GRA 2207 Managing Knowledge Work, Creativity and Innovation

Programme
Free electives/minors, Master of Science in Business (Leadership and Change)

Responsible for the course
Miha Skerlavaj

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
6

Language of instruction
English

Introduction
Managing knowledge work, creativity and innovation is a course that will provide an overview of contemporary research and practice based knowledge of the most important topics, concepts, and contributions within the fields of knowledge, creativity and innovation management. It will facilitate experiential learning of the competences needed to lead change in organizations (especially with focus on. Above all, the course will deal with three questions: 1) why do individuals, team, and organizations need to manage knowledge, create and innovate at work; 2) what is knowledge work, creativity and innovation within the organizational settings, and 3) what can leaders, human resource managers and professionals, employees, and organizations in general do to facilitate learning, creativity and innovation processes within and around their organizations.

Learning outcome
Acquired knowledge:
The students will obtain an in-depth understanding of contemporary research evidence-based knowledge in the integrated fields of creativity and innovation management, and get an overview of the most important topics, concepts, and contributions within this field.

Acquired skills:
After completing the course, the students should be able to critically examine theories, studies and practice in knowledge work, creativity and innovation management. They should know how research in this field may be conducted, and see how this knowledge may be applied to real life situations. And vice versa, the students shall be able to construct new knowledge from real life situations that the course will enable them to engage with.

Acquired competence:
The students should be able to communicate and discuss knowledge work, creativity and innovation concepts, processes, real-life practices in order to construct, communicate and utilize knowledge about the managing knowledge, creativity and innovation at work.

Prerequisites

All courses in the Masters programme will assume that students have fulfilled the admission requirements for the programme. In addition, courses in second, third and/or fourth semester can have spesific prerequisites and will assume that students have followed normal study progression. For double degree and exchange students, please note that equivalent courses are accepted.

Compulsory reading
Books:
Škerlavaj, Miha, Černe, Matej, Dysvik, Anders, & Carlsen, Arne. 2016. Capitalizing on Creativity at Work: Fostering the Implementation of Creative Ideas in Organizations. Edward Elgar. Forthcoming in March 2016
Tidd, Joseph and John Bessant. 2013. Managing innovation : integrating technological, market and organizational change. 5th ed. Wiley. Chapters 1-9, 11-12

Other:
Annet: During the course there may be case studies, hand-outs and other material on additional topics relevant for the course and the examination
Artikkelsamling: A compendium of scientific articles will be made available before the course starts.

Recommended reading
Books:
Newell, Sue ... [et al.]. 2009. Managing knowledge work and innovation. 2nd ed. Palgrawe Macmillian. Chapters 1-6, 8-9

Course outline
PART ONE: MANAGING KNOWLEDGE WORK
1.1.   Introducing Knowledge Work: Processes, Purposes and Contexts
1.2.   Individual Knowledge Sharing and Hiding
1.3.   Knowledge-intensive Firms
1.4.   Managing Knowledge Creation in Teams
1.5.   Human Resource Management and Knowledge Work
1.6.   The Role of Social Networks for Knowledge Work
1.7.   Managing Knowledge for Innovation

PART TWO: MANAGING CREATIVITY AND INNOVATION
2.1.   Creativity and Innovation Processes: Definitions, Typologies, Rationale
2.2.   Context: Building the innovative organization & Developing an innovation strategy.
2. 3.   Search: Sources of innovation, Creativity and innovation networks.
2.4.   Select: Decision making under uncertainty, Building the innovation case.
2.5.   Implementing creative ideas: Creating new products and services.
2.6.   Capture: Capturing the benefits of innovation, Capturing learning from innovation.

Computer-based tools
Not applicable

Learning process and workload
The course is structured as a combination of lectures, discussions, in-class activities (several case studies and a computer simulation), and compulsory student presentations. It requires substantial amount of preparation by the students and active involvement during class. A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

Please note that it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/It's learning or text book.

Examination
The course grade will be based on the following activities and weights:
30% - Student presentations – MKWCI TV clips, cases or research articles (in groups of 2 or 3 students)
20% - Student activity in the classroom (individual) - active participation in in-class discussions, short cases, and other individual activities
50% - Term paper (individual). The term paper will be based on a case purchased from The Case Centre and the students will have to cover the expenses.

Form of assessment	Weight	Group size
Presentation	30%	Group of max 3 students
Class participation	20%	Individual
Term paper	50%	Individual

Specific information regarding student assessment will be provided in class. This information may be relevant to requirements for term papers or other hand-ins, and/or where class participation can be one of several components of the overall assessment. This is a course with continuous assessment (several exam components) and one final exam code. Each exam component is graded using points on a scale from 0-100. The final grade for the course is based on the aggregated mark of the course components. Each component is weighted as detailed in the course description. Students who fail to participate in one/some/all exam components will get a lower grade or may fail the course. You will find detailed information about the points system and the mapping scale in the student portal @bi. Candidates may be called in for an oral hearing as a verification/control of written assignments.

Examination code(s)
GRA 22071 continuous assessment accounts for 100 % of the final grade in the course GRA 2207.

Examination support materials
Not applicable

Permitted examination support materials for written examinations are detailed under examination information in the student portal @bi. The section on support materials and the use of calculators and dictionaries should be paid special attention to.

Re-sit examination
It is only possible to retake an examination when the course is next taught. The assessment in some courses is based on more than one exam code. Where this is the case, you may retake only the assessed components of one of these exam codes. All retaken examinations will incur an additional fee. Please note that you need to retake the latest version of the course with updated course literature and assessment. Please make sure that you have familiarised yourself with the latest course description.

Additional information
Honour code. Academic honesty and trust are important to all of us as individuals, and are values that are integral to BI's honour code system. Students are responsible for familiarising themselves with the honour code system, to which the faculty is deeply committed. Any violation of the honour code will be dealt with in accordance with BI's procedures for academic misconduct. Issues of academic integrity are taken seriously by everyone associated with the programmes at BI and are at the heart of the honour code. If you have any questions about your responsibilities under the honour code, please ask. The learning platform itslearning is used in the teaching of all courses at BI. All students are expected to make use of itslearning.