

IDENTIFICATION

Course code : ESI-SPI-CI-BE4-S8-UE3-EC6
ECTS : 1.5

DURATION

Lectures : 8
Tutorial classes : 8
Labs : 0
Total : 16

Project :
Personnal work :

ASSESSMENT

Oral simulation : Role-playing exercise (filmed or observed, e.g., conducting a difficult feedback interview). Personal reflection : Writing a "Leader's Logbook" (2-3 pages) where the student analyzes their strengths and areas for improvement following workshops.

TEACHING MATERIALS

Lectures, tutorials, and case studies

LANGUAGE

English

CONTACT

Modifié le : 3 août 2026

UE : UE8-EFFI

COURSE : Management and Leadership

SCOPE OF THE COURSE

OBJECTIVES

Distinguishing Management and Leadership : Understanding the difference between hierarchical authority (status) and natural influence (leadership). Developing emotional intelligence : Learning to know oneself in order to better interact with others (self-assessment, empathy). Mastering management tools : Knowing how to delegate, set objectives (SMART), and conduct a corrective or motivational interview. Managing team dynamics : Understanding the stages of group formation (Forming, Storming, Norming, Performing). Introduction to conflict management : Learning to defuse tensions within a project team or on a construction site.

COMPETENCE AND SKILLS

Adapting one's management style : Knowing how to shift from a directive to a participative or delegative approach based on the maturity of the individual. Leading a team toward a common goal : Uniting around a technical vision or a project milestone. Communicating with assertiveness : Knowing how to say "no" or provide constructive feedback without damaging the relationship. Making decisions in complex situations : Arbitrating with ethics and responsibility.

PROGRAM

1. Leadership Postures & Styles : Manager profile test. Situational leadership model (Hersey & Blanchard).
2. Communication & Emotional Intelligence : Active listening, non-violent communication (NVC) applied to construction.
3. Driving Human Performance : Setting SMART objectives, motivation levers (Maslow / Herzberg), effective delegation.
4. Group Management & Conflicts : Role-playing exercises : managing delays on a construction site or disagreements in an engineering office.

BIBLIOGRAPHY

REQUIREMENTS

None