



PEOPLE STRATEGY IN STARTUPS [Kursuskatalog 2023](#)

Weeks 36-47

On Mondays between 8:00-12:00



Three goals

1.

► Your career

2.

► Master's thesis
“dry-run”

3.

► Counterfactual
analysis

People Strategy in Startups

Kvalifikationsbeskrivelse

Learning outcomes

Knowledge

- Gain in-depth knowledge of how people strategy issues play out in a scaling company
- Learn key terminologies of the startup world and identify the factors based on which startups and traditional workplaces differ
- Get a good understanding of how hiring, onboarding, total rewards, training and development, and DEI issues work in startups/scaleups

Underviser [Tünde Cserpes](#)

Kursusansvarlig [Tünde Cserpes](#), tunde.cserpes@mgmt.au.dk

Undervisningsformer Forelæsning

Kommentar til undervisningsform Classes combine lectures, discussions, and in-and out of class group work to facilitate

ECTS 10

Periode Efterårssemester 2023

Niveau Kandidat

Semesterplacering Elective course

Timer - Uge - 4-hour class once a week for 12 we-



An emerging topic

- ▶ **No textbook**
 - ▶ Hard to find good quality literature
 - ▶ Hard to find the appropriate scope for the final exam
 - ▶ Median publishing date of papers on syllabus is 2019
- ▶ **Embedded in teaching community**
- ▶ **Focus on the Nordic startup ecosystem**
- ▶ **Boots on the ground**



Storyboard

Setting the stage

How will you succeed in class?

The core puzzle

Startups are not just scaled-down versions of large companies. Learn why we cannot just use theories from strategy and HR to analyze startup scaling and what alternatives we have.

Scaling structure

Get an introduction to the vocabulary of the organizational design field, to equip you with vocabulary to analyze the structural issues organizations face as they grow.

The timing of scaling.

Practice your newly gained vocabulary with some advanced level readings.

Culture

Why should we think about culture as it relates to firm performance? People say culture eats strategy for breakfast, but does culture eat people strategy for breakfast, too?

Counterfactuals and strategy arguments

Learn the basics of how you can apply counterfactual thinking in startup strategy formulation. This is the framework you will need to showcase in your final exam.

The CEO footprint

Learn why initial conditions have long-standing effects in startups and what your predecessors have to do with whether you succeed in your startup job.

Startup boards

Mette Neville (AU) guest lectures on the role of boards in Danish startups. She has designed an entire education on the topic!

The money people
Learn about the role venture capitalists play in a startup. We will have a special guest, venture capitalist Lars Andersen from Seed Capital.

The employees

Are startup employees "special"? Find out by learning who joins a startup and why. Do you think you are cut out for a startup job?

Hiring 1

How to hire for a startup? How to get hired at a startup?

Hiring 2

How does startup work is organized into bundles of tasks and titles known as jobs? How to organize people in teams?

Onboarding

Onboarding is a hot topic in all organizations, but is there a way to customize it to startup environments? Special guest feat. Marc Olsen, last year's PSS participant (Voluntas Holding)

Storyboard

DEI+B

Learn how to think about diversity, equity, inclusion and belonging as it relates to talent management in startups.

Compensation: salary

What are the career consequences of working for a startup in terms of the \$\$\$ you make?

Compensation: everything beyond

What are the career consequences of working for a startup when you look at the entire package? How to think about your career from the vantage point of compensating differentials?

Talent management I: the employee perspective

Talent management needs more voices. How can organizations create a people strategy that uses input from employees?

Talent management II: people analytics

Why should we think about talent management as it relates to firm performance? What can people analytics offer to startups?

Moving on: individual choice

Where do startup employees go when they leave the startup? Is it any different when they decide to leave voluntarily or when they are let go by the company?

Moving on: structural force

Where do startup employees go when they leave the startup? Is it any different when structural factors force them to leave the startup?

Job quality

What people do outside of work affects them at work. How to build startups from the get-go with this idea front and center? How to think about family, mental health and wellbeing and other topics, usually considered outside the organization's scope?

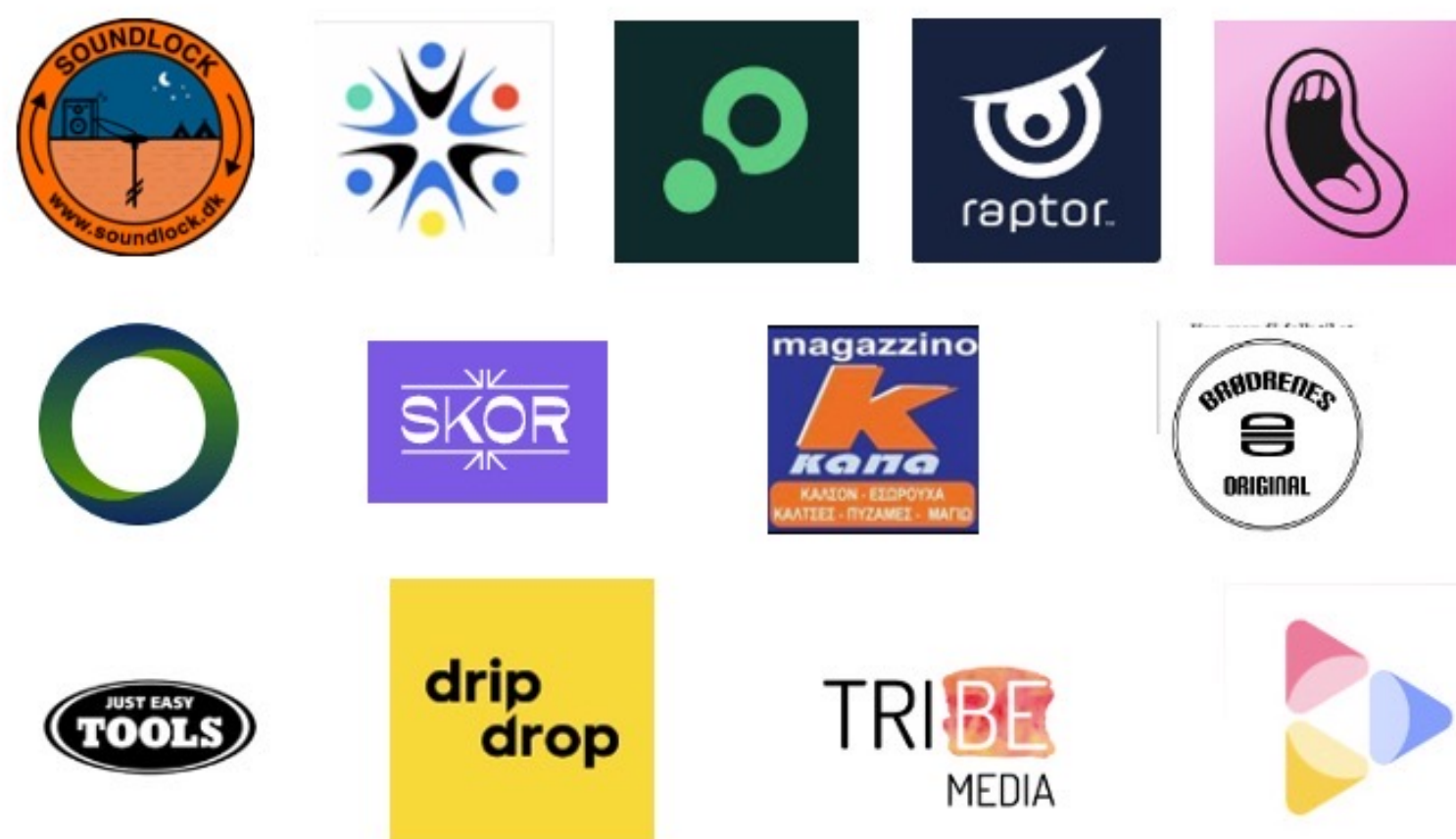
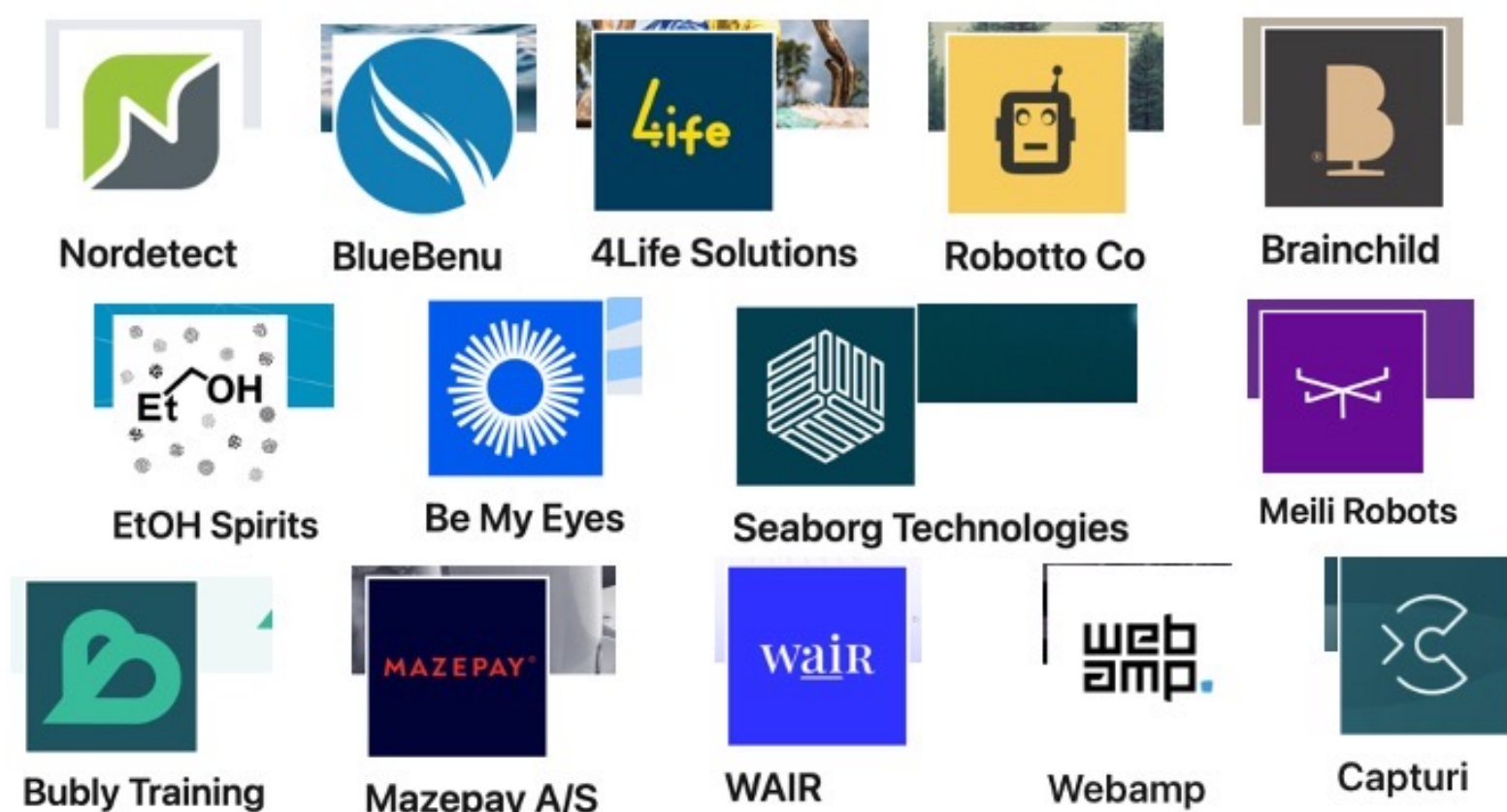
Storyboard

New ways of working

What is the punchline for this course? Is working for a startup heaven or hell today? Also, imagine the future in 25-50 years' time. How will the post-pandemic future of work affect startups?



Students & topics



Guests

Previous years

- ▶ Lasse Chor (Startup Aarhus)
- ▶ Danny Kim (Wharton)
- ▶ Natasha Overmeyer (Stanford)
- ▶ Marc Olsen (Voluntas, previous PSSer)
- ▶ Mette Neville (Board member educations, AU)
- ▶ Christian Erfurt (Be my eyes)

Already confirmed for 2023

- ▶ Lars Andersen (Seed Capital, board member at Lunar)
- ▶ Mette Neville (Board member educations, AU)





Small Bus Econ (2021) 56:919–931
<https://doi.org/10.1007/s11187-019-00276-0>

Working for an entrepreneur: heaven or hell?

Kristina Nyström

