

MASTER 2

INNOVATION ET MANAGEMENT DES TERRITOIRES

ORGANIZATIONAL CHANGE AND INNOVATIVE PROJECT

ENSEIGNANT :

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OBJECTIFS DE L'ENSEIGNEMENT :

At the age of the *projectification* of work and life, project is nowadays a core component of most of the evolution at work. Most of new activities are project-based oriented, while organizational dynamics are defined through the projects in which people are involved.

The main reasons why project is such a core aspect of any organizational phenomenon is the need to constantly develop innovations (to compete on the market, and to face major challenges), the current automation of most of the repetitive and standardized tasks (due to robotic and algorithms), and the rise of the self-employed economy based on the ability to constantly create business opportunities (coworkers, digital nomads, freelancers, etc.).

However, project management has deeply changed. The classic approach consisting in respecting well-structured methods in order to develop industrial products has been replaced by agile work and collaboration practices.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.

This course deals with, the relation between the matter of organizational change in a context of *projectification* of the work. It introduces the innovative project management mindset and the latest methods to conduct projects. It aims at providing students with the fundamentals to enable them to conduct their own innovative project. This course is also an opportunity to questions the assumptions of classic project management by experimenting alternative approaches.

PRE-REQUIS :

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

PLAN / SOMMAIRE :

Introduction: the *projectification* of work and life

Chapter 1: a critical analysis of classic project management

- Classic definition of project management
- Classic criteria of project management
- Classic constrains 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 move forward

Chapter 2: innovative project management as a mindset

- Innovative project management as an ongoing creative activity
- Classic project VS innovative project
- Agile management
- Design thinking
- Lean startup
- Main assumptions about innovative project management methods

Chapter 3: project-based organization and the future of work

- New ways of working and the new way of conceptualizing project-based organization
- Reinventing work environment at the age of the projectification of work

ELEMENTS BIBLIOGRAPHIQUES :

Jensen, A., Thuesen, C., & Geraldi, J. (2016). The projectification of everything: Projects as a human condition. *Project Management Journal*, 47(3), 21-34.