

Transferable skills and Team work

Project management & collaboration

Due to the pressure to innovate, today's work is mostly organized around projects, in which a group of people collaborate towards a unique goal. Managing projects is characterized by uncertainty (goals are not well known at the beginning and constantly evolve throughout the project's lifecycle), a highly iterative way of working to tackle this uncertainty, an intensive need for interactions and coordination between project participants at each iteration, and the integration of expertise and resources from a diverse pool of participants with heterogeneous backgrounds, knowledge, and culture. All these challenges require a specific way of thinking and doing that departs from traditional management theories. This course will enable students to understand the theoretical and practical implications of this paradigm shift. The course is divided into four parts grouped under two major themes. The first theme is dedicated to developing a *project thinking* mindset, by learning the fundamentals of project management and understanding what needs to be ensured for any project to be carried out in the most favorable conditions. The second theme will bring students to understand and practice *collaboration thinking*. The social and collaborative practices that are necessary for ensuring inclusive, committed, and aligned group dynamics will be reviewed.

Complex problem solving in organizations

As a professional, a manager, and eventually an executive, you will need to solve a variety of complex problems that require you to think strategically. This course enables you to develop your strategic thinking by giving you a step-by-step process and actionable tools applicable to any complex challenge. You will learn to frame your challenge, diagnose it, identify innovative solutions, decide which solution to implement, and synthesize your findings to communicate them to your stakeholders. The course also links this strategic-thinking approach with traditional strategy frameworks to give you a holistic view of strategy and break free of limitations that doing-strategy-by-applying-frameworks imposes.

Leadership essentials

Are you looking toward a leadership role in your near future? What essential competencies and capabilities do you need to build? Leadership Essentials is designed to help you unleash your leadership potential and manage a high-performing team. The program enables you to explore your personality traits and values and examine how they shape your leadership style. You will understand where your power comes from and how to influence and persuade others. With the right coaching and support, you will advance your skills in delivering feedback constructively. You will also learn how to foster creativity and innovation in your team. Finally, you will explore what makes a high-performing team and how to support yours to become one.

Strategic partnerships

This course will help you create an ecosystem of strategic alliances to maximize your competitive advantage. Using the business context as a live case study, you will identify and screen potential partners for a real business. By putting the right processes in place, you can ensure strategic partnerships are structured to your benefit, to borrow missing capabilities, adopt best practice and enter new markets cost-effectively. By developing mutual trust, you will leverage stable, fruitful strategic partnerships that also mitigate risk from competitors or imitators.

Transformative project

The purpose of transformative projects will be for students to integrate the knowledge developed throughout the SMT master program in order to come up with innovative and sustainable solutions or tools to deal with 'real' economic/business issues. Students will work in teams on these projects, supervised by a professor. The transformative projects will then be presented at the end of the semester