

« MASTER'S DEGREE 2 » LEVEL

MENTION : MANAGEMENT ET COMMERCE INTERNATIONAL
DISTINCTION: MANAGEMENT AND INTERNATIONAL TRADE

PARCOURS : STRATEGIES & MANAGEMENT INTERNATIONAL ("SMI")
CAREER: STRATEGIES AND INTERNATIONAL MANAGEMENT

FROM NEW WORK PRACTICES TO NEW ORGANIZATIONAL FORMS

TEACHER :

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TEACHING OBJECTIVES

Overview

Project is nowadays a core component of most of the jobs. Most of the activities are project-based oriented, while organization and collaboration between workers are defined from the projects in which they are involved.

Consequently, project management method has deeply changed these last decades. The classic approach consisting in respecting well structured methods in order to develop industrial products has been replaced by agile work and collaboration practices. Project management is thus much more a creative and ongoing evolving activity in which new work and collaboration practices emerge.

Aim of this course

This course deals with the latest methods to conduct projects in a context of constant evolution of work practices and organizational forms. It aims at providing students with the fundamentals to enable them to conduct their own innovative project by developing situated work and collaboration practices. This course is also an opportunity to question the assumptions of classic project management by experimenting alternative approaches.

Pedagogical involvement

Class sessions are based on the management of an innovative project aiming to face a major economical, social and/or environmental challenge. From this project, students experience innovative project management by developing relevant work and collaboration practices. In addition, the class sessions are conducted as a combination of short lectures and open-class discussions based on the presentation of academic or press articles by students. Thus, pre-class preparation is important.

PREREQUISITE :

Students are expected to master basics in project management, basics in management, and basics in organization theories.

PLAN :

Introduction: the 4th industrial revolution and how it is changing work and life

- Global issues and the need for disruptive solutions
- Robotics, algorithms and the automation of production
- Mobile and wearable technologies and the evolution of work and collaboration practices
- Why is innovative project the core component of work in the age of the 4th industrial revolution?

Chapter 1: a critical analysis of classic project management

- Classic definition of project management
- Classic criteria of project management
- Classic constraints of project management
- Classic players in project management
- Classic project manager's skills
- Classic steps of project management
- Main assumptions about classic project management and why we need to shift to other ones

Chapter 2: innovative project management as process

Innovative project management as an ongoing creative activity

- Case study: Iphone: an ongoing innovative project
- Case study: IciMontreuil: from industrial era to creative revolution
- Lessons learnt from these 2 different innovative projects

Classic project VS innovative project

Methods to manage innovative project

- Agile management
- Design thinking
- Lean startup

Chapter 3: the rise of the innovative project-based organization

Working on innovative projects as an independent

- Freelancers and digital nomads



- Makers
- Open innovation: when big companies meet startups
- Reinventing work environment at the age of innovative project

- **BIBLIOGRAPHIC ELEMENTS:**

In English

- Anderson, C. 2012. *Makers: the new industrial revolution*: Random House.
- Tim Brown, 2009. *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperBusiness.
- Klaus Schwab, 2016, *The Fourth Industrial Revolution*

In French

- Lallement, M. 2015. *L'âge du Faire*. Seuil
- Devaujany, Hussenot, and Chanlat. 2015. *Théories des organisations :nouveaux tournants*. Economica