University of North Texas  
College of Business Administration  
Managing Innovation and Creativity (MGMT 5900.040)  
Fall 2022; Fridays – 9:30 AM -12:20 PM; BLB 060

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Office: BLB 201-A  
Office Hours: MW –12:30 -2:00 PM; Fridays 12:30-1:30 PM or by appointment

Course Description:

Creativity and innovation are key to an organization’s ability to gain competitive advantage and survive in today’s, and even more important, tomorrow’s marketplace. This course provides students with an understanding of how creativity and innovation can be facilitated and managed in a work setting using three forms of thinking… design thinking, systemic thinking, and systems thinking. Students will learn about theoretical conceptualizations of these thinking constructs as well as practical applications involved in fostering creativity and innovation in the workplace. Students will play an active role in learning through live projects, class exercises, class discussions, dialogue with guest speakers, participating in industry visits, and presentations about real (or planned) innovations in organizations. This course focuses on understanding how to apply the methodologies learnt to challenges in business and society.

Design Thinking is a systematic approach to innovation and creative problem-solving that can be used in many disciplines. Design Thinking has also been described as ‘…a bunch of strategies for how you come up with new ideas!’ [David Kelley of IDEO]. Or as ‘...the ability to combine empathy for the context of a problem, creativity in the generation of insights and solutions and rationality to analyze and fit solutions to the context’. Some call it Integrative Thinking.

Systemic Thinking is a way of thinking that emphasizes perspective, frameworks, and connectedness to enable people to see the bigger picture; one in which owners, solvers, solutions, problem-solving methods, and problem descriptions are portrayed as a whole system [Systemic Thinking: Building Maps for Worlds of Systems, 2013; John Boardman and Brian Sauser].

Systems Thinking is both a world view and a process; it can be used for both the development and understanding of a system and for the approach used to solve a problem. First, systems thinking is the view that systems and problems situation cannot be addressed through reducing the system to their components parts. The uniqueness and behavior of the system is only present when the system is together – it is not a sum of the individual parts. Second, systems thinking is a process an ordered, methodical approach to understanding problem situations and identifying solutions to these problems [Systems Thinking. Applied. A Primer, 2008, Robert Edson].

The course will help you to:

- Participate in and lead innovation in a collaborative setting in multidisciplinary teams.
- Participate in creative thinking and problem-solving.
- Learn techniques to understand users’ motivations and to gather deep insights.
- Learn from failure: Innovation entails taking risks and trying new things.
- Communicate through engaging visual storytelling and video-prototyping.
- Incorporate Design Thinking into your everyday professional activities.
Learning objectives of the course:

At the end of this course, you will…
- Understand challenges and benefits of Design, Systemic and Systems Thinking.
- Understand the methods used for practicing Design, Systemic and Systems Thinking.
- Be open to innovating in multidisciplinary teams.
- Have a mindset suited to innovation and creative problem-solving.

Expectations from the students:

Students should be prepared to participate, contribute, ask and answer questions, and to think critically and creatively. For this you should be a good listener, willing to test new ideas and new ways of thinking, able to promote an environment where everyone feels free to express their ideas and stretch their thinking, and contribute to the learning environment by sharing your thoughts and experiences? I would like you to innovate.

**Important:** Uncertainty is a critical element of creativity and innovation. It is also an integral part of all decision-making situations, including the ones faced by managers, innovators, and entrepreneurs. This course is designed to put you in such uncertain situations to deliberately make you feel uncomfortable. You need to get used to it and learn to deal with it.

Class Attendance:

Regular class attendance and informed participation are expected. Excessive absences could cause one to be automatically dropped from the course with an undesirable grade.

Academic Integrity:

The policies stated here are taken from the University of North Texas Student Guidebook (for more details please see [http://vpaa.unt.edu/academic-integrity.htm](http://vpaa.unt.edu/academic-integrity.htm)). You are responsible for information published by the university in its official publication/website.

Scholastic integrity must be exhibited in your academic work, conduct, and methods. Academic work for which you receive an individual grade must be your original, individual effort. Although you may discuss assignments with others, the work you submit for a grade must be solely your own. If, in the instructor's opinion, any evidence exists that all or part of the work you submit for grading is that of another person, you (and the other person) will be given a zero for the assignment. This is one form of scholastic dishonesty. A second incident of academic misconduct will result in a grade of F in this course. You (and anyone involved with you) will be given an F in this course, if you are found to have cheated on an exam, or collaborated on an assignment with another student. Further action on incidents of scholastic misconduct will be referred to the dean of Students.

The term cheating includes, but not limited to, (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term plagiarism includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full or clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)
**Students with Disabilities:**

The College of Business Administration complies with the *Americans with Disabilities Act* in making reasonable accommodation for qualified students with disability. Please see me as soon as possible if you have an established disability as defined in the Americans with Disabilities Act and would like to request accommodation.

**Miscellaneous Policies:**

IMPORTANT DATES: Dates of drop deadlines, exams, final exams, etc. are published in the university catalog and schedule of classes. It is your responsibility to be informed about these dates. Unawareness is no excuse.

**Assessment and Assignments:**

**Project** [team]: Practice Design, Systemic and Systems Thinking in a real-life project. You will work on two projects –

1. Baylor Scott and White – BSW executives will be briefing the whole class on September 4th. The medium would most likely be via zoom, but we will confirm that. This is a focused project driven by an external business client’s needs, and requires more discipline. This will give you feel for how consultants work and what they face.

2. Your own dream project – This is your dream of something you want to start. It could focus on social cause, environmental issues, a business idea, or some combination of any of these. I am sure you have some dream – this project is about doing something about it in terms of giving that dream a concrete shape. This will give you a feel for what entrepreneurs face and how they work. I will have someone who has been involved in startup businesses to brief the class on September 18. The medium most likely will be zoom.

**Presentations** [team]: Present the Practice project in class, both half-way through and at the end of the course. Your presentation and communication skills are essential: *Do you convey your message clearly and convincingly? Do you engage your audience?*

**Engagement** [individual]: This grade is based on your engagement both in and out of class. A form of engagement that is valued is namely also the input, articles and knowledge from other classes that you research on your own and forward before class. Your activity in class activities and in your team is part of the engagement grade too.

**Exam** [individual]: There will be one final exam where you will be expected to synthesize everything covered in class.

**Grading:**

<table>
<thead>
<tr>
<th>Elements</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project (team) – 100 points for each project</td>
<td>200</td>
</tr>
<tr>
<td>Presentation (team) – 100 points for each project</td>
<td>200</td>
</tr>
<tr>
<td>Engagement (individual)</td>
<td>100</td>
</tr>
<tr>
<td>Exam (individual)</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>600</td>
</tr>
</tbody>
</table>

Details of project report and presentation format, length etc. will be discussed in class.

**Letter Grades**: As a rule, there will be no curving. If I feel the need to curve, it would be done at the end of the semester after all the Exams and Projects points have been compiled and summated. No letter grade
will be assigned for individual exam or project. Letter grades will be assigned only after summat ing (totaling) the points for all the Exams and Projects. This summated (or total) point will then be used for assignment of letter grades for the course as per the following scale:

- 90+ = A = "Excellent, above and beyond what was expected (the class average)."
- 80-89 = B = "Good, you did what you were expected to do (the average)"
- 70-79 = C = "Passing, merely satisfied the bare minimum requirements"
- 60-69 = D = "Failing"

This is not a legal contract. It is only an outline for this course in terms of its objectives, expectations, tasks and activities, schedule of classes, and assessment and evaluation criteria. We will try to adhere to this as far as possible. However, depending upon the need of the class, the instructor reserves the right to change these and other policy requirements included in this document and announced in class.
COURSE OUTLINE (Could change during the semester):
The syllabus below is a tentative outline for the semester. It is meant to be a guide and several items are subject to change. Class meets on Fridays, 9:30-12:20, BLB 060, face to face presence as per the color code below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sept 2</td>
<td>Introduction</td>
<td>Projects details</td>
</tr>
<tr>
<td>2 Sept 9</td>
<td>Informal visit by PepsiCo execs; Strategies for Inclusive Language and Policy Workshop</td>
<td>Class will start at 9:00am and end at 2:00 pm - 9:00-10:30 AM PepsiCo interaction; 10:30 AM-2:00 PM is the workshop.</td>
</tr>
<tr>
<td>3 Sept 16</td>
<td>Visit to TimelyMD, Fort Worth</td>
<td>While the actual visit time is 10:00 am -1:00 pm; make sure to account for the travel time.</td>
</tr>
<tr>
<td>4 Sept 23</td>
<td>Visit to PepsiCo., Plano</td>
<td>Plan for pretty much the whole day</td>
</tr>
<tr>
<td>5 Sept 30</td>
<td>Design Thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>6 Oct 7</td>
<td>Design thinking and Systems thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>7 Oct 14</td>
<td>Design thinking and Systems thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>8 Oct 21</td>
<td>Design thinking and Systems thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>9 Oct 28</td>
<td>Design thinking and Systems thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>10 Nov 4</td>
<td>Design thinking and Systems thinking</td>
<td>Work on project</td>
</tr>
<tr>
<td>11 Nov 11</td>
<td>PepsiCo Presentation</td>
<td>Place to be decided-most likely in BLB.</td>
</tr>
<tr>
<td>12 Nov 18</td>
<td>TimelyMD presentation</td>
<td>Place to be decided-most likely in BLB.</td>
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<tr>
<td>13 Nov 25</td>
<td>Thanksgiving break</td>
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<tr>
<td>14 Dec 2</td>
<td>Review</td>
<td></td>
</tr>
<tr>
<td>15 Dec 9</td>
<td>Reading day</td>
<td>No class</td>
</tr>
<tr>
<td>16 Dec 16</td>
<td>Exam</td>
<td></td>
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Important: Reading assignments for each day will be given at least the previous day/week. You should also get in the habit of finding material on design thinking, systematic and systems thinking, creativity and innovation in business context. While Google is ok, get into the habit of looking at academic and practitioner-oriented resources, e.g., Google Scholar, McKinsey Reports, Ebscohost to name a few.

Start looking at Harvard Business Review, McKinsey Reports, Sloan Management review, California Management Review; Forbes, WSJ, Business Week, Economist to name a few. Most of these are free. Contact Ms Yvonne Dooley (Yvonne.Dooley@unt.edu), Associate Librarian, University Library-Gen, for help. She will not do your work, but will help you by pointing you in the right direction.

Let’s try and have fun innovating, developing new ideas and/or creating new things.