



SPROM-OLF - Introduction

SPROM-OLF - Organisation, Leadership, and Change Management

2023 Autumn term

SPROM-OLF_HT2023

- Last course before the MSc. Thesis
→ (project development in parallel)
- 7.5 credit points @ 50% study pace = 10 weeks of study
- Final course grade is defined by the written examination grade
- 1 group assignment is graded pass/fail

SPROM-OLF_HT2023 structure

Part 1

- 10 Lectures, 5 weeks
 - accompanying readings
- mid-term online examination (4 credits)
- date: 2023-12-01

Part 2

- 1 introductory session
 - 1 group (3p) assignment
- end of term assignment submission (3.5 credits)
- deadline: 2024-01-14

In parallel: develop thesis RQ & topic. Draft project plans.

SPROM-OLF_HT2023 examination

1) The written online examination will test you on theoretical and conceptual course contents and will be given online using our online examination portal called Inspira Exam Portal. It is important that you register for that examination in Daisy in advance. The written examination is graded A-F as follows:

A > 90%

B > 80%

C > 70%

D > 60%

E > 50%

Fx < 50% but > 45%. *

F < 45%

2) Assignment, worth a total of 3.5hp

The assignments taken together are graded pass/fail and the grade is comprised of a number of individual tasks each worth a certain percentage.

In order to pass the assignment overall, you need to reach a cumulative score of 80%.

- Perform 1 peer interview and transcribe it (20%)
- Perform a thematic analysis with two fellow students of all 3 interviews (60%)
- Write an individual reflection on process, method, and assignment (20%)

SPROM-OLF_HT2023 contents

1. Economic foundations; Organisation Theory
2. Leadership
3. Entrepreneurship; Teams & Projects
4. Change Management
5. Business Ethics; course summary

SPROM-OLF_HT2023 course dates

1	2023-10-31	Introduction, economic foundations
2	2023-11-01	Organisation Theory
3	2023-11-07	Leadership 1
4	2023-11-08	Leadership 2
5	2023-11-14	Entrepreneurship
6	2023-11-15	Managing teams & projects
7	2023-11-21	Change Management 1
8	2023-11-22	Change Management 2
9	2023-11-28	Business Ethics
10	2023-11-29	Summary, examination Q&A
	2023-12-01	OLF written online examination
11	2023-12-05	Assignment introduction
	2024-01-14	Deadline assignment

Course literature

1. Economics: A Very Short Introduction; Partha Dasgupta (2007)

Publisher: Oxford University Press, ISBN (online): 9780191776328

Relevant: Chps.: 1-5.

2. Management. The Basics; Morgen Witzel (2022)

Publisher: Taylor-Francis. ISBN (ebook) 9781003171720

Relevant chps.: 1-4, 8, 10.

3. A Guide to the Project Management Body of Knowledge (PMBOK Guide) (2021)

Publisher: Project Management Institute; 7th Revised edition ed. ISBN-PDF: 9781628256673

Relevant: Part 1 - The Standard for Project Management, Chp: 3: Principles of Project Management.

4. Change Management; Amy Laurens (2007)

Publisher: Elsevier; ISBN: 978-0-08-048990-2

Relevant: chps. 1-4.

5. Management Ethics; Domènec Melé (2012)

Publisher: Springer. ISBN (ebook): 978-0-230-36156-0

Relevant chps.: 1, 2, 6.

#	Topic	Literature
1	Introduction & Economics	Economics: A Very Short Introduction, Partha Dasgupta (2007): chps. 1-5
2	Organisation theory	https://academic-oup-com.ezp.sub.su.se/edited-volume/38675/chapter/335820443
3	Leadership I	Witzel (2022): chps. 1, 3, 4, 10 https://doi-org.ezp.sub.su.se/10.1016/j.ijproman.2016.02.012 https://www.researchgate.net/publication/286294541_Overview_of_Path-Goal_Leadership_Theory
4	Leadership II	Witzel (2022): chps. 1, 3, 4, 10 https://www-sciencedirect-com.ezp.sub.su.se/science/article/pii/S104898439790014X https://link-springer-com.ezp.sub.su.se/chapter/10.1007/978-3-319-16196-9_1 https://doi-org.ezp.sub.su.se/10.1177/239700220401800307
5	Entrepreneurship	Witzel (2022): chps. 1, 2, 8, https://doi-org.ezp.sub.su.se/10.1111/j.1467-6486.2007.00728.x https://doi-org.ezp.sub.su.se/10.1016/S0149-2063_03_00013-8
6	Teams & Projects	Witzel (2022): chps. 3, 4, 9, 10 PMBOK Part 1, chp. 3
7	Change Management I	Witzel (2022): chps. 1, 2, 3, 4 Laurens (2007): 1-4 http://dx.doi.org/10.1016/j.ijproman.2014.08.005 https://doi-org.ezp.sub.su.se/10.1016/j.jik.2016.07.002
8	Change Management II	Witzel (2022): chps. 1, 2, 3, 4 Laurens (2007): 1-4 https://doi-org.ezp.sub.su.se/10.1080/14697010500359250
9	Business ethics	Witzel (2022): chps. 1, 10. Melé (2012): chps. 1, 2, 6. http://dx.doi.org/10.1016/j.ijproman.2016.05.012 https://doi-org.ezp.sub.su.se/10.1016/j.ijproman.2007.11.002

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Economic foundations

Selected concepts with relevance for Project
Management

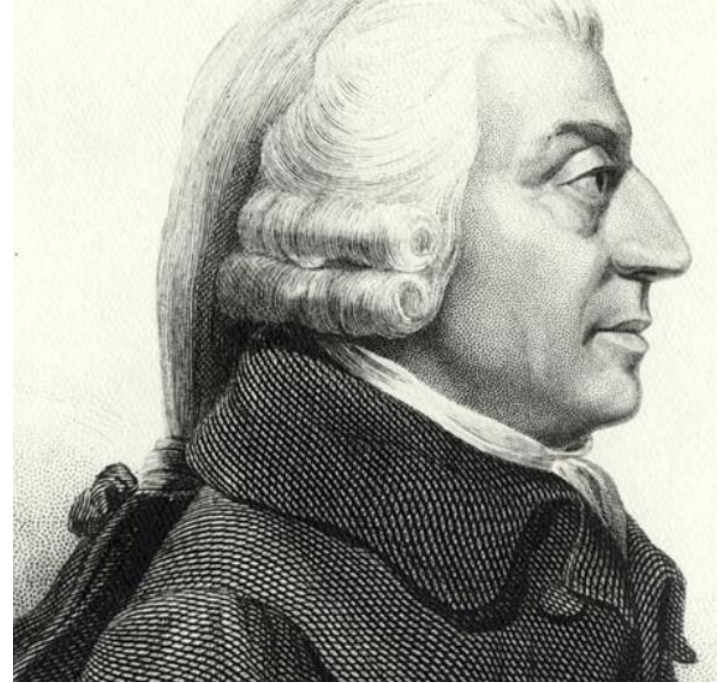
Content

Providing the context in which organisations, leadership, and management take place.

- (Some) history of economic thought
- What is economics?
- How do markets work?
- What is an economy?

Adam Smith (1723-1790) - founder of Economics as a scientific discipline

- Moral philosophy, political economy...
- “An inquiry into the Nature and Causes of the Wealth of Nations (1776)”:
- Division of labour & specialisation
- Productivity, absolute advantage, competition
- Free markets and trade, supply & demand
- ‘Invisible hand of the market’: maximises welfare by sorting out different interests



Comparative advantage



- **David Ricardo** (1772-1823)
- Difference in labour and production costs, productivity
- Some countries (organisations) have costs advantages
- Trade enables (both) countries to reap the benefits of these differences
- Conflict between labour and capital

Economics: micro and macro

Micro

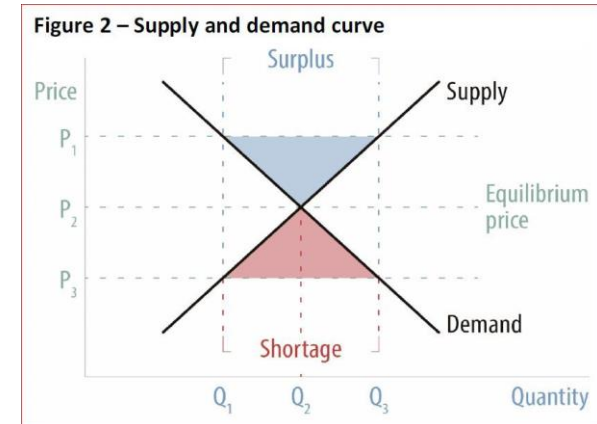
- Concerned with individual behaviour and market functioning
- Interests e.g.:
 - Prices, costs, demand & supply, elasticity, individual decision-making, game theory, market equilibrium and structure, institutions...

Macro

- Concerned with whole economies and their wellbeing, development
- Interests e.g.:
 - GDP, growth, Gini-coefficient, taxation, (un)employment, inflation, consumption, investment, education, productivity, innovation, money...

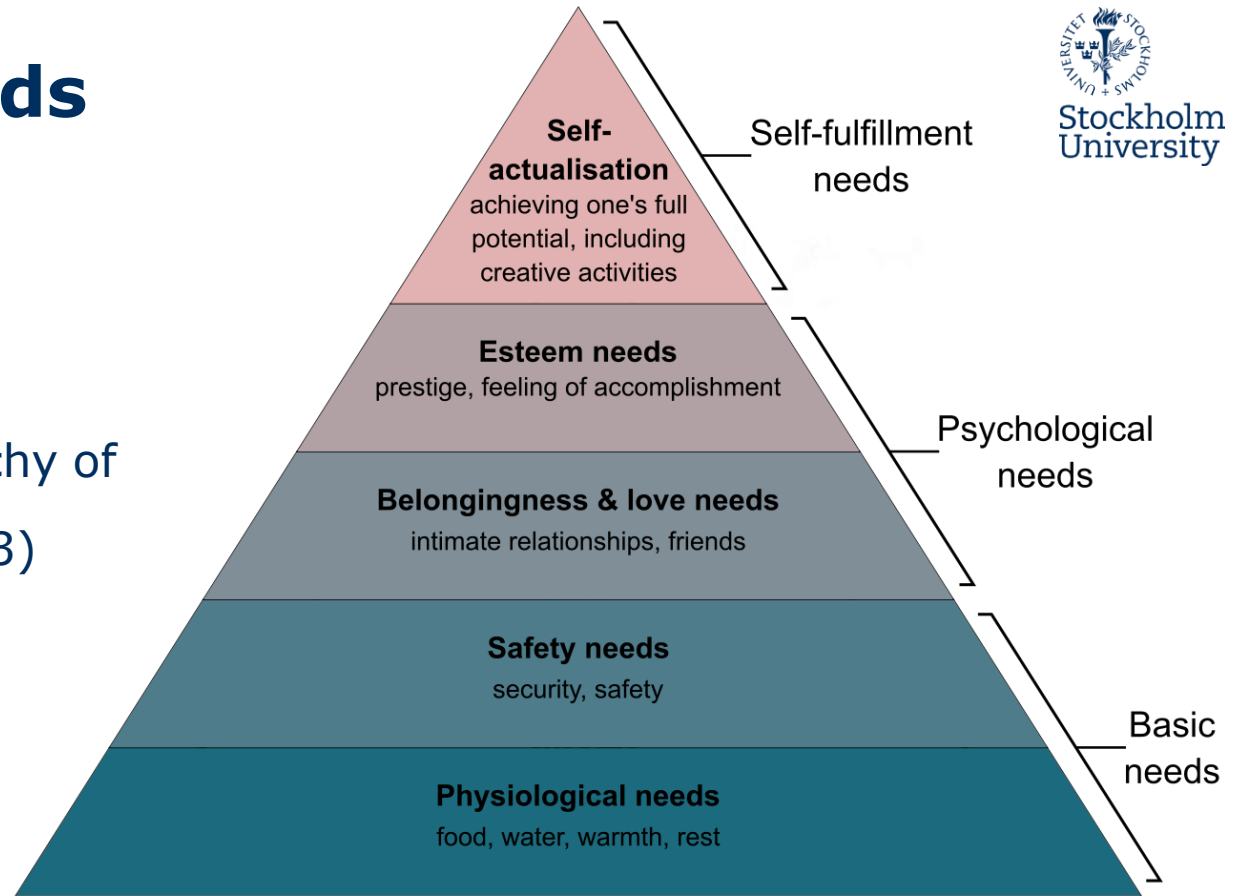
Central (neoclassical) economic tenets

- Human needs are insatiable
- (natural) resources are scarce
- Goods and services provide utility (value) for fulfilling human needs, value can be measured
- People rationally maximise utility
- Markets serve for resource allocation
- Supply and demand clear at equilibrium
- (Free) trade allows taking advantage of productivity and cost differences



Human needs

- Maslow's hierarchy of human needs (1943)



(Maslow 1943)

Functions of an economy

- Allocation of resources, production and distribution of goods and services
- Required: incentivise sufficient cooperation of individuals to contribute according to their capabilities
- To achieve efficient allocation across time and space

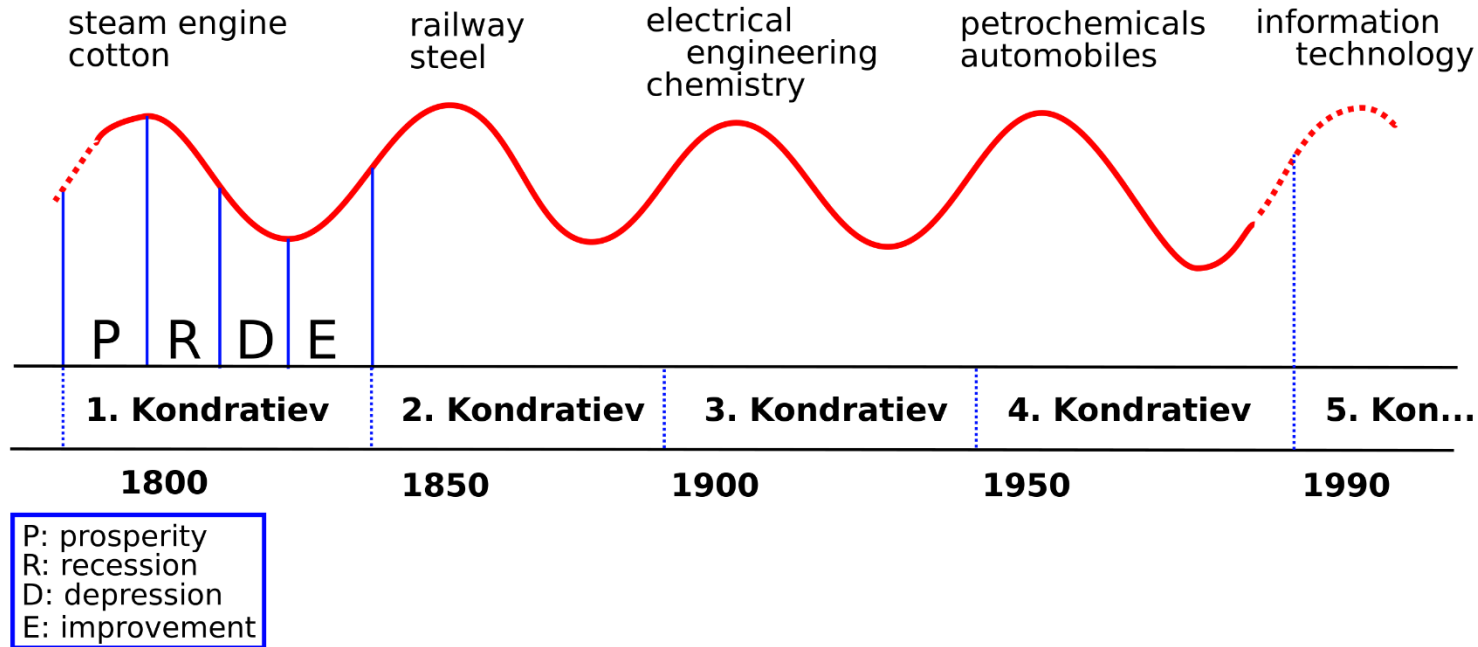


BREAK

See you in 10min.



Example: Business Cycle theory



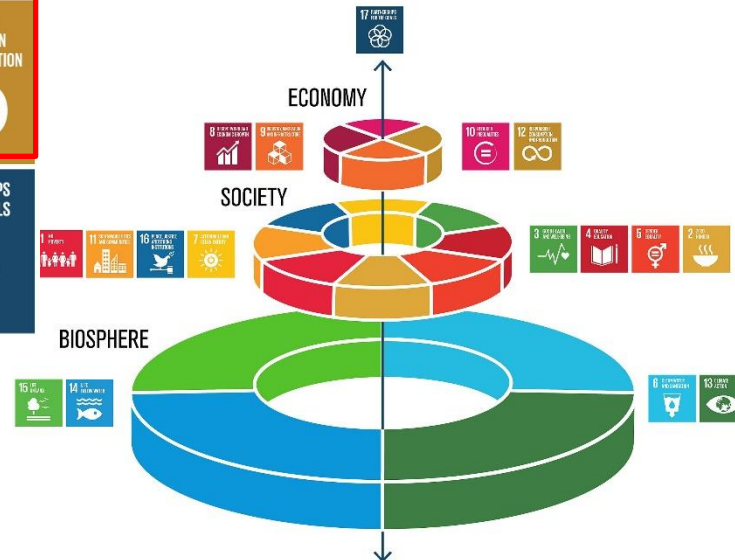
Behavioural economics

- Studies influences of emotions, cognition, cultural and social environment on individual decision-making
- Interests e.g.: Bounded rationality, Prospect Theory (anchoring, loss aversion), Satisficing, nudging, diverse human biases...
- often lab-based experiments → problem: WEIRD participants

Economics & SDGs

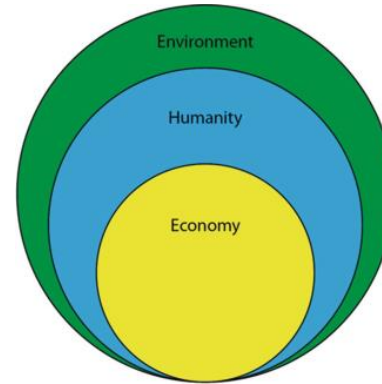


- SDGs as drivers of corporate activities
- Goal alignment?!

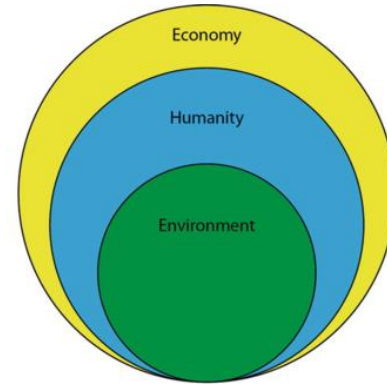


Ecological and environmental economics

- Concerned with market failures & negative externalities
- Aim: long-term environmentally, socially, and economically sustainable outcomes
- Ecosystem services – valuing the environmental resources
- Interests e.g.: regulation, quotas, property rights, Common Pool Resource dilemmas, energy,



ECOLOGICAL ECONOMICS

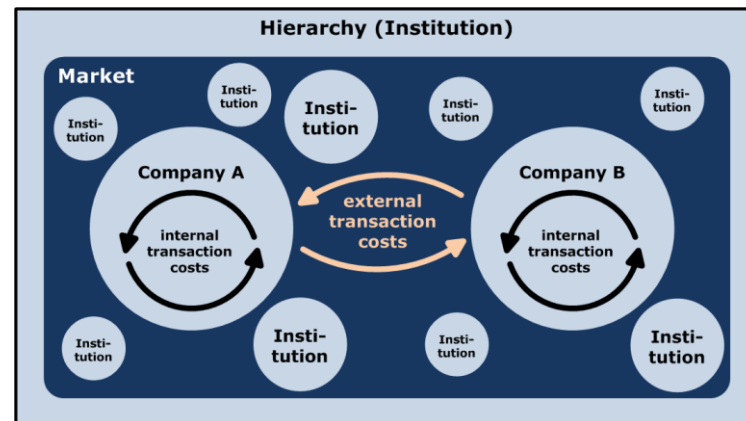


NEO-CLASSICAL ECONOMICS

Theory of the firm: Why do firms exist?

- Serve to pursue profits
- Efficient use for generating return on investment for capitalists
- Eases matching labour with machines
- Ownership structure of production assets requires property rights and negotiation
- Team production → organisations
- Information advantages over single actors

- Economies of
 - Scale
 - Scope
 - Integration
- Learning effects (specialisation)
- Saves transaction costs



Theory of the firm: What do firms do?

- Production of goods & services that address needs of people (or create demand for them)
- Raise required money (capital/financing options)
- Pool and co-ordinate capabilities of its members
- Access required resources, develop know-how
- Different types:
 - Sole proprietor, (limited) partnerships, corporation
- Follow different strategies (e.g. cost leadership, innovation, differentiation...)





Reflection discussion

What of the learned rings true / makes sense?

Any questions?