCIPLES OF CREATIVITY AND INNOVATION

MISSION: *To enable the future of our clients through creation and provision of knowledge.*

VISION: *The benchmark for Business and Management Education, Research and Training in the region.*

PROGRAMME : BACHELOR OF ENTREPRENEURSHIP
COURSE CODE : BEM 2203
YEAR OF STUDY : I SEMESTER: I ACADEMIC YEAR: 2023/2024
FACILITATORS : Dr George Batte (GB) 0752953397, gbatte@mubs.ac.ug
: Mr Francis K. Kimbugwe (FKK); 0702275379; fkimbugwe@mubs.ac.ug
: Ms Rawdah Nabatanzi (RN); 0774520765; rnabatanzi@mubs.ac.ug

COURSE DESCRIPTION

Today's businesses and organisations survive in a constantly changing environment. Business solutions that work today will not work tomorrow. Organisations have to find new ways of doing things to survive and lead in a highly competitive environment. The only organisations that will survive and thrive are those that innovate. The course strives to develop students' creative potential, which they can use to identify opportunities, generate value-creating ideas and overcome obstacles to bringing new concepts to life. It is expected that the students will learn how to be creative and innovative in any environment, whether large or small company.

1. COURSE OBJECTIVES

- i. To introduce students to creativity and innovation and explain the building blocks of creativity and innovation
- ii. To explain the role and importance of innovation in the economy.
- iii. To explain the barriers to, and factors that foster, creativity and innovation.
- iv. Describe the processes and methods of creative problem solving
- v. Discuss and apply the creative and innovative thinking styles
- vi. Practice and value teamwork, communication, and diversity

2. LEARNING OUTCOMES

By the end of this course, a student should be able to:

- i. Explain the nature and essentials of creativity, its importance, factors that stimulate creativity and the barriers to creativity and how creativity may be stimulated among individuals and teams.
- ii. Illustrate an appreciation of innovation as a key factor for the entrepreneurial organisation, the enablers and inhibitors of innovation in today's organisations.
- iii. Use deliberate creative thinking techniques individually and in the group to generate and develop new ideas that drive innovation.
- iv. Identify opportunities and apply creative thinking through a set of creative techniques and an extended approach to solving problems.
- v. Exercise team work, communication and creative-thinking skills

3. COURSE ASSESSMENT

Component	Allocation
Coursework I	15 %
Coursework II	15%
Exam	70%
Total	100

4. MODE OF DELIVERY

- i. Class lectures
- ii. Class exercises
- iii. Field Visits
- iv. Assignments
- v. Group discussions and presentations
- vi. E-learning platform

5. MODE OF COMMUNICATION

- i. During lecture time
- ii. Notice Board
- iii. E-learning platform.
- iv. Class E-mail

6. DETAILED COURSE CONTENT

Topic	Detail	Week	By
Introduction	Course overview Definitions – creativity, innovation Importance of creativity & innovation Sources, types and components of creativity Creativity techniques Creative attributes Myths about Creativity Creativity Process: <i>Preparation, Incubation, Illumination, Evaluation, Implementation</i>	1 Physical	GB
Knowledge, Intelligence & Creativity	Relating knowledge, intelligence & creativity; the nine creative intelligences Tacit & Explicit Knowledge Knowledge conversion	2 Physical	GB
Factors that influence creativity	The national (Regional or tribal) culture The organizational culture The professional culture Other influences....	3 Online	RN
Barriers to creativity and ways of enhancing creativity	Creativity killers Improving personal Creativity Creative tools and methods Understanding the creativity cycle Fostering creativity in others	4 Online	RN
The role of thinking in Creativity	The thinking Process; Creative, conceptual & Critical thinking Creative thinking techniques <ul style="list-style-type: none"> • Brainstorming/Brain-writing • The SCAMPER methods • Metaphoric thinking • Outrageous thinking • Mapping thoughts • Other (new approaches) 	5 & 6 Physical	RN

Innovation	The deeper meaning; Types of innovation, Degrees and drivers of innovation	7 Online	GB
The Innovation Process	Stages of individual innovation & Stage models of organizational innovation Innovation outputs and consequences to the individual, team, firm & society.	8 Online	GB
Barriers, ways of enhancing, innovation	Barriers to innovation Enhancing innovation through leadership, structures and systems, employee selection process; training; empowerment; reward systems	9 Physical	FKK
Innovative Teams	Group composition Group Processes	10 Physical	FKK
The Innovative Enterprise	Internal & external innovation drivers Characteristics of firm members Characteristics of an innovative firm Environmental factors that support innovative firms Peter Drucker's sources of innovative opportunity	11 Online	FKK
Managing Innovation and change	Managing sources of Innovation Innovation during discontinuous change Innovation during incremental change Why people resist change Management of change during innovations	12 Online	FKK
	REVISION	13 & 14	
	Examinations	15 - 17	

7. READING LIST

Aldrich, H. E. (1996) "Organizations evolving." London, UK: Sage

Amabile, T. M. (1988) "A Model of Creativity and Innovation in Organizations." In *Research in Organizational Behavior*. B. M. Staw and L.L. Cummings (eds.). Vol 10: Pp. 123-167. Greenwich, CT: JAI Press.

Amabile, T. M. (1996) 'Creativity in Context' Oxford: Westview Press

Amabile, T. M. (1998) "How to Kill Creativity." *Harvard Business Review* Sept-Oct:77-87.

Dacey, J. S. and Kathleen H. L. (1998) "Understanding Creativity: The Interplay of Biological, Social and Psychological Factors". San Francisco: Jossey-Bass.

Davis G. A, (1986) "Creativity Is Forever," Second Edition, Kendall/Hunt Publishing Company.

De Bono, E. (2006). De Bono's thinking course. Pearson Education.

De Bono, E. (2010). Lateral thinking: a textbook of creativity. Penguin UK.

De Bono, E. (2015). Serious creativity: How to be creative under pressure and turn ideas into action. Random House.

De Bono, E. (2017). Six thinking hats. Penguin UK.

Drucker, P. "Innovation and Entrepreneurship"

Eric Von Hippes (1998) "Sources of Innovation"

Fogler, H. S., LeBlanc, S. E., & Rizzo, B. R. (1995). Strategies for creative problem solving. Englewood Cliffs, NJ: PTR Prentice Hall.

- Gardner, H. E. (2008). *Multiple intelligences: New horizons in theory and practice*. Basic books.
- Gelb, M. J. (2009). *How to think like Leonardo da Vinci: Seven steps to genius every day*. Dell.
- Gladwell, M. (2007). *Blink: The power of thinking without thinking*. Back Bay Books
- Goldenberg, J., & Mazursky, D. (2002). *Creativity in product innovation*. Cambridge University Press.
- Harris, R. (1998) "Introduction to creative thinking." Available on internet: (www.vertualsalt.com).
- Isaksen, S. G., Dorval, K. B., & Treffinger, D. J. (2000). *Creative approaches to problem solving: A framework for change*. Kendall Hunt Publishing Company.
- Kao J. (1989) "Entrepreneurship, Creativity and Organization"
- Kelley, T. (2016). *The art of innovation: Success through innovation the IDEO way*. Profile Books.
- Kelley, T., & Littman, J. (2005). *The ten faces of innovation: IDEO's strategies for beating the devil's advocate & driving creativity throughout your organization*. New York: Currency. NY: Doubleday.
- Lencioni, P. (2006). *The five dysfunctions of a team*. John Wiley & Sons.
- Lumsdaine, E., & Lumsdaine, M. (1994). Creative problem solving. *IEEE Potentials*, 13(5), 4-9.
- Maxwell, J. (2003) "Thinking for a change: 11 ways highly successful people approach life and work." New York: Warner Books.
- Nonaka, I and Hirotaka, T. (1995) "The knowledge Creating Company." New York, Oxford Press.
- Ruttenberg, A. and Maital, S. (2014) "Cracking the creativity code: the zoom in/zoom out/zoom in framework for creativity, fun, and success" Vivek Mehra for SAGE Publications India Pvt Ltd
- Stacey, R. D. (1996). "Complexity and Creativity in Organizations." San Francisco: Berrett-Koehler.
- Sternberg, R. (1988). "The Nature of Creativity: Contemporary Psychological Perspectives." Cambridge, UK: Cambridge University Press.
- Tanner, D. (1997). *Total Creativity in Business & Industry: Road Map to Building a More Innovative Organization*. Advanced Practical Thinking Training.