

Teacher(s)	Jacquemin Amélie ;
Language :	French
Place of the course	Mons
Main themes	More and more companies are organized according to project management techniques. This way of working has many advantages, such as improved efficiency and productivity. It is a management method allowing people from different backgrounds/specialties to work together to accomplish an operational activity over a limited period of time. "Managing projects" means organizing it, leading it and implementing it. Learning project management therefore allows students to train in a structured approach backed by specific tools consisting of: • phases (prior study, initialization, design, production, implementation, control and closure); • a decision mechanism to move from one stage to another (Go/No go); • deliverables to be produced; • actors empowered around well-defined roles; • a budget management system; • an animation device; • a communication device. Many project management methods exist. The choice of the most suitable method for the project will depend on the constraints of the project; of its chronology; necessary tools; the people involved and the type of company implementing the project. In particular, small and medium-sized companies (SMEs), or more recent ones (startups), or still active in very competitive sectors where change is almost permanent, mobilize iterative methods that allow feedback to the customer and possible adjustments. The final goal of the project is to propose a pragmatic solution, providing useful information, based on a structured justification, and presented clearly. In this context, this course aims to make students aware of the specificities required by project management and to equip them to be concretely able to provide pragmatic solutions to business problems. The projects discussed will help to understand the concept of SMEs and to meet the multiple challenges that affect them: growth, internationalization, risk management, governance of SMEs and their digitalization.
Learning outcomes	At the end of this learning unit, the student is able to : <u>Contribution of the learning unit to the LO (competency framework) of the program</u> With regard to the competency framework of the master's program 120 in management sciences of the LSM, this teaching unit contributes to the development and acquisition of the following skills: • Activate and apply knowledge wisely when faced with a problem (2.4) • Conduct clear and structured analytical reasoning; think about a problem according to a systemic and global approach; synthesize with discernment the essential elements of the situation; identify, based on the analysis and diagnosis, solutions that can be implemented in context and identify priorities for action (3.1, 3.3, 3.4 and 3.5) • Teamwork: integrating and being able to collaborate within a team, being open and aware of different points of view and ways of thinking, constructively managing differences and conflicts, accepting diversity (6.1) • Frame a project in its environment and define the expected results: situate the challenges and goals of the project as well as the constraints that characterize its environment; clearly define the objectives of the project by associating performance indicators (7.1). • Organize, manage and control the process: structure and define the schedule of the tasks to be carried out; identify and allocate human and material resources; take into account the constraints and risks to be anticipated (7.2). • Express a message in a clear and structured way; interact and dialogue effectively and respectfully with various interlocutors (8.1 and 8.2) <u>Learning Outcomes at the end of the teaching unit</u> At the end of this course, students will be able to: • Identify the challenges raised by the management of an SME; • Establish an internal and external strategic diagnosis of an SME; • Analyze a realistic problem, by implementing a structured method; • Recognize the context of a project and define its objectives; • Mobilize project management tools adapted to SMEs; • Manage a project within a team in a coordinated way; • Work in consultancy mode to solve business problems;

	• Control a project and manage its risks. • The contribution of this teaching unit to the development and mastery of the skills and achievements of the program(s) can be accessed at the end of this sheet, in the section "Programs/training offering this teaching unit (TU)".
Bibliography	Ouvrage de référence: E. W. Larson et G. F. Gray, adaptation française par C.-A. Guillotte et J. Charbonneau, Management de projet, 3ème édition, Dunod, Paris, 2019.
Faculty or entity in charge	CLSM

Programmes containing this learning unit (UE)				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management	GESM2M	10		
Master [60] in Management	GESM2M1	10		