

MAKERERE UNIVERSITY BUSINESS SCHOOL

COURSE OUTLINE

2024/25

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

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

Programme : Master of Business Administration (MBA)
Course : Creativity and Innovation **Course Code :** MBA7233
Year of Study: Two **Module :** Five
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Introduction

In today's dynamic landscape, both individuals and organizations navigate a perpetually changing environment, because what proves effective today may not be viable tomorrow. This implies that in order to survive and flourish in this fiercely competitive setting, individuals and organizations must continuously discover new approaches. Success hinges on innovation—the ability to adapt, create, and excel.

This course is crafted to cultivate your creative aptitude. It empowers you to recognize opportunities, conceive value-generating ideas, and surmount challenges, while exploring life with new concepts. The expectation is that you will acquire the skills to foster creativity and innovation universally, with a heightened emphasis on their critical role in the business world, where sustainability is contingent upon perpetual creativity and innovation, making these qualities indispensable for strategic evolution that ensures ongoing competitive performance.

Course Objectives:

The overall objective is to provide a deeper understanding of both creativity and innovation, and how the two impact on personal and organizational competitiveness, profitability and survival. More specifically:

- To explain what creativity and innovation are, types and processes
- Describe the characteristic of creative individuals and how to enhance creativity
- Have an understanding of creativity theories
- Have an understanding of how innovation is managed
- Explain what innovative organizations are
- Explain the different theories of innovation
- Have an understanding of how innovation leads to organizational competitiveness, profitability and survival

Learning Outcomes:

At the end of this course, students are expected to;

- Understand and appreciate Creativity as a key strategic resource for leaders in contemporary organizations; and the process, risks and rewards of this strategic resource.

- Confront situations with fresh ideas and solutions after identifying their creative strengths and re-discovering their own creativity.
- Explore models of creativity; and use a range of creative techniques to generate fresher ideas and find more effective solutions to real life problems.
- Instil and encourage creativity in others and develop creative cultures within organizations, families and communities

Part I

1. What is Creativity?

Definitions of *Creativity*. *Etymology, Aspects of Creativity, historical and Personal Creativity*. ***Slide on creativity as an attitude, an ability and a process***. History of the term and the concept.

- Creative methods- ***Evolution, Revolution, Synthesis***
- Importance of Creativity and innovation.

2. Creativity Process

- Key elements of the creative thought process
- Obstacles to creativity
- Models of creative problem solving
- *Incubation*

3. Knowledge, Intelligence, Thinking & Creativity

- Relating knowledge, intelligence & creativity;
- Tacit & Explicit knowledge: knowledge conversion;
- The thinking Process; Creative, conceptual & Critical thinking; Creative thinking techniques
- Divergent and convergent thinking
- Exploratory and concentrated thinking
- Thought process that help businesses innovate.
- *Convergent & divergent thinking*
- *Creativity and everyday imaginative thought*

4. Measuring Creativity

- *Creativity quotient*
- *Psychometric approach*
- *Social-personality approach*
- *Other approaches to measurement*

5. Creative People

- Characteristics of creative individuals.
- Differentiating between creative and logical thought.
- ***Methods for increasing creative flow. Creative tools like SCAMPER, random input, mind mapping, and DO IT***

6. Creativity Theories

- Theories of Creativity, Creative attributes
- Ancient view
- The enlightenment and after
- Twentieth century to the present day
- Creative Cognitive Approach
- Conceptual Blending

- Honing Theory
- The Explicit-Implicit Interaction (EII) Theory

7. Creativity in various contexts

- Creativity profiles
- Creativity in diverse cultures
- Creativity in art and literature
- Psychological examples from science and mathematics
- Creative industries and services
- Creativity in other professions
- Creativity in organizations
- Economic views of creativity

8. Enhancing Creativity

Improving personal creativity; Creative tools and methods; Understanding the creativity cycle *i.e. adapting new technologies*; Fostering creativity in others *i.e. Social attitudes to creativity*

PART II

1. Innovation

- Meaning and types of Innovation
- Nature of innovation
- Drivers of innovation

2. The Innovation Process

Origin of the Process of innovation. Individual vs Organizational innovation; Stages models of individual innovation; Innovation outputs and consequences.

3. Types of Innovation

Personal innovation; Business Model Innovation; Marketing innovation; Organizational innovation, Process innovation, Product innovation; Service innovation; Sustaining Vs. Disruptive innovations; Established Vs. Entrant firms

4. Stimulating Innovation

Stimulating innovation in the work place; Building a culture of innovation; Reliable infrastructure for innovation; integrated network for innovation; managing sources of innovation; Innovation during discontinuous change; Experimental approach to innovation

5. Diffusion of Innovations

Diffusion of Innovations Theory; Identifying and Disseminating success; Formal and informal approaches to innovation diffusion; Authoritative and process-based innovation diffusion; Overcoming resistance and barriers to diffusion.

6. The Innovative Organization

Internal and External innovation drivers; Characteristics of firm members and innovative firms. Environmental factors that support innovative firms.

7. Models of Innovation: Static Modes

Static Models

- Incremental versus Radical Innovation, Abernathy-Clack Model
- Henderson- Clerk Model
- Disruptive Technological Change Model,
- Innovation Value-Added Chain
- Strategic Leadership View,
- Familiarity Matrix, Imitability & complementary Assets Teece Model

Dynamic Models:

- Utter back, Abernathy Model
- Tushman, Rosenkopf technology Life Cycle Model
- Foster's S. Curve

8. Sources of Innovation

Functions of innovation: Internal value chain, Spill overs from Competitors, Customers and Complimentary Innovators, University.

Government and Private Laboratories,

- International Sources
- Circumstantial Sources of Innovation, planned firms activities, - Unexpected Occurrences
- Creative Destruction

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