

INNOVATION AND CREATIVITY

Summer Semester 2025

Prof. Dr. Shashi Matta
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Lecture: Tuesday, 10:00-11:45, NB 201
Tutorial: Tuesday, 12:15-14:00, NB 201
Presentations: July 22, NB 201
Final Exam*: July 29, 10:00-12:00
Office Hours: By prior appointment

Course and Objectives

This course is designed to supercharge the traditional university lecture model, with a format that demands “learning by doing.” It combines pedagogical elements of presentations, active dialogue, application through team-based challenges, a competitive open innovation project, experiential learning activities, hands-on creativity workshops, self-learning and assessment, and most importantly - personal and professional growth. The course is nothing if not ambitious. What it requires from you is an open mind and a genuine enthusiasm for learning and growth.

Our objectives for you in this course include -

1. Understanding key concepts in Innovation - types of Innovation, the Innovation process, enablers, and inhibitors of Innovation, scaling up and sustaining Innovations.
2. Examining the construct of Creativity - individual and team-based - and exploring how to cultivate and nurture Creativity in individuals, teams, and organizations.
3. Presenting each session as a “Challenge” that needs innovative & creative solutions, enhancing analytical thinking, teamwork, collaboration, and experiential learning.
4. Stimulating personal and professional growth - to become a creative problem solver.

Course Platform (ILIAS) and Course Materials:

The course uses the learning platform ILIAS, which all students are required to sign up for, using this link (the password to join the ILIAS Course will be shared during the first class session on. April 29):

https://elearn.ku.de/goto.php?target=crs_1093644_rcodeaZtUHbA49B&client_id=elearnKU

Please refer to pages 5-11 of this syllabus document for the Course Timeline.

* **Please Note** that the Exam Date and Time are Indicative only (based on the “Exam Weeks” at the university). These details will be confirmed in class and any changes will be communicated after the official Exam Schedule is released by the Examination Office.

Evaluation: Graded Components, Grading Scale, and Instructor Expectations

Grade Structure

1. Open Innovation Challenge: Team Project	50%
2. Final Exam (In-class)	50%
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	Total 100%

Grading Scale (1.0 – 5.0)

1.0	93-100	Exemplary Performance
1.3	90-92.99	Strong Performance
1.7	87-89.99	Good Performance
2.0	83-86.99	Adequate Performance
2.3	80-82.99	Adequate Performance, with some deficiencies
2.7	77-79.99	Adequate Performance, with serious deficiencies
3.0	73-76.99	Weak Performance
3.3	70-72.99	Weak Performance, with serious deficiencies
3.7	67-69.99	Extremely Weak Performance, with serious deficiencies
4.0	64-66.99	Poor Performance, with pervasive deficiencies
5.0	63.99 or below	Fail

Instructors' Expectations

1. We want your complete buy-in, which means being fully present, being well prepared for class, actively contributing, and adding value to your team and to the class. We will give you our 100% in class and we expect the same.
2. Since this is a course taught in an innovative format (organized as “challenges” for each session), we expect you to be on track with the learning and application expected in the course.
3. We encourage you to ask questions during class and meet with us in teams or one-on-one by setting up a prior appointment.
4. When in class, please turn off your laptop and other devices, to respect class learning and to maintain class etiquette.
5. We encourage and welcome your feedback throughout the duration of the course.

Guidelines for Graded Components

Open Innovation Grand Challenge: Team Project 50% of the Final Grade

**Team Project Presentations from 10:00-11:45 and 12:15-14:00 on Tuesday, July 22, 2025
(Please upload your files on ILIAS, at the latest by 09:00 on Tuesday, July 22, 2025)**

The Open Innovation Grand Challenge will be launched in class Session #2, on Tuesday, May 06, 2025. Client executives will present the Open Innovation Challenge to our class and answer your questions. Students will form teams for this project, in accordance with guidelines announced in class. Students will work in these same teams for all “10 challenges” during the course of the semester. Each team will have 10 minutes (maximum of 10 slides) to present their final project on Tuesday July 22, 2025, followed by 2-3 minutes of Q&A with the course instructor and the client executives. The deliverables for this project include the final presentation (pitch deck). All teams are required to upload their pitch deck on ILIAS by 09:00 on Tuesday, July 22, 2025.

Final Exam 50% of the Final Grade

Exam Date* and Time*: From 10:00 – 12:00 on Tuesday, July 29, 2025

The final exam on July 29, 2025, is the only exam period for this class. **There is no second period exam for this class, this is the only exam.** This is an in-class exam (Klausur). Students will be required to analyze short, innovation and creativity related cases by applying all the tools and frameworks learned in the course. The exam is Open-Book and Open-Notes. The details of what is allowed and what is not allowed will be specified in class, well in advance of the exam date.

* **Please Note** that this Exam Date and Time are Indicative only (based on the “Exam Weeks” at the university). These details will be confirmed in class and any changes will be communicated after the official Exam Schedule is released by the Examination Office.

Innovative Course Components

The “10 Challenges”: All Semester

This class is designed with 10 Challenges that require innovative and creative solutions. These challenges include multiple “live” business challenges posed by visiting industry executives, an innovation simulation from Harvard, and more. All teams will work on every challenge and upload their challenge files on ILIAS. Multiple student teams chosen by the instructor will present their solutions each week. The idea is to flex many cognitive muscles – analytical and critical thinking skills, teamwork and collaboration, storyboarding and storytelling, problem solving – all in service of crafting innovative and creative solutions.

Team Consultations for Open Innovation Grand Challenge

We invite all students and student teams to meet for one-on-one consultations, throughout the semester. The Open Innovation Grand Challenge, which is in collaboration with a multi-national company, will engage your talents as a team to pitch your innovative ideas in an open competition. We will open a multitude of time slots for team consultations with each team during class hours on June 24, 2025. A sign-up sheet with the available time slots will be provided in class well before the Mid Project Mentoring Session.

Each team must sign up for a consultation meeting. The goal of this mentoring meeting is to give feedback to each group individually on their Open Innovation Grand Challenge Project and discuss any questions there might be about the project.

Course Platform (ILIAS): All Semester

The course uses the learning platform ILIAS, which all students are required to sign up for, using this link (the password to join the ILIAS Course will be shared during the first class session on April 29):

https://elearn.ku.de/goto.php?target=crs_1093644_rcodeaZtUHbA49B&client_id=elearnKU

COURSE TIMELINE

Please Note that in lieu of the First Semester Welcome at WFI on Tuesday, April 22 2025, we will not have a class session that day. Our first sessions (class and tutorial), therefore, will be held on April 29, 2025, from 10:00 - 11:45 and 12:15 - 14:00.

Session # 1: Tuesday, April 29, 2025

April 29 10:00 - 11:45 in NB 201

Introduction to Innovation and Creativity

Concepts: Innovation and Creativity
Introduction to Course Objectives and Format
Team Project Guidelines
Syllabus Analysis and Course Deliverables
Team Formation for Open Innovation Grand Challenge
Course Tool: ILIAS

April 29 12:15 - 14:00 in NB 201

Challenge # 1: Growth by Innovation: Twitch

Action Items: Understanding the Business Model of Twitch
Growth by Different Paths for Twitch: Type of Innovation

Session # 2: Tuesday, May 06, 2025

May 06 10:00 - 11:45 in NB 201

The Innovation Process & Open Innovation

Concepts: Definitions of Innovation
The Five Stage Innovation Process
Open Innovation: Research Insights

May 06 12:15 - 14:00 in NB 201

Challenge # 2: Launch of the Open Innovation Grand Challenge

Action Items: Introduction of our Client: Open Innovation Grand Challenge
Launch Presentation by Client Executive
Team Formation for Open Innovation Challenge

Session # 3: Tuesday, May 13, 2025

May 13 10:00 - 11:45 in NB 201

Types of Innovation

Concepts: Categorizing Innovation
 The Concept of Disruptive Innovation
 Radical/Incremental, Sustaining/Disruptive Innovations
 Other Types of Innovation

May 13 12:15 - 14:00 in NB 201

Challenge # 3: "Live" Business Challenge from a Company

Action Items: Introduction and Launch of a "Live" Business Challenge
 Innovation and Creative Solutions for the Challenge
 Feedback and Debrief

Session # 4: Tuesday, May 20, 2025

May 20 10:00 - 11:45 in NB 201

Enablers and Inhibitors of Innovation & Innovation in Customer Experience

Concepts: What Enables Innovation and How to Foster Them?
 What Inhibits Innovation and How to Avoid Them?
 Innovation fueled by the Customer Experience (Model)

May 20 12:15 - 14:00 in NB 201

Challenge # 4: "Live" Business Challenge from a Company

Action Items: A "Live" Business Challenge from a Company
 Innovation and Creative Solutions for the Challenge
 Feedback and Debrief

Session # 5: Tuesday, May 27, 2025

May 27 10:00 - 11:45 in NB 201

Scaling up Innovations & Innovation in Teams

Concepts: Challenges and Best Practices
Problem-solving and Innovation in Teams
Innovation & Creativity

May 27 12:15 - 14:00 in in NB 201

Challenge # 5: "Live" Business Challenge from a Company

Action Items: A "Live" Business Challenge from a Company
Innovation and Creative Solutions for the Challenge
Feedback and Debrief

Session # 6: Tuesday, June 03, 2025

June 03 10:00 - 11:45 in NB 201

What is Creativity? Fostering Creativity in Individuals, Teams, and Organizations

Concepts: Defining Creativity: An Interdisciplinary Approach
What Affects Creativity?
Fostering Creativity in Humans
Can AI be Creative?

June 03 12:15 - 14:00 in in NB 201

Challenge # 6: "Live" Business Challenge from a Company

Action Items: A "Live" Business Challenge from a Company
Innovation and Creative Solutions for the Challenge
Feedback and Debrief

Please Note that Tuesday, June 10, 2025, is a “lecture-free” day at the university (the day after Whit Monday), hence our next class will be on Tuesday, June 17, 2025.

Session # 7: Tuesday, June 17, 2025

June 17 10:00 – 11:45 in NB 201

The Dark Side of Innovation. Responsible Innovation

Concepts: The Negative Effects of Innovation
What is Responsible Innovation?
A Cross-National Study of Responsible Innovation
How to Innovate Sustainably and Responsibly?

June 17 12:15 – 14:00 in NB 201

Challenge # 7: Making Innovation Responsible

Action Items: A “Live” Business Challenge from BearingPoint
Innovation and Creative Solutions for the Challenge
Feedback and Debrief

Session # 8: Tuesday, June 24, 2025

June 24 10:00 – 14:00

Mid Project Mentoring

Each Group must sign up for a consultation meeting between 10:00 – 14:00. The goal of this mentoring meeting is to give feedback to each group individually on their Open Innovation Grand Challenge Project and discuss any questions there might be about the project.

A sign-up sheet with the available time slots will be provided in class well before the Mid Project Mentoring Session. Further details will be shared in class.

Please Note the “Gap Week” (June 30 – July 04, 2025) at WFI for the WFI International Summer School. Hence our next class will be on Tuesday, July 08, 2025.

Session # 9: Tuesday, July 08, 2025

July 08 10:00 – 11:45 in NB 201

AI and Digital Innovation: The End of the Knowledge Economy, the Birth of the Innovation (Wisdom?) Economy

Concepts: Digital Value Creation in Organizations
How is AI Transforming Everything We Know
The Future of Work

July 08 12:15 – 14:00 in NB 201

Challenge # 8: “Live” Business Challenge on AI and Digital Innovation

Action Items: Introduction and Launch of a “Live” Business Challenge
Innovation and Creative Solutions for the Challenge
Feedback and Debrief

Session # 10: Tuesday, July 15, 2025

July 15 10:00 – 11:45 in NB 201

Innovation Ecosystems

Concepts: Innovation and Entrepreneurial Ecosystems
Innovation Zones in the World: Defining Characteristics
Case Study: The Silicon Valley, USA
Building an Innovation Ecosystem in Bavaria and Ingolstadt

July 15 12:15 – 14:00 in NB 201

Challenge # 9: Harvard Innovation Simulation

Action Items: Harvard Innovation Simulation: The Food Truck Challenge
Online Simulation Exercise
Feedback and Debrief

Session # 11: Tuesday, July 22, 2025
“Open Innovation Grand Challenge” Team Presentations: Tuesday, July 22, 2025

July 22 10:00 – 14:00 in NB 201, with Breaks

Challenge # 10: Open Innovation Grand Challenge Team Presentations

Presentations: Teams will present for a maximum of 10 minutes each (please see page 3 of this syllabus document for all details). Presentation slots will be assigned a week in advance.

The deliverables for this project include the final presentation (pitch deck). All teams are required to upload their pitch deck on ILIAS by 09:00 on Tuesday, July 22, 2025.

Final Exam (In-class)*
10:00 – 12:00 on Tuesday, July 29, 2025

July 29 10:00 – 12:00 in NB 201

Final Exam

The final exam on July 29, 2025, is the only exam period for this class. **There is no second period exam for this class, this is the only exam.** This is an in-class exam (Klausur). Students will be required to analyze short, innovation and creativity related cases by applying all the tools and frameworks learned in the course. The exam is Open-Book and Open-Notes. The details of what is allowed and what is not allowed will be specified in class, well in advance of the exam date. The exam classrooms will also be announced in class, well in advance.

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Recommended Resources for the Keen and the Curious

Books on Innovation

1. **The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators**
Jeff Dyer, Hal Gregersen and Clayton Christensen, Harvard Business Review Press, 2011
2. **The Innovator's Dilemma**
Clayton Christensen, Harper Business, Reprinted 2011
3. **The Design of Everyday Things: Revised and Expanded Edition**
Don Norman, Basic Books, 2013
4. **HBR's 10 Must Reads on Innovation (with featured article The Discipline of Innovation, by Peter F. Drucker) Paperback**
HBR Must Read Series, Harvard Business Review Press, 2013
5. **Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration**
Ed Catmull and Amy Wallace, Random House 2014
6. **The Other Side of Innovation: Solving the Execution Challenge**
Vijay Govindarajan and Chris Trimble, Harvard Business Review Press, 2010
7. **The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm**
Tom Kelley, Jonathan Littman, Tom Peters (Foreword), Currency, 2001
8. **Creative Confidence: Unleashing the Creative Potential Within Us All**
Tom Kelley and David Kelley, Currency, 2013
9. **Monetizing Innovation: How Smart Companies Design the Product Around the Price**
Madhavan Ramanujam and Georg Tacke, Wiley, 2016
10. **The Moonshot Effect: Disrupting Business as Usual**
Lisa Goldman, Kate Purmal and Anne Janzer, Wynfield Business Press, 2016

Blogs on Innovation

1. Next Big Future (www.nextbigfuture.com)
2. The Heart of Innovation (www.ideachampions.com/weblogs)
3. Integrative Innovation (www.integrative-innovation.net)
4. Board of Innovation (www.boardofinnovation.com/blog)
5. Hype Innovation (<https://blog.hypeinnovation.com>)
6. Innovation Excellence (www.innovationexcellence.com)
7. Idea to Value (<https://www.ideatovalue.com/blog/>)

Podcasts on Innovation

1. HBR Ideacast
2. NPR's How I Built This
3. Outside In
4. A16Z
5. Business Model Sandbox

Course Instructor Biography: Prof. Dr. Shashi Matta

Professor Dr. Shashi Matta

Professor and Chairholder, Innovation and Creativity

Master's Courses Taught at WFI:

Consumer Psychology and Decision Making (Winter)
From Idea to Commercialization: Start-up School (Winter)
Innovation and Creativity (Summer)

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Biography

Shashi Matta is Professor and Chairholder of Innovation and Creativity, and Vice Dean of Internationalization, at WFI Ingolstadt School of Management at the Catholic University of Eichstätt Ingolstadt (KU). He is a Founding Director of the KU Research Institute for Business and Economics in Service of Humanity ([BESH](#)), and also serves as Academic Director of the MBA program, and Faculty Head of Marketing at WFI. Professor Matta joined KU in June 2018. His prior academic career includes positions as the Faculty Director of MBA Programs, and Professor of Marketing, at The Ohio State University Fisher College of Business, USA. He has been a visiting professor at business schools internationally, including at Toulouse Business School (TBS) in France, Bologna Business School (BBS) at the University of Bologna in Italy, and International University of Monaco.

Professor Matta is an award-winning researcher, teacher and mentor, and is dedicated to building strong bridges between academia, industry, and community. He engages extensively with industry through consulting, coaching, and keynote speaking engagements at several companies internationally in the areas of growth strategies, innovation, marketing strategy, branding & positioning, customer experience, happiness and well-being. He has served as an expert in these subject areas, for media stories nationally in the United States.

Professor Matta's industry experience, prior to academia, includes positions in brand management, advertising, and marketing operations. He has taught at all levels, including in Bachelor's, Master's MBA and Executive Education programs, and has won multiple teaching awards internationally.

Professor Matta's research is in the areas of consumer behavior, innovation, and branding. His research has been published in top ranked academic journals including the *Journal of Marketing*, *Journal of Consumer Research*, *Journal of Consumer Psychology*, *Journal of the Academy of Marketing Science*, *Journal of Retailing*, *AMS Review*, *Psychology & Marketing*, *Review of Marketing Research*, *Personality and Individual Differences*, and, *Emotion*.

Professor Matta has experience serving on the board of directors of for-profit and non-profit organizations and has been commissioned as an expert witness in legal cases involving brand confusion and consumer behavior.

Course Instructor Biography: Maximilian Bauer, M.Sc.

Maximilian Bauer, M.Sc.

Doctoral Candidate and MBA Program Manager

Education:

M.Sc., WFI – Ingolstadt School of Management

B.Sc., WFI – Ingolstadt School of Management

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Biography

Maximilian Bauer is a Doctoral Candidate at the Chair of Innovation and Creativity, and the MBA Program Manager, at WFI - Ingolstadt School of Management at the Catholic University of Eichstätt Ingolstadt (KU).

He has a Bachelor's degree in Business Administration with a major in International Management, and a Master's degree in Business Administration with a major in Market-oriented Management from WFI. He studied abroad at the Pontificia Universidad Javeriana in Cali, Colombia during his Bachelor's, and was part of the MBA Program at the University of California at Davis during his Master's degree.

His research objective is to develop managerially relevant theory and recommendations in the areas of innovation and growth strategies, entrepreneurship models, digital transformation, and well-being. His expertise is in Open Innovation and Innovation Strategies in Small and Medium-Sized Enterprises (SMEs) as well as Responsible Innovation in multinational organizations.

Maximilian's industry experience, prior to starting his doctoral program, includes working student positions and internships as a Sales Manager for a Recruitment Company in Munich, Germany, working in the departments of Strategic Marketing, International Marketing, and Product & Alliances International of MediaMarktSaturn in Munich, Germany, as an in-house consultant for Deutsche Bahn in Berlin, Germany, and as a consultant at Achtzig20 in Ingolstadt, Germany.