

Number of ECTS credits : 2

Course language : Anglais

Course leader : MAIRESSE Philippe

≡ COURSE DESCRIPTION

The call for creativity and innovation is a major stake in the business world. Presented as beneficial and engendering new activities, opening networks and opportunities, creativity is the paradigm of start-ups, Gafa big players, or young entrepreneurs. It is nevertheless difficult to implement within classical firms. Underestimated, badly known, scarcely explored, the risk of creativity is an invisible barrier preventing its diffusion within the daily life of organizations.

The course will start by investigating the role of creation in ordinary activity. Then we will explore five dimensions of the risky side of creativity:

- Preliminary level. The primary risks are related to the basis of creation, which is creating stories (storytelling): uncontrolled leadership, manipulation, de-realisation, fiction, dead-ends. Then, you can simply think of introducing artists in organization, but what are the risks?
- The conditions of creativity are not always there. A sufficient organizational slack, the right management of time, allowing appropriation of the others' ideas, those conditions are not easy to install.
- Introducing freedom into the organization can be threatening and dangerous. Between anarchy and chaos, how to avoid absurd decisions or non-productivity?
- Creativity has its "dark sides": marginality, exclusion, amorality, deliberate unpredictability. How to minimize them?
- The call for creativity comes with a call for participation and collaboration. Under which conditions is it possible to hold such expectations? Aimed at which results?

The course will help identifying and minimizing the new kind of risks related to creativity.

≡ COURSE OBJECTIVES

At the end of the course, the student will:

- Be able to detect the need for creativity outside the conventional innovative fields of technologies, start-ups, digital and creative industries.
- Identify the risks linked to introducing creativity in the firm

Know how to mitigate the risks and under which conditions creativity can be beneficial

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≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

≡ TACKLED CONCEPTS

- Ordinary creativity
- Organizational slack
- Creative deviance
- Masked risk
- Participative creativity
- Lateral thinking

≡ LEARNING METHODS

The method will use a mix of theoretical lectures, group exercises, case studies, artwork studies, Our main learning activity will be the co-creation of content through a collaborative online platform.

≡ ASSIGNMENTS

Homework: readings; screenings; creative shaping of presentations.

Exam (Individual): Content creation on online platform (see annex for details).

In-class: presentations (small groups).

Aimed acquisition of skills :

Make use of critical analysis/critical thinking skills / Formulate a personal and well-informed opinion. Evaluation criteria: Understand how stimulating creativity in a work situation can produce benefits and dangers, and comment personally on them.

Evaluate, prevent, and manage short, medium and long-term risks: Identify scenario typologies, projects and existing situations. Evaluation criteria=Case study: list the risks involved by introducing creativity in the situation, and produce a personal analysis of how to prevent them, or mitigate them, and how to balance classical risk and creativity risks.

≡ BIBLIOGRAPHY

L'innovation ordinaire. Norbert Alter

Group Genius. The Creative Power of Collaboration . Keith Sawyer

La société manageriale – Essai sur les nanotechnologies de l'économie et du social . Anne et Eric Pezet.

Creativity in context. Teresa Amabile

Management and creativity. Chris Bilton.

The Leader's Guide to Lateral Thinking Skills . Paul Sloane.

Artistic interventions in organizations. Ulla Johansson Sköldbort, Jill Woodilla, Ariane Berthoin Antal

Handbook of Management and Creativity

Manager la créativité. Thomas Paris.

La créativité de l'agir. Hans Joas.

Pensée magique, pensée logique. Luc Brabandere.

Le théorème de l'auteur. Thierry Marchaisse

<http://www.ephemerajournal.org/issue/management-business-anarchism>

≡ EVALUATION METHODS

≡ SESSIONS

1 Introduction

LECTURE : 03h00

Creativity in the ordinary life of organizations. Work and creativity. Management and creativity. Ordinary creativity. Collaboration and creativity. Impact of creativity on ordinary activities. The risks of storytelling. The risks of introducing artists in organizations.

2 The conditions of creativity

LECTURE : 03h00

Organizational slack, appropriation, time and creation, narratives and sense-making. The rules of creativity and the anarchy of organization.

3 The risk of freedom

LECTURE : 03h00

Anarchy or ingenuity? Autonomy and absurd decisions. "Free enterprises", horizontal organizations, holacracy. Democracy at work, collective decision-making processes.

4

The dark sides of creativity

LECTURE : 03h00

Genius is linked with marginality, exclusion, amorality, deliberate unpredictability, craziness, irrationality. Is creation always a matter of illness?

5

Participation and creation

LECTURE : 03h00

The conditions for participation. Participation, freedom and power. Decision-making in participative contexts. Collaborative creativity and its effects, and difficulties.
