

SCHEDULE

MGT 828

Yale School of Management

The Practice and Management of Creativity and Innovation

Spring 2020

Professor Jonathan Feinstein

This class meets on Wednesdays, from 2:40 to approximately 5:30; we will have a ten minute break at about 4:00. The readings and cases are available on the canvas class site.

Homeworks and assignments: You may submit on our Canvas website, or if need be email them to me. Largest assignments are due class 3 (photography / sketch / visual art) and class 6 (Pixar case and leadership questions). There are also assignments for classes 2 (guiding conception statement & drawing exercise), 4 (dream recall), and 7 (cultural heritage). Finally there is your project, due one week after class ends. Upload your assignments on canvas class website.

Session 1: Wednesday, March 25. Introduction, Overview, Requirements; Creative Connections; Fluency and Remote Associations; In Class Fluency Exercise. Creative Development: Examples of Paths; Guiding Creative Conceptions. In-class Drawing Exercise - Learning to See. READ: The Course Description and Schedule. Head Start - READ: Virginia Woolf's "The Mark on the Wall" and Jonathan Feinstein, "Guiding Conceptions: Virginia Woolf."

Session 2: Wednesday, April 1. Your Guiding Conceptions. Creative Development II: Generating Creativity. Seeing Creatively: Your Drawings; In-Class Exercise; Thematic Approaches to Creative Projects – Photography / Sketch / Visual Art Activity. READ: excerpts from *Drawing on the Right Side of the Brain* by Betty Edwards; excerpts by Ansel Adams and David Noton about the art of photography; I have also posted two of the photos that Adams is describing on our class website. READ: Virginia Woolf, "The Mark on the Wall." READ: Jonathan Feinstein, "Guiding Conceptions: Virginia Woolf." HOMEWORK: Drawing Exercise. Bring your drawings to class. HOMEWORK: Your statement of a guiding creative conception for yourself; bring to class.

Session 3: Wednesday, April 8. Photography / Sketch / Visual Art Exercise Show & Tell; The Revisioning Process; Negativity & Dialectics. HOMEWORK: Photography / Sketch / Visual Art Project. DUE Tuesday BY 5 pm (I will be selecting a set of students to present in class), or at the latest Wednesday midnight.

Session 4: Wednesday, April 15. Dreams & Free Association - Discussion of Your Dreams; Four Stage Model of Creativity; Creative Blockages; In Class Feedback/Support Exercise. BRING to CLASS: Your photography/sketch/visual art project from last week - we will be using these. HOMEWORK: DREAM - Bring to class your description of your Dream. HOMEWORK: Project Proposals - brief description of your project - I will provide feedback.

Session 5: Wednesday, April 22. Magic Pairs. Group Brainstorming Activity: Come to Class Ready to Play, Work, Present and Discuss! HOMEWORK: Your project revision. READ "Synectics" by George Prince.

Session 6: Wednesday, April 29. Managing Creativity: Discussion of Pixar, Organizations, and Leadership for creativity; Personality & Motivation of Creativity; Cultural Practices. HOMEWORK: Turn in your written responses (2 pages) to questions about Pixar and organizations and creativity; also turn in your written response to the prompt about leadership for creativity (1 page or more if you like). READ: Ed Catmull, "How Pixar Fosters Collective Creativity." READ: "SpaceX pushing iterative design."

Session 7: Wednesday, May 6. Cultural Creativity & Evolution; Hybridization Exercise; Creative Development of Fields - Creativity in its Context - Modeling; Course Wrap-Up. READ (optional): *The Nature of Creative Development*, Chapter 17. PREPARE: Bring to class your object / element for the Cultural Heritage and Identity Assignment.

Projects: Your projects are due by Wednesday, May 13, 5 p.m. You may submit on the Canvas website, email them to me, or drop them off at my office. Any original materials you give me, such as paintings or sketches, will be returned to you.