Syllabus

GMT6103 Creativity Methods in Management

Dr. rer. nat. Frank J. Maile

Winter Term 2025/26

Level	Master	
Credits	5 ECTS (together with GMT6102)	
Student Contact Hours	30 h	
Workload	150 (together with GMT6102): 60 contact hrs + 90 hrs self-study	
Prerequisites	Determinants of Innovation Performance	
Time	January 9th, 2026 to January 24th, 2026; for details see LSF	
Room	T1.3.01 – for updates see LSF	
Start Date	January 9th, 2026	
Lecturer	**Name**	Dr. rer. nat. Frank J. Maile
	Office	
	Virtual Office	
	Office Hours	
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Outline of the Course

Between Jan 9th and Jan 24th 2026, the MBA students are welcome to attend the lectures in the above-mentioned subject.

This course explores various creativity methods in management, focusing on fostering innovation and creative problem-solving in business contexts. The course integrates the latest research and practical tools to enhance creative thinking in managerial practices.

By the end of the course, the participants shall be capable to:

- Understand the theoretical foundations of creativity and innovation in management.
- Explore various creativity methods and tools.
- Apply creativity techniques to real-world business problems.
- Develop skills to foster and manage creativity within teams and organizations.
- Be equipped to lead and inspire creativity in their future managerial roles

Contents

- The role of creativity in business
- Theoretical foundations
- Individual creativity
- Creative problem-solving
- Team creativity
- Collaboration and Co-Creation
- Organizational creativity
- Leading for innovation
- Practical applications

Teaching and Learning Approach

In the lectures, there will be a balance between theory and practice through the emphasis on methods which represent a step-by-step procedure for the completion of tasks. In-class exercises, discussions, case studies and presentations will give the students the opportunity to demonstrate their capability of a) analytical competence b) team work c) creativity and d) problem solving skills.

Assessment

The grading is based upon the in-class participation (30%), individual assignments (30%), group project(s) (20%) and presentation(s) (20%).

Teaching Philosophy

Student (learning) success has top priority.

An open, intensive exchange between the students and the lecturer is important, as is active collaboration. In addition to the course material, case studies and personal experiences of the lecturer (25 years in various management roles) contribute to the concretization of the topics. Furthermore, guest lectures by proven (company) experts are held in the context of the lecture to deepen the learning.

Literature and Course Materials

1. Ray, M.; Myers, R., Creativity in Business.
2. Dyer, J. Gregersen H., Christensen C.M.; The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators
3. Latest articles from Journal of Business Research, Creativity and Innovation Management, and Harvard Business Review.
4. Cross, N., Design Thinking, Oxford
5. Tidd, J., Bessant J., Pavitt K., Managing Innovation, J. Wiley
6. Trott, P., Innovation Management and New Product Development, Pearson
7. Supplementary Materials: Case studies, videos, and online resources.

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods			
	After completion of the program the students will be able…	After completion of the course the students will be able…	Assignments	Participation in Class	Project Work	Presentation
			30%	30%	20%	20%
			Individual	Individual	Collective	Collective
1	**Responsible Leadership in Organizational Contexts**					
1.3	… to critically reflect on leadership concepts in a certain organizational context or in a specific case.	…to understand how to create highly motivated and collaborative multi-disciplinary product development teams (with the intention to increase the probability of success rate of new product development)	x	x	x	x
1.4	... to act responsibly from a scientific self-understanding and to act professionally.	…to analyze, reflect and act professionally / with integrity as a product development team member or as a leader / project owner	x		x	
2	**Creative Problem Solving Skills in a Complex Business Environment**					
2.1	... to identify & classify problems.	…to search for, select and analyze relevant scientific literature		x	x	x
2.2	... to analyze problems.	…to discuss complex problems in a comprehensive and profound manner in a written manner.			x	x
2.3	... to creatively solve problems.	…to apply creative problem solving skills (e.g. using design thinking) and come up with own product ideas		x		x
2.4	… to explain problems and their solutions in a comprehensive manner.	…to demonstrate their oral communication skills in a well structured way and to discuss central contents in a convincing manner	x	x	x	x
3	**Applied research skills**					
4	**Innovation management and management of digital transformation**					
4.1	… to have fundamental knowledge of operational innovation processes and of processes of digital transformation.	… to have fundamental knowledge of operational innovation processes (and of processes of digital transformation).	x	x	x	
4.2	... to assess a company´s innovation potential and its needs/opportunities with respect to digital transformation.	... to assess a company´s innovation potential and its needs/opportunities (with respect to digital transformation.)	x	x	x	
5	**Management of the challenges of global sustainability and awareness for social and corporate responsibilities**					
5.1	… to have a sound basic knowledge of sustainability issues.	……to intensify their expertise in life cycle assessment and related methods analysing commercial products	x	x		x