

ERA4242 Management Skills

5 ECTS

Introduction & Objectives

This learning activity is part of the EU ERA424-European Project and Management Skills (15.0 ECTS credits).

The purpose of this module is to develop the students' awareness of their own behavioural patterns and to enhance their agility within their teams to adapt to changes and unexpected situations.

Leadership: the students will learn:

- to enable students to develop their leadership and to enhance their interpersonal communication skills.
- to learn how to join performing, winning and diverse teams, in order to make the most of their group project.
- to boost their team's performance thanks to their leadership agility.

Change management: the students will learn to:

- be able to identify change,
- be able to thrive in a VUCA environment (volatile, uncertain, complex and ambiguous) and inclusive organizations,
- be able to embrace change

Students will understand the link between leadership and change management, and recognize both aspects as being deeply intertwined.

Learning content

Leadership:

MBTI seminar: thanks to this powerful tool, students will gain self-awareness, improve emotional intelligence, and better understand how they, as well as those around them, operate in the group. Thanks to this scientifically-validated personality tool, students will also understand better how they interact in a diverse workplace.

After a first online test and seminar, students attend a live seminar during which they learn more about their personal preferences and how these affect their behaviour, first on a personal level, then on a professional one, individually, as a team member and as a leader.

Change Management:

Gone are the days when organizations can manage change at a comfortable pace. Bigger, faster, more complex, more cross-functional,

more multi-disciplinary change is the new norm. But what makes change happen? What is the pace of change in fast times versus slow times? Through group exercises, the students will experience how change can be identified, what are the barriers towards change, why frameworks are needed to

manage change. Students will also understand that the people-side impact created by change, can not be neglected. Through cases, Harvard Business Review articles and debates, students will learn through Kotter's eight steps for change the levers that managers must choose for change, the precise time at which to launch a change as timing of change is often neglected. Finally, students will learn that changes are not just imposed from the top but needs to be embraced by the whole organization, so also bottom-up, taking into account genders and multiculturality in order to evolve successfully towards an inclusive organization.

Learning outcome

Students will learn how to:

- use a tool that will help them understand their own communication patterns, as well as others',
- adapt their behaviours and communication
- in order to join an effective team, be aware of its assets and shortcomings, gain impact and improve their management and leadership skills.
- identify the different types of changes and use the change kaleidoscope and forcefield analysis to analyse how organisational context might affect strategic change.
- Assess the value of the different levers for change
- Assess the value of frameworks to manage change
- understand the importance of the people's impact observed through change
- understanding how organizations have moved towards more inclusive organizations where genders and multicultural aspects are embedded into the organization's culture.

Methodology

Online tests, online programme, live seminar, role-plays / case studies, Q&A, group assignment and group presentations.

Learning material

Online resources, booklet, Moodle LMS and Teams platform, Harvard Business Review, books.

Evaluation

100% Continuous assessment in the second semester - Written and/or oral test