

# Week 7: Creativity?

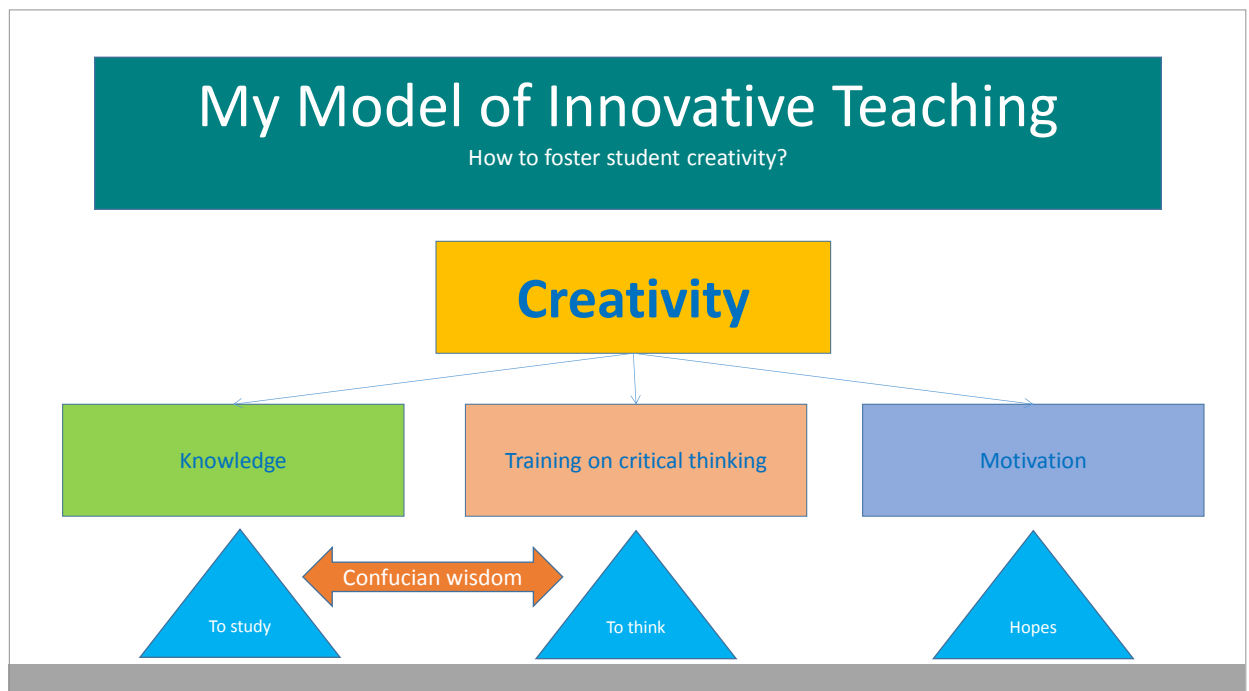


- Creativity is the production of a novel and appropriate response, product or solution to an open-ended task, and the components include (Amabile (2013):
  1. Domain-relevant **skills** (expertise in the relevant domain)
  2. Creativity-relevant **processes** (personality processes conducive to novel thinking)
  3. Task **motivation** (the intrinsic motivation to engage in the activity, enjoyment and a sense of challenge)
- Creativity involves the **combination of originality and task appropriates** (Beghetto & Kaufman, 2013).
  1. It is not creative when the product does not contain the student's original ideas but only a copy of existent literature.
  2. The product is highly original but is not creative because it does not fulfill the academic requirements (**not enough research papers to support the development: Feasibility??No!!**)

→ incorporating one's own ideas while staying within established academic guidelines and the conventions of scientific inquiry.

Amabile, T. M. (2012). Components Theory of Creativity. In Eric H. Kessler Ed. *Encyclopedia of Management Theory*, Sage.

Beghetto, R. A. & Kaufman, J. C. (2013). Fundamentals of creativity: Five insights help educators nurture student creativity in ways that enhance academic learning. *Educational Leadership*, 70(5), 10-15.



## Teaching Philosophy regarding Teaching Innovation

“To study and not think is a waste. To think and not study is dangerous.”

--Confucius, the Analects (2:15)



## Finding interesting and useful materials to develop your original ideas

Chapter 1  
Verse 16

子曰、不患人之不己知、患不知人也。

Confucius said,  
"Do not be concerned about others not appreciating you.  
Be concerned about your not appreciating others."

Previous Verse Back Next Verse

Press a button below to see this in another language

中文 (繁体)	中文 (简体)	English	Français	Español
日本語	Italiano	Deutsch	Tagalog	
Bahasa Melayu	Nederlands	Português	Русский	हिन्दी
한국어	اللغة العربية	Polski	עברית	
Bahasa Indonesia	Ελληνικά	עברית	Latin	فارسی

### Reading the Analects through 23 languages

Source:

<http://www.confucius.org/lunyu/ed0215.htm>



### Comparing culture differences using Hofstede's website

Source:

<https://geert-hofstede.com/china.html>



Humbleness and respect (Author, year!!)  
Reward (Author, year!!)

1. Selected company: UNIQLO
2. Theme topic: **The UNIQLO Recipe: A Technology Company!** → Create a theme topic to capture the selected contents
3. Core contents → **Management practices and systems and matched analyses; your contents also reflect your selected theme?**

The following contents are ONLY for your reference, you have to make different contents with other sub-headings, be creative!

<b>Managerial practices and background information</b> → The following is just some ideas, you can add more points to reflect the contents	<b>Culture Theories and Asian philosophies or values (CORE) /Other management concepts (Minor)</b> (Examples only, you will need to find the matched theories/ Chinese values for your own project)
<b>Background of the company</b> <ul style="list-style-type: none"> <li>History &amp; The founder (Ohmae &amp; Yanai, 2012)</li> <li>Vision &amp; Mission (Company Website, n.d.)</li> <li>Any funny stories to share? E.g. Roger Federer as Uniqlo's ambassador (Wetherill, 2018)</li> </ul>	The Art of War (flexibility, creativity, etc). (Giles, 2012)
<b>Leadership</b> <ul style="list-style-type: none"> <li>The CEO Yanai</li> <li>Visionary, innovation, inspiration!</li> <li>clear vision - Make for all + Digitalization (Cai, 2011) (Chu, 2012) (Anwar, 2007) (Wang &amp; Wang, 2017)</li> <li>Any funny stories to share?? E.g. Future Ownership (Hara, 2018) (Hasegawa, 2010)</li> </ul>	Transformational leadership (Change), (Wu & Xu, 2012)

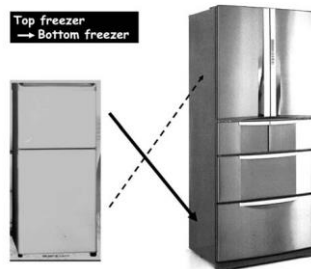
Confucius, the Analects, (Mullter, 2011)

Hanfeizi (Chong, 2018)

CHONG, MPM. (2018). "Organizational political tactics: Hanfei's Legalist doctrines of leadership", 78th Annual Meeting of the Academy of Management, The Academy of Management, 10-14 August 2018, Chicago, Illinois, USA.

## Example 3

## Course Design: Bringing together research findings and your work from journals



- Kansei (Nagamachi, 2008) → What?

• +

- Theory?

- ✓ Activity Value Orientation (Kluckhohn & Strodtbeck, 1961) → Japan is a Growing culture (what are the characteristics?)
- ✓ Uncertainty Avoidance culture (Hofstede, 2001) → Japan is high (what are the characteristics?)

TQM (Total Quality Management) has been widely adopted by many organizations including both product or servicing industries – it can be applied to student project too!

**Synergy**  
Learning from recent research findings + Your own selection of theory

## Example 4

### A reading on "Management Philosophy" Aug 2012

#### Morality and Integrity Keep a Company away from Trouble ---- An interview with Mr. Feng Lun (X P Chen, University of Washington)

- Feng Lun: My management philosophy is very simple, and can be described using one phrase, "be moral and be creative."
- In China, there are various approaches one might use to get land, and our basic principle is "never bribe."
- With this approach, our company has built a good reputation and a long-term credibility, which has kept us away from any legal troubles for almost 20 years. Meanwhile, an ethical and transparent culture has been formed within the company.
- Feng Lun (CEO of Vantone Holdings, Co. Ltd)



### A reading on Yin Yang is relevant to modern business how yin yang can be applied to IKEA China?



- ✓ "According to the Yin Yang philosophy, all universal phenomena are shaped by the integration of two opposite cosmic energies, namely Yin and Yang" (Fang, 2012b: 7).
- ✓ Yin or 'female' energy, such as the moon, darkness and softness,
- ✓ Yang or 'male' energy such as the sun and brightness, hardness (see Fang, 2012a, 2012b).

I Ching (Classic of Changes) - collection of texts on divination based on a set of hexagrams that reflect the relationship between Yin and Yang in nature and society (since the Shang Dynasty 1600-1046 BC).



## Yin Yang Philosophy



### 1. Selected company: UNIQLO

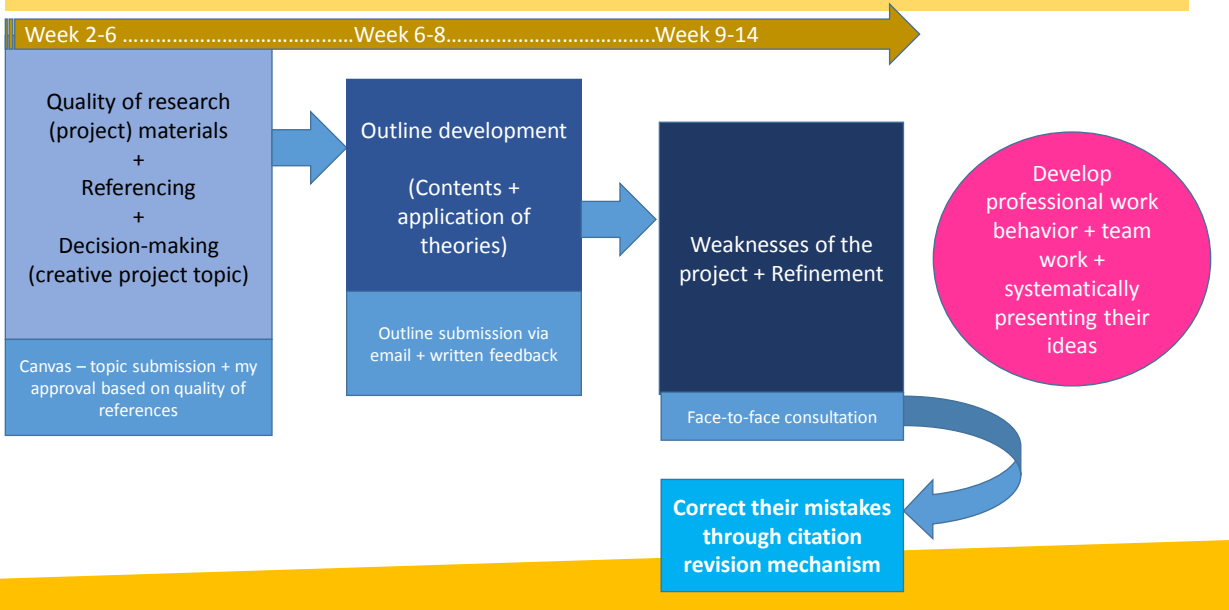
### 2. Theme topic: The UNIQLO Recipe: A Technology Company! → Create a theme topic to capture the selected contents

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<b>Managerial practices and background information</b> → The following is just some ideas, you can add more points to reflect the contents	<b>Culture Theories and Asian philosophies or values (CORE) /Other management concepts (Minor)</b> [Examples only, you will need to find the matched theories/ Chinese values for your own project]	<b>Globalization</b> Indonesia/Hong Kong/Taiwan/Mainland/etc. – Overseas strategies (Ohmae & Yanai, 2012) Global supply chain (Usui et al., 2017) Global branding (Woo & Jin, 2014) Globalization (Official Website, n.d. and Company Report, 2015/16)	The Art of War (know yourself and your enemy, etc). (Giles, 2012)
<b>Background of the company</b> <ul style="list-style-type: none"> <li>History &amp; The founder (Ohmae &amp; Yanai, 2012)</li> <li>Vision &amp; Mission (Company Website, n.d.)</li> <li>Any funny stories to share? E.g. Roger Federer as Uniqlo's ambassador (Wetherill, 2018)</li> </ul>	The Art of War (flexibility, creativity, etc). (Giles, 2012)	<b>CORE CONTENT AND ANALYSES → ONE-PAGE ONLY (Please avoid using long sentences, some small the job!)</b>  Stop here!	
<b>Leadership</b> <ul style="list-style-type: none"> <li>The CEO Yanai</li> <li>Visionary, innovation, inspiration! clear vision - Make for all + Digitalization (Cai, 2011) (Chu, 2012) (Anwar, 2007) (Wang &amp; Wang, 2017)</li> <li>Any funny stories to share? E.g. Future Ownership (Hara, 2018) (Hasegawa, 2010).</li> </ul>	Transformational leadership (Change), (Yu & Xu, 2012)	<div style="background-color: #4a86e8; color: white; padding: 20px; text-align: center; border-radius: 10px;">             See Canvas →              Assignments →              Template           </div>	
<b>Human resource management</b> (Domestic and Overseas HRM) <ul style="list-style-type: none"> <li>Recruitment and selection</li> <li>Reward and Motivation</li> <li>Training and Career Development / Local Stores, Managed by Local Employees (Cai, 2011; Ohmae et al., 2012; Company Report, 2015/16) (Lehmberg, 2014)</li> </ul>	Hofstede (2000) Long Term Orientation → Pragmatic, education Confucian values: Respect + Trust (Yao, 2000)		
<b>Marketing Strategies + TQM (2-page)</b> <ul style="list-style-type: none"> <li>Marketing strategies of Uniqlo – seven factors such as segmentation, pricing, promotion, place, etc. (Jackson &amp; Tomicka, 2004) / TQM (Big and Small Data to analyze customer opinion and translate that opinion into new products) / Kansei/ The Takumi system / R&amp;D (Innovation) (Huang et al., 2014; Company Website, n.d.)</li> <li>Any funny stories to share? E.g. All-Product Recycling Initiative 10 Million Ways to HELP Project / The Factory Worker Empowerment Project/ 2015 (Company Website, n.d.)</li> </ul>	Hofstede (2000) Uncertainty Avoidance → Precision, detailed oriented Trompenaars and Hampden-Turner (1997) Outer-directed / attitude towards environment		

## (2) Three-phased consultation processes “Promoting Professional work behavior and effectiveness of creative behaviors”



**Take Risk and Your work will be rewarded by creativity!**

### • Transparent assessment system

**Group Project (Newsletter) Evaluation Form**  
Course Code & Title: **AD10144 Cooperative Management Class, Revised 1.0**

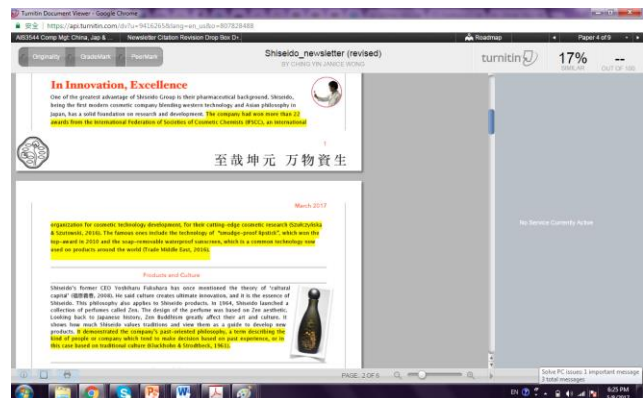
Topic: \_\_\_\_\_

Score: \_\_\_\_\_ / 100

Criteria/Mark (Group)	80-100		60-80		40-60		20-40		0-20	
	A+	A	A-	B+	B	B-	C+	C	D+	D
Leading content (Structure, Relevance, etc.)										
Quality of research										
Referencing										
Decision-making										
Team Management (Task, Time, Group)										
Self-reflection										
Group Reflection										
Writing skill										
Other comments:										

Conservative or safe project?  
Creativity → Making minor mistakes is fine!!

### • Citation revision system



# Be confident + Enjoy the process!

Learn to **enjoy the process** and don't worry too much about the end result.

