



This learning unit is not open to incoming exchange students!

Teacher(s)	Poncin Ingrid ;
Language :	French
Place of the course	Mons
Main themes	This seminar is designed to support the second phase of the work-study programme and takes place during the second annual block of the Master's degree. Within this second-year block, students assume responsibility for a digital transformation project carried out within the organization where they complete their internship. Regular seminars are organized on themes related to corporate digital transformation, which are defined annually. For each theme addressed, relevant academic theories are examined and critically discussed in relation to professional practices. Students are subsequently required to undertake an analytical task tailored to their specific professional context. These regular seminars provide opportunities for discussion and exchange, aimed at enhancing students' ability to adopt a critical perspective and to contextualize their work through dialogue with academic staff and industry professionals. Through this process, students are expected to develop concrete components of a digital transformation strategy for their host organization and to communicate clearly both the research problem underlying their thesis and the recommendations addressed to the organization. The seminar also provides collective supervision for project-based Master's theses in digital transformation, as well as monitoring of students within their professional environment. During this phase, students are required to apply key theoretical frameworks, while taking into account the organizational context and its environment, through the completion of their project-based thesis. This collective supervision further facilitates the integration and alignment of the various professional assignments undertaken by students, supported by the intensive guidance provided within the seminar.
Learning outcomes	At the end of this learning unit, the student is able to : <u>Competencies</u> With regard to the competency framework of the 120-credit Master's programs in Management at LSM, this course unit contributes to the development and acquisition of the following competencies: • 1. Act as a socially responsible professional, in particular: • 1.1 Demonstrate intellectual independence in reasoning and adopt a critical and reflective perspective on both academic knowledge and common-sense assumptions. • 2. Master knowledge, in particular: • 2.1 Master a core body of knowledge in the fields of management and corporate digital transformation; • 2.2 Acquire highly specialized knowledge (advanced and up-to-date concepts and methods derived from scientific research); • 2.4 Mobilize and apply knowledge appropriately when addressing complex problems. • 3. Apply a scientific approach, in particular: 1. • Understand the level of scientific rigor required in the implementation of digital transformation initiatives; • 3.1 Conduct clear and structured analytical reasoning by applying, and where necessary adapting, scientifically grounded conceptual frameworks and models to describe and analyze real-world problems; • 3.2 Collect, select, and analyze relevant information using rigorous, advanced, and appropriate methodologies; • 3.4 Synthesize key elements of a situation with discernment, demonstrate conceptual abstraction in order to formulate a diagnosis and draw meaningful conclusions; • 3.5 Based on analysis and diagnosis, identify context-appropriate and implementable solutions, prioritize actions, interpret results, and formulate managerial recommendations. • 5. Communicate effectively • 6. Work in teams and exercise leadership, in particular: • 6.1 Integrate into and collaborate effectively within a team, demonstrate openness to diverse perspectives and ways of thinking, manage disagreements and conflicts constructively, and embrace diversity.

	· 7. Manage projects, in particular: · 7.1 Frame a project within its environment and define its expected outcomes. <u>Learning outcomes</u> At the end of this seminar, students will be able to: · Demonstrate knowledge of current trends and practices in digital transformation; · Understand the key challenges associated with the implementation of digital transformation initiatives; · Be familiar with organizational practices in digital transformation and assess their strategic and operational relevance; · Develop a critical analysis of observed practices in organizations, including their benefits and limitations; · Analyze digital transformation from both a strategic and an operational perspective; · Develop continuous environmental scanning and monitoring capabilities; · Reflect on the evolution of organizational practices; · Apply digital transformation concepts and techniques effectively within a professional context.
Evaluation methods	Continuous assessment (participation in the seminar, assignments submitted, assessment of the immersion placement in annual block 2) and overall success.
Teaching methods	- Theoretical contributions - Co-development forums - Case studies - Digital monitoring - Practical work - Work placement (alternating 3 or 4 days a week during the course)
Content	The second phase of the work-study project will take place during the second annual block of the Master's degree. The student assumes responsibility for a digital business transformation project within the organisation where he or she is on placement. Regular seminars are organised on themes linked to the digital transformation of the company and defined each year. For each topic, academic theories are studied and put into perspective with professional practices. Students then carry out an analysis specific to the context in which they are immersed. Regular seminars provide an opportunity for exchanges aimed at developing students' ability to step back and put things into perspective through dialogue with teachers and professionals. Through this work, students are expected to produce concrete elements of an organisation's digital transformation strategy and to communicate their dissertation problem and recommendations to the organisation. The seminar also provides collective tutoring for project dissertations on the digital transformation of companies and monitors trainees in their professional environment.
Inline resources	Cf MOODLE
Other infos	This seminar is reserved for students on the Master's in Management Sciences in Digital Business Transformation (sandwich course) 200-day work placement. The use of artificial intelligence tools must remain measured and responsible: under no circumstances should they replace personal work or be relied upon uncritically to ensure the scientific rigor expected in academic outputs. Any breach of academic standards, including inappropriate or excessive use of AI tools, will be subject to disciplinary measures
Faculty or entity in charge	CLSM

Programmes containing this learning unit (UE)				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management (with work-linked-training)	GESA2M	5		