



SYLLABI

Courses for Incoming Exchange Students

Master PGE

Paris

FALL 2024

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Syllabi missing in this document means they are unavailable for the moment.

BUSINESS PROCESS FLOWS 3760		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3760	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

The course builds on knowledge acquired in a basic course of Operations Management. The course makes connections to Supply Chain Management, Inventory Management, Quality Management, and Project Management. Simultaneously following (or having followed) courses on these topics is recommended.

Learning objectives

At the end of the course, students should be able to:

- Describe a process,
 - Understand the difference between various process architectures,
 - Calculate measures to evaluate process performance and understand how they are related,
 - Identify factors that affect process performance,
 - Manage process variability,
 - Analyze how process performance can be improved.
- 1.C Communicate effectively in English
 - 2.C Generate sustainable solutions for organizations
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 3.C Organize change management processes
 - 5.B Construct expert knowledge from cutting-edge information
 - 6.A Thoroughly examine a complex business situation

Course description

1. Process view of organizations
2. Process flow measures
3. Flow time analysis
4. Flow rate and capacity
5. Flow variability
6. Process improvement

Environmental and social impacts

Case studies and company examples are used to demonstrate practical implications. The students learn to identify non-value-adding activities and waste in a process, and analyze how processes can be improved.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Midterm exam	End of term exam											
Nb of hours if written exam		1.0	3.0											
2nd session														
Coefficient	10.0	30.0	60.0											

Evaluation

Exercises are corrected in class and feedback is provided.
Written feedback will be sent after the exam.

Recommended reading

Anupindi, R., Chopra, S., Deshmukh, S. D., Mieghem, J.A. V., & Zemel, E. (2013). *Managing Business Process Flows: Pearson New International Edition* (3rd ed.). Pearson International Content.
Additional information will be provided via MyCourses.

Work load

Type of course	Number of hours
Face to face	
Interactive courses	24.0
Independent study	
Personnal work	34.0
Individual project	5.0
Independent work	

E-learning	2.0
Reading reference manuals	10.0
Total	75.0



STRATEGIC MANAGEMENT 3663		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ACC_3663	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- Accounting
- Financial analysis
- Introduction to strategic management

Learning objectives

- Identify key performance indicators.
 - Analyze the overall performance of an organization.
 - Translate strategic diagnostics into forecast plans. Analyze a business model.
 - Appreciate the connections between strategy and organization.
 - Identify the levers of change.
- 2.C Generate sustainable solutions for organizations
 - 5.A Predict how business and economic cycles could affect organizational strategy
 - 5.B Construct expert knowledge from cutting-edge information
 - 2.A Assess the values of the organization in which they work
 - 6.B Synthesize multifaceted information from various sources across different functional fields
 - 1.A Demonstrate an international mindset
 - 5.C Employ state-of-the-art management techniques
 - 3.A Breakdown complex organizational problems using the appropriate methodology

Course description

This course aims to provide the essential elements of strategic analysis and place the organization in its environment to formulate strategic choices.

Management control is used as a tool for diagnosis and strategy selection.

The management control takes into account the organizational consequences of the national and international development strategies of an entity with blurred boundaries, whether it is industrial, commercial, or service-oriented, whether it is for-profit or non-profit (associations, public entities).

Environmental and social impacts

Des concepts de mesure de la performance environnementale seront expliqués aux élèves.
Des mesures extra-financiers et des approches de reporting intégré font partie des thèmes exposés.

Assessment / Feedback

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	End of term exam												
Nb of hours if written exam		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

The feedback will be given to the students throughout the whole courses:

- individually for questions and remarks during the interactive class or during the case study when it is done with the whole class
- per group when the case study is done in groups

Recommended reading

DSCG 3 Management et contrôle de gestion

Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance. Kerzner, 2017, Wiley

The Routledge Companion to Performance Management and Control. Harris, 2018, Routledge Companions

Performance management success. Barth & Beer, 2018, Springer

Work load

Type of course

Number of hours

Interactive courses	24.0
Personnal work	30.0
Collective project	21.0
Total	75.0



PROJECT PLANNING 3759		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3759	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Mandatory: Basic mathematical/quantitative knowledge. Basic knowledge in following areas would be an advantage (not necessary): Statistics (mean, variance, probability distribution) - Microsoft Excel (functions - spreadsheet) - Visual Basics for Applications (VBA) or any other programming languages.

Learning objectives

At the end of the course, the student should be able to: Breakdown complex organizational problems using the appropriate methodology. Organize change management processes. Appraise the performance of a team. Demonstrate an expertise on key concepts, techniques and trends in their professional field. Formulate strategically appropriate solutions to complex and unfamiliar challenges in their professional field. Effectively apply in-depth specialized knowledge to take advantage of contemporary opportunities in their professional field. Understand the key performance indicators for measuring project progress. Utilize basic tools and commercial packages in project management. Identify and manage the resources, risks, and uncertainties in projects.

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 4.A Appraise the performance of a team

Course description

Basics of project management: precedence relationships, representations, critical path. Resource Levelling: priority lists, schedule generation. Microsoft Project (computer session): project management in practice. Stochastic durations: simulation, pert method, critical chain method. Risk Management: identifying and planning for the risks. Agile Project Management. Student Presentations.

Environmental and social impacts

Environmental Considerations Sustainable Practices: Students learn about sustainable project management practices, emphasizing resource conservation and waste reduction. Social Aspects Stakeholder Engagement: Students learn to engage with diverse stakeholders, including local communities, and affected individuals. Understanding social dynamics and cultural contexts is crucial for successful project implementation. Ethical Decision-Making: The course may address ethical dilemmas related to social impacts. Students explore how project decisions affect communities, workers, and marginalized groups. Transformations in the Discipline Agile and Adaptive Approaches: The discipline has evolved to embrace agile methodologies, allowing flexibility and responsiveness to changing environmental and social contexts. these methodologies are included in this course as well

Sustainable Business Models

Sustainable transformation of companies

Energy

Diversity, equity and inclusion

Waste

Community engagement

Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Exercise												
Nb of hours if written exam	2.5													
2nd session	true													
Coefficient	60.0	40.0												

Evaluation

The assessment is based on a written closed book final exam, and group and individual exercises during the sessions that are classified as Exercises.

Recommended reading

The slides of the sessions (provided by the teacher). ; The extra material for self-learning (provided by the teacher).

Work load

Type of course

Number of hours

Lecture	20.0
Directed work	4.0
Personnal work	6.0
Collective project	6.0
Individual project	6.0
Independent work	
Reading reference manuals	4.0
Research	4.0
Total	50.0

INTERNATIONAL SALES IN BTC 3748		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3748	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Sales techniques
 Marketing : personae / yield management
 Pricing
 Intercultural Management / Intercultural Teams Management

Learning objectives

Understanding international commercial processes in sales
 Differentiation : global / local / glocal / specifics in a market - company

- 2.A Assess the values of the organization in which they work
- 1.A Demonstrate an international mindset
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 5.B Construct expert knowledge from cutting-edge information
- 3.B Propose creative solutions within an organization
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Session 1- Global presentation of international BTC sales
 Session 2 - Cultural Sensitivity / intercultural management in international BTC sales
 Session 3 - Market researches and commercial strategies adaptation
 Mid Assessment control : Core project
 Session 4- BTC Sales Operations & risk management when international
 Session 5- Analytics and emerging trends in international BTC
 Session 6 - Final presentation or core project / Written project & Oral presentation

Environmental and social impacts

Examples of sustainability as being a market trend international BTC
 Inclusivity : with new products examples to be found by students through exercises in class
 Impact of certain web activities on CO2 emission

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Group project	Participation											
Nb of hours if written exam	1.0	1.0												
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

- 1- Mini situations : individual or group work / collective brainstorm / Professor feedback
- 2- Core project: coaching
- 3- Exercices : presentation in class & feedback

Objectives : train students to different types of situations during class to enhance their operational capacity

Recommended reading

TBC

Work load

Type of course	Number of hours
Lecture	24.0
Interactive courses	0.0
Personnal work	15.0
Collective project	16.0

E-learning	10.0
Research	10.0
Outside training	
Outside visit	0.0
Company visit	0.0
Distance learning	
remote videoconferencing	0.0
remote seminar	0.0
Total	75.0

Students will need to commit themselves in class : during exercices, roleplay as well as project phasis to prepare in group, regular control on their core project to make sure that it evoluates on the right direction.

They will need to learn and understand lessons after the other considering that it will be a "crescendo" knowledge.

SPORT MARKETING 1171		
2024 - 2025	Credit : 2.0	IESEG - School of Management
Class code :	2425_SYL_MKT_1171	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

While it is not compulsory for you to have completed any advanced units in marketing before attempting this course, it is recommended to have a basic knowledge of marketing principles to be able to extract value from undertaking this course.

Learning objectives

At the end of the course, the student should be able to:

- 1) Understand and define sports marketing and sponsorship concepts (knowledge). Connected to the written exam and the project.
- 2) Apply sports marketing and sponsorship theory and research to industry practices (knowledge and skill). Connected to the written exam and the project.
- 3) Prepare and evaluate sponsorship activations (competency). Connected to the project.
- 4) Link real-world issues and practices to course concepts (knowledge and skill). Connected to the written exam and the project.
- 5) Analyze sports marketing and sponsorship issues and offer recommendations (knowledge and skill). Connected to the written exam and the project.

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.B Construct expert knowledge from cutting-edge information

Course description

Environmental and social impacts

Explicitly discussing sponsorship of women's sports. Including short video case studies regarding brands supporting/sponsoring women's sports for class discussion.

Diversity, equity and inclusion

Assessment / Feedback

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report	Written exam												
Nb of hours if written exam		2.0												
2nd session														
Coefficient	50.0	50.0												

Evaluation

Despite the short duration of this intensive course, there will be opportunities for formative feedback to the students upon completion of in-class exercises. Such feedback will be provided orally and collectively to enable all students to get a better sense of how they can do a good job in their group project (that is, based on the topics the in-class exercises will address). Written summative feedback will be provided to each group after evaluating their project by highlighting the key strengths and weaknesses of their work.

There will be a peer assessment through ChallengeMe as part of the group project to ensure all students contribute equally to the work. Students who do not contribute appropriately will not receive the full points for the group grade their group earned.

Written summative feedback on the exam will be provided upon student request.

Recommended reading

Articles:

1. Dalakas, Vassilis (a): Thank You, Fans: Simple Tips to Show Appreciation to Loyal Fans; Medium: <https://vdalakas.medium.com/thank-you-fans-a704b72d253>
2. Dalakas, Vassilis (b): The Bottlegate of EURO 2020: Cristiano Ronaldo Versus Coca-Cola; Medium: <https://vdalakas.medium.com/the-bottlegate-of-euro-2020-cristiano-ronaldo-versus-coca-cola-8d0c43fce3e9>
3. Dalakas, Vassilis (c): Why Sports Fans Need Villains; The Conversation: <https://theconversation.com/why-sports-fans-need-villains-66725>
4. Dalakas, Vassilis and Aron Levin: The Balance Theory Domino: How Sponsorships May Elicit Negative Consumer Attitudes; Advances in Consumer Research: https://www.researchgate.net/publication/271014089_The_Balance_Theory_Domino_How_Sponsorships_May_Elicit_Negative_Consumer_

Attitudes

5. Dalakas, Vassilis, Madeleine Tseng, and Joanna Melancon: Encouraging and Rewarding Customer Loyalty: Key Considerations for Sports Teams; Atlantic Marketing Journal: <https://digitalcommons.kennesaw.edu/amj/vol11/iss1/2/>
6. Loquier, Clara and Vassilis Dalakas: Loyalty Reward Programs by Brands Partnering with Sports Teams: Do Fans Prefer Team-Related Benefits? Association of Marketing Theory and Practice Proceedings: https://digitalcommons.georgiasouthern.edu/amp-tp-proceedings_2021/33/
7. Pitt, Leyland, Michael Parent, Pierre R. Berthon, and Peter G. Steyn: Event Sponsorship and Ambush Marketing: Lessons from the Beijing Olympics; Business Horizons (will be emailed).
8. Sutton, Bill: On My Elevator: A New Way to Think about Fan Consumption; Sports Business Journal: <https://www.sportsbusinessjournal.com/Journal/Issues/2015/04/13/Opinion/Sutton-Impact.aspx>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	12.0
Reading reference manuals	4.0
Total	40.0

SUSTAINABLE FINANCE (INT) 3788		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_FIN_3788	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- 2.C Generate sustainable solutions for organizations

Course description

None.

Environmental and social impacts

Financial institutions face risks and opportunities due to environmental, social and governance (ESG) topics. This comes mainly from regulations but also from the market.
 Sustainable finance covers both the impact of ESG issues on the private sector and the impact of the private sector on the society.

Sustainable Business Models

Labor rights

Human rights

Climate change

Circular economy

Biodiversity

Diversity, equity and inclusion

Education

Transparency and reporting, Social development

Sustainable transformation of companies

Community engagement

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Participation												
Nb of hours if written exam														
2nd session														
Coefficient	34.0	16.0												

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Lecture	16.0
Total	50.0



FIRM VALUATION 3672		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3672	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students need to master relevant quantitative methods tools (such as discounting), as well as fundamental accounting , corporate finance, and economic concepts.

Learning objectives

- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 6.A Thoroughly examine a complex business situation

Course description

cannot be overstated, especially in the context of valuing companies, as without this understanding, the entire valuation process is susceptible to failure.

COURSE OUTLINE

Part I: An Overview of Value Creation Part II: Frameworks for Valuation

1. What Is Value and Why It Matters? 1. Enterprise Discounted Cash Flow Model
2. Core Principles of Value Creation 2. Discounted Economic Profit Model
3. Drivers of Value* 3. Adjusted Present Value Model*
4. Valuation of ESG and Digital Initiatives 4. Multiples Analysis
5. Mechanics of Valuation

*Flipped Classroom

Environmental and social impacts

First, we integrate the qualitative discussion of the ESG concerns in the framework of company valuation, by following the outline of Chapter 6 of the course reference book (Tim Koller et al. Valuation: Measuring and Managing the Value of Companies").

This is covered in the first session devoted to foundations of value creation In particular, we outline the channels, via which ESG initiatives impact the inputs in company valuation, such as revenue growth, cost reductions, reduced regulatory and legal interventions,

employee productivity uplift, investment and asset optimization. We provide real company examples for each of those.

Next, we turn to quantitative assesement of these impacts, by relying on the guidelines from UN PRI and CFA Institute .

More specifically, selected cases from the following documents will be discussed in class:

https://www.icgn.org/sites/default/files/2021-08/PRI_apracticalguideto ESGintegrationforequityinvesting.pdf;

<https://www.unpri.org/download?ac=5962>

Climate change

Sustainable Business Models

Labor rights

Diversity, equity and inclusion

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	End of term exam												
Nb of hours if written exam	1.0	2.0												
2nd session		true												
Coefficient	30.0	70.0												

Evaluation

End-of-session quizzes are each accompanied by collective and personalized feedback. These quizzes serve as checkpoints in students' academic journeys, allowing them to gauge their progress and grasp of the course material. The feedback provided through quiz progression reports at the end of the semester is a pivotal component of this process. These reports contain a comprehensive summary of each student's strengths and weaknesses, offering valuable insights into their individual learning needs. Besides in-class exercises and a case study based on real financial data are also followed by a collective and individual feedback.

Recommended reading

Tim Koller, Marc Goedhart, David Wessels (2020). Valuation: Measuring and Managing the Value of Companies. Wiley

Work load

Type of course	Number of hours
Lecture	24.0
Independent study	
Personnal work	20.0
Independent work	
Reading reference manuals	31.0
Total	75.0

PORTFOLIO MANAGEMENT 3677		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3677	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- Fundamental concepts about financial markets as covered for example in the course FINANCIAL INSTRUMENTS AND TECHNOLOGY 2688: terminology, characteristics and mechanisms of financial markets; fundamental knowledge and understanding of the major types of financial instruments such as bonds, stocks, ETFs;
- Fundamental notions in mathematics and statistics, including: basic algebraic manipulations, functions including exponential and logarithm function; differentiation and optimization; random variables, expectation and variance operators.
- A basic working knowledge of the python programming language, including installation of packages; setting up a working environment (eg Jupyter notebook or similar); working with different data types; pandas and numpy manipulations; producing plots.
- The students must have been trained for the use of the Bloomberg terminal.

Learning objectives

The main learning objectives of the course are as follows:

- Develop a deep understanding of fundamental concepts in portfolio management, including capital allocation theory, risk assessment methodologies, and the principles of modern portfolio theory.
 - Apply Quantitative Techniques: Acquire proficiency in quantitative techniques for portfolio analysis, such as statistical analysis of asset returns, calculation of risk measures, and estimation of expected returns.
 - Utilize Professional Tools: Gain hands-on experience in utilizing professional tools such as Bloomberg terminals and Python programming for data retrieval, analysis, and visualization in portfolio management contexts.
 - Optimize Portfolio Construction: Learn to construct and optimize investment portfolios using modern portfolio theory principles, including mean-variance optimization techniques and the efficient frontier framework.
 - Evaluate Portfolio Performance: Develop the ability to evaluate portfolio performance using quantitative performance measures such as Sharpe ratio, Treynor ratio, and Jensen's alpha, and interpret the results in the context of risk-adjusted returns.
 - Analyze Factor Models: Understand the principles of single-factor and multifactor models for asset pricing and risk assessment, including the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT).
 - Integrate ESG Considerations: Explore the integration of environmental, social, and governance (ESG) factors into portfolio construction and risk management processes, and assess their impact on investment decision-making.
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- 1.B Successfully collaborate within a intercultural team
 - 1.C Communicate effectively in English
 - 4.B Compose constructive personal feedback and guidance
 - 5.B Construct expert knowledge from cutting-edge information
 - 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The course covers essential methodologies and tools used by portfolio managers to create portfolios, including the fundamental concepts of capital allocation (how investors should allocate between a risk-free and a risky asset or portfolio), diversification and the trade-off between risk and return; optimal mean-variance portfolio construction; single and multifactor models; performance measurement; and ESG integration into the portfolio construction process.

Environmental and social impacts

Incorporating environmental, social, and governance (ESG) considerations into portfolio management is essential in today's financial landscape. While the primary focus of the Portfolio Management course is on technical aspects, such as quantitative techniques and portfolio optimization, it also addresses the discipline's impacts on the environment and society through the following components:

- ESG Integration Session: The course includes a dedicated session on ESG integration in the investment process. This session explores recent developments in ESG integration in investment management, including different techniques and approaches. Students learn how to analyze ESG scores and specific responsible investing criteria using professional tools such as Bloomberg terminals. By understanding the role of ESG factors in investment decision-making, students gain insights into the environmental and social impacts of investment portfolios.
- Practical Applications: Throughout the course, students engage in practical activities and case studies that highlight the relevance of ESG considerations in portfolio management. They analyze real-world examples where environmental and social factors impact investment decisions and portfolio performance. By applying quantitative techniques to assess ESG-related risks and opportunities, students learn to incorporate sustainability criteria into investment strategies.
- Industry Trends: The course also reflects transformations in the discipline related to environmental and social issues by discussing current industry trends and emerging practices. Students explore how regulatory changes, investor preferences, and societal demands are driving the integration of ESG factors into investment processes. By staying informed about industry developments, students are better prepared to navigate the evolving landscape of responsible investing.

Overall, while the course primarily focuses on technical aspects of portfolio management, it provides opportunities for students to understand and engage with the discipline's impacts on the environment and society. By integrating ESG considerations into their analyses and decision-making processes, students are equipped to address the broader implications of their investment decisions and contribute to sustainable finance practices.

Community engagement

Climate change

Transparency and reporting, Social development

Sustainable transformation of companies

Sustainable Business Models

Natural resources

Energy

Biodiversity

Circular economy

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	End of term exam	Group project												
Nb of hours if written exam	3.0													
2nd session														
Coefficient	60.0	40.0												

Evaluation

None.

Recommended reading

Most of the course will follow the book "Investments" by Bodie, Kane and Marcus. The relevant chapters are chapters 5, 6, 7, 8, 10, 13. A few elements from other sources will be used, including some practitioner papers. The session on ESG integration will focus on materials from the PRI and CFA.

Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Directed work	8.0
Collective project	20.0
Reading reference manuals	30.0

Total

74.0



TRANSFORMATIONAL HRM 3701		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_GMSC_3701	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

The goal of this major is to equip students with knowledge and practical skills to prepare them to lead people-oriented transformations, both as future consultants or corporate leaders within organizations

- Enhance the understanding of HRM as a strategic changemaker with a strong business and organization-related purpose
- Deepen students' understanding of the human function within organizations, from the role of the managerial line to more specific HR strategies
- Analyze both transactional and transformational aspects of HR with a focus on the individual, managerial, organizational and HR strategic challenges
- Gain a holistic view of how HR relates to internal and external stakeholders to create an engaging organization and a sustainable employee experience
- Tackle the HR value chain of attraction, retention, engagement and development of strategic talents
- Get a practical view of HR competencies for a shared, transformational and engaging human function within the organization

- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 3.C Organize change management processes
- 4.B Compose constructive personal feedback and guidance
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

- 5.D Make effectual organizational decisions

Course description

Environmental and social impacts

Sustainable transformation of companies

Diversity, equity and inclusion

Labor rights

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Written exam	Group project											
Nb of hours if written exam		3.0												
2nd session														
Coefficient	10.0	40.0	50.0											

Evaluation

1) Individual assessment

- Participation (matrix attendance / class contribution) 10%
- Written exam : case study 40%

2) Collective assessment

- Final project : consulting brief presented to a professional jury - peer assessment 50%

Recommended reading

None.

Work load

Type of course

Number of hours

Total



FINANCIAL STATEMENT ANALYSIS 3664		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ACC_3664	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- Understand the structure and content of key financial statements of a company
- MS-Excel
- IFRS financial accounting rules and practice
- Basics of corporate structure and strategy

Learning objectives

- Conduct fundamental financial analysis.
 - Interpret financial statements of groups in international accounting standards.
 - Assess the sustainability and risk of the business and its activities.
 - Evaluate operational, investment, and financial performance.
 - Interpret a cash flow statement.
 - Understand the concept of free cash flow (FCF) and learn how to compute different FCF measures.
- 1.A Demonstrate an international mindset
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques

Course description

MEANING AND SCOPE:

Once a company exercises significant control or influence over another, analyzing its individual financial statements alone is no longer sufficient to assess its financial health. The study of consolidated financial statements becomes necessary, implying a need to understand the implications for financial diagnosis.

This course is designed to train you to interpret and analyse key financial statements of a company effectively. Even if you are not planning on becoming an accountant, you will learn that financial reports are not just a "bunch of numbers", but rather that these reports contain important information about a firm's operating, investing, and financing activities.

CONCEPTS AND CONTENT:

- Diagnostic according to the economic model

- Diagnostic approach and impacts of group accounts (consolidated and combined)
- Analysis of activity (using trend and common-size analysis)
- Analysis of financial structure (working capital analysis)
- Profitability analysis through financial ratios: economic profitability and return on equity (ROE decomposed using both traditional and alternative approaches)
- Analysis through cash flows
- Free cash flow

Environmental and social impacts

In the final session of this course, students will work on a case study and/or exercise based on analyzing the financials of a non-profit organization. They will learn how to adapt their financial analysis when the company has a core ESG-related mission at the heart of its activities.

Sustainable Business Models

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Continuous assessment												
Nb of hours if written exam	2.5	0.917												
2nd session	true													
Coefficient	70.0	30.0												

Evaluation

Feedback will be given throughout the course, following the applications and case studies done in the classroom. Timely summative and formative feedback will be provided on all assessment components.

Recommended reading

There is no textbook in this course.

E-learning modules, developed at IESEG, will be prescribed for some course topics.

Work load

Type of course

Number of hours

Face to face

Interactive courses	24.0
Independent study	
Personnal work	35.0
Independent work	
E-learning	16.0
Total	75.0

The hours attributed to personal work include the preparation time for mid-term and end-term examinations. They also comprise of the individual study time needed, before and after each interactive session, to revise concepts learned and redo practical exercises.

HISTORICAL PERSPECTIVES ON MANAGEMENT 3697		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_GMSC_3697	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

On successful completion of this module:

Students have a critical understanding of the relevance of historical perspective for contemporary management theory and practice.

Students can trace the historical development of contemporary management (both as a social group and a set of theories and practices) within the context of capitalism's rise and transformation.

Students can synthesize historical knowledge to critically assess past, present and future social challenges affected by the global business world.

Students can effectively communicate their understanding and analysis of management from a historical perspective through various formats such as essays, presentations, and discussions.

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

Course description

- In what ways are the foundations of capitalism connected to violence, slavery, and colonialism?
- How has resistance to capitalism manifested throughout history?
- What is corporate power, and to what extent does it pose a societal problem?
- To what extent is (corporate) power a historical phenomenon?
- How is modern management associated with rationality, and what are its positive and negative aspects?
- How has management theory evolved throughout the 20th and 21st century? What is the significance of scientific management and the human relations movement?
- How can companies with a controversial history undertake moral repair?
- How and why do companies commemorate their past?

Guided by these questions, this course aims to provide students with a comprehensive understanding of modern management's historical roots and evolution, and the implications for contemporary practice and societal impact.

Environmental and social impacts

- * In the session dedicated to capitalism, we will explore the concept of degrowth as a potential post-capitalist future.
- * Throughout the course, we will examine the ongoing connections between modern management and processes of violence, exploitation, and slavery.

Climate change

Labor rights

Human rights

Democracy

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Written exam											
Nb of hours if written exam			3.0											
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

Students will receive immediate feedback on in class assignments and input in class discussions which will prepare them for the group presentation and the end-of-term exam.

Recommended reading

All the required readings and supporting materials (academic journal articles, book chapters, historical sources, video fragments) will be indicated in the course overview that will be sent to the students one week before the start of the first session.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	15.0
Collective project	12.0
Reading reference manuals	24.0
Total	75.0

MARKETING STRATEGY 3722		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_MKT_3722	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students must have knowledge about basic concepts in marketing and in strategy. They must be able to conduct the situation analysis for a company. Students must also have statistical competencies (mainly descriptive statistics) and be able to use Excel.

Learning objectives

1. Understand the foundational principles of marketing strategy and their significance in achieving organizational goals.
 2. Analyze and evaluate various market segments to identify target customer groups effectively. Set up SMART objectives for the company.
 3. Develop skills in positioning brands or products within competitive landscapes to create distinct value propositions.
 4. Choose a product-market strategy which fits with the company situation using the Ansoff matrix.
 5. Examine the importance of distribution channel selection and management in delivering products or services to target markets efficiently.
 6. Explore sustainability principles in marketing strategy development and implementation.
 7. Apply theoretical concepts and frameworks to the Circular Markstrat simulation
- 1.B Successfully collaborate within a intercultural team
 - 1.C Communicate effectively in English
 - 2.C Generate sustainable solutions for organizations
 - 3.B Propose creative solutions within an organization
 - 4.A Appraise the performance of a team
 - 5.C Employ state-of-the-art management techniques

Course description

The goal of this course is to equip students with the knowledge of how to develop a market-driven strategy while considering its implications on company performance and the economy. The course delves into concepts, practices, and tools essential for making marketing decisions within the framework of sustainability and circularity. Emphasis is placed on understanding the concepts of segmentation, positioning, and targeting, and their operational consequences concerning product design for durability and recyclability, pricing strategies, distribution channels, and communication methods. The circular Markstrat business game will give students the opportunity to design and implement a marketing strategy aligned with circular economy principles.

Environmental and social impacts

In this course, students not only delve into “traditional” marketing concepts but also explore ideas such as the principles of circular economy. Through immersive experiences like the Circular Markstrat business game, students incorporate circular economy considerations such as reparability, durability, recycling, resources and carbon footprint emissions into their strategic decisions. By doing so, they gain a deeper understanding of the circular economy framework and its relevance in modern business practices. This hands-on approach equips them with the skills to identify actionable steps for transitioning companies towards circularity, recognizing the importance of sustainable actions in maintaining a competitive market position. Through critical evaluation of the impact of sustainable practices on company performance, students emerge with a nuanced perspective on the interplay between sustainability and market dynamics.

Circular economy

Assessment / Feedback

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	Participation	Group project	Presentation										
Nb of hours if written exam	2.0													
2nd session														
Coefficient	30.0	10.0	30.0	30.0										

Evaluation

Formative feedback during the different rounds of decision making.

Normative feedback after the final presentation.

Recommended reading

Alsem, K. J. (2019). Applied strategic marketing: a step by step approach. Routledge.

Hooley G., Saunder, J. Piercy (2004), Marketing strategy and competitive positioning, Prentice Hall, Third Edition.

Kerin R.A., Peterson R.A. (2012), Strategic Marketing Problems, 13th edition, International Edition.

Lambin J-J, (2012), Market-Driven Management : Strategic and Operational Marketing, Red Globe Press, Third Edition.

Walker O., Mullins J., Boyd H., Larréché J-C (2014), Marketing Strategy, McGraw Hill International Edition.

Work load

Type of course

Number of hours

Interactive courses	10.0
Directed work	2.0
Coaching	12.0
Personnal work	12.0
Collective project	23.0
E-learning	8.0
Reading reference manuals	8.0
Total	75.0

CULTURE AND NEGOTIATION STRATEGIES 3746		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3746	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

This course is intended for the general audience, but students with a foundational understanding of negotiation (e.g., from a course like Practical Negotiation Skills) or previous negotiation experience will particularly benefit from the lessons.

Learning objectives

By taking this course, students will achieve the following objectives:

1. Understand how culture impacts negotiation and acquire a comprehensive understanding of the different strategic negotiation approaches across cultures.
2. Cultivate the ability to develop a strategic negotiation plan that takes cultural differences into consideration since many fundamental negotiation concepts such as interests and power dynamics have different interpretations across cultures.
3. Enhance confidence in negotiating agreements and resolving conflicts in multicultural environments.
4. Be better able to analyze and understand the behaviors of individuals, groups, and organizations in multicultural settings.
5. Develop a diverse toolkit of negotiation skills, strategies, and approaches applicable in global contexts.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 6.A Thoroughly examine a complex business situation

Course description

The course content focuses on exploring the impact of culture on negotiation strategies. Its objective is to equip students with the necessary skills to effectively navigate international business contexts, with a strong emphasis on evidence-based research. Leveraging the cultural diversity present in the classroom, the course delves into how cultural assumptions shape various aspects of deal-making, conflict resolution, and multi-party negotiation tactics. Through experiential exercises, primarily simulations, students have the chance to hone their analytical, strategic, and negotiation capabilities within a cross-cultural framework. During debriefing sessions, the outcomes of negotiations are dissected, highlighting both successful and unsuccessful strategies. This unique aspect of the course provides students with insights into the outcomes achieved by different negotiation approaches, offering a valuable learning experience not readily available in real-world scenarios.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Group project	Participation											
Nb of hours if written exam	2.0													
2nd session														
Coefficient	50.0	30.0	20.0											

Evaluation

Participation: Verbal feedback on class engagement and written feedback on in-class writing exercises will be delivered throughout the course .

Group project: Feedback on group project will be delivered to each individual group at the end of the course.

Exam: Feedback on individual exam will be delivered at the end of the semester.

Recommended reading

Lewicki, R.J., Barry B. & Saunders D.M. (2009) Negotiation 6th edition. McGraw Hill (chap. 16)

Brett, J. M. (2014) Negotiating Globally.3rd edition. San Francisco: Wiley.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	15.0
Collective project	16.0
E-learning	10.0

Research	10.0
Total	75.0



KNOWLEDGE MANAGEMENT 3698		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_GMSC_3698	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Nil

Learning objectives

At the end of this course, students will be able to:

- Understand the role and importance of data, information, and knowledge management in the organization
- Have a basic understanding of key knowledge management models and frameworks
- Recognize and exploit the value of data, information and knowledge at the individual, team and organizational levels
- Identify information technologies to support different aspects of knowledge management across the organization
- Understand how KM is woven through strategy, policy, process, structure and technology choices within the firm
- Identify the ethical, legal and sustainability imperatives driving the development of responsible knowledge ecosystems
- Choose and integrate new processes and technologies in a relevant manner for organizational performance
- Develop a strategic KM consulting pitch aimed at leveraging data, information, and knowledge and technology

- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques

Course description

Data, information and knowledge are valuable assets for firms and consultants can bring to bear many processes, tools and technologies to improve their use. The competent management of data, information and knowledge has become core to organizations' performance in today's industrial and post-industrial economies. It has also become more complex, being intertwined with information systems and processes throughout the organization, and with new opportunities and challenges brought by data analytics and artificial intelligence. This course focuses on the potential value to business that knowledge management (KM) and information technology can offer, helping students to bridge the gap between intellectual capital, organizational dynamics, technology and firm performance. The course will consist of six sessions building from basic concepts in knowledge management through to applications in consulting settings with the following topics:

- Introduction to Knowledge Management
- How do we know what we know: The organizational context of KM
- Building knowledge infrastructure: The technological context of KM
- Strategic KM: Organizing the KM Function
- Transformative KM: Integrating Strategy, Technology and Change
- KM for CSR: Building responsible knowledge ecosystems

Environmental and social impacts

Knowledge underpins understanding and decision making in organizations, including that related to issues of fairness, equity and sustainability. Concepts and considerations regarding the appropriate use and management of knowledge are woven throughout the course. In addition, there is a module within the course entitled "KM for CSR: Building responsible knowledge ecosystems" which examines ethical and legal considerations in KM and applications of KM for sustainability and equity.

Sustainable transformation of companies

Sustainable Business Models

Knowledge management, information systems, digital transformation

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Group report	Case study	Case study	Exercise	Exercise	Exercise	Continuous assessment	Continuous assessment	Continuous assessment	Continuous assessment	Continuous assessment		
Nb of hours if written exam														
2nd session														
Coefficient	20.0	20.0	10.0	10.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0		

Evaluation

Written feedback will be provided in a timely fashion in response to all written assignments. Group exercises and oral presentations will receive a mix of immediate oral feedback given at the end of the activity followed by written feedback subsequently.

Recommended reading

There is no textbook for this course. During the course, students will be exposed to classic and foundational readings through to the most modern and cutting-edge articles in the domain, sourced primarily from practice-oriented research (such as MIT Sloan Management Review, California Management Review and Harvard Business Review) but supplemented from academic journals (such as the Journal of Knowledge Management and Knowledge Management Research & Practice) and consulting reports (such as from Deloitte and Gartner).

Work load

Type of course	Number of hours
Lecture	12.0
Interactive courses	12.0
Personnal work	12.0
Collective project	21.0
Reading reference manuals	12.0
Research	6.0
Total	75.0

INVENTORY MANAGEMENT 3757		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3757	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- 1) General knowledge (e.g., calculate average);
- 2) Basic math. knowledge (e.g., algebra, derivative power rule);
- 3) Knowledge of probability (e.g., the bell curve of normal distributions);
- 4) Background knowledge of operations/supply chain management; and
- 5) Basic problem analysis skills (e.g., understand the meaning of a text).

Learning objectives

At the end of the course, the student should be able to:

- understand the types of inventories;
 - understand the importance of good inventory management practice;
 - describe different functions of inventories;
 - master the suitable classification of different inventory items;
 - describe different inventory costs;
 - comprehend a number of inventory models;
 - identify and apply appropriate inventory models in different situations;
 - understand different inventory systems;
 - make decisions in different inventory systems; and
 - understand the influence of determinant and stochastic demands on inventory management.
-
- 1.A Demonstrate an international mindset
 - 2.C Generate sustainable solutions for organizations
 - 3.B Propose creative solutions within an organization
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation

Course description

Session 1: Important concepts, definitions and fundamentals; inventory classification
 Session 2: EOQ and EPQ models plus exercises
 Session 3 : Quantity discount model plus exercises, case studies
 Session 4 : News boy model plus exercises
 Session 5 : Fixed order interval, reorder point models and exercises, case studies
 Session 6: Inventory systems plus exercises, games

Environmental and social impacts

Real cases (e.g., the fashion industry burning unsold clothes) will be provided in classes to demonstrate how inventory management affects environments and society. The important role of inventory mgmt decisions in saving resources and energies and reducing environmental damages will be highlighted.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Written exam	Participation	Case study	Exercise										
Nb of hours if written exam	2.0													
2nd session														
Coefficient	40.0	20.0	30.0	10.0										

Evaluation

Feedback will be given both face-to-face and in written communications.

Recommended reading

The books below are recommended for reading. However, it is not compulsory to buy them.

1. Operations Management, (chapter 12) J. Heizer and B. Render, Pearson, ISBN 13: 978-0-27-375595-1, ISBN 10: 0-27-375595-1. 2. Operations Management, W.J. Stevenson, 10th Edition, McGraw-Hill/Irwin, 2009, ISBN: 0070091773, 9780070091771. (Other editions are fine as well.) ; 3. Piasecki, D.J. (2009), Inventory Management Explained: A Focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems, 1st ed., ISBN-13: 978-097276 ; 4. IESEG Online <http://www.ieseg-online.com/>

Work load

Type of course	Number of hours
Lecture	18.0
Interactive courses	6.0
Personnal work	26.0
Collective project	10.0

E-learning	5.0
Reading reference manuals	10.0
Total	75.0



CONSUMER BEHAVIOR 3720		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_MKT_3720	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

This course requires fundamental knowledge of the marketing discipline and strong notions of research methodology as well as the retail environment. This course requires students to be able to apply concepts and theories covered previously in the Bachelor course of Marketing Management. Students are expected to consider critically new concepts and theories in order to integrate them in practical case studies.

Learning objectives

The following learning objectives are not additional ones, but are course-specific implementations of the PGE learning objectives above.

- Master the appropriate techniques and display expertise with regards to analyzing, interpreting and integrating consumer behavior as part of marketing strategy and programs – group assignment
 - Understand the complexity of consumer behaviors – observation exercise part of participation
 - Take the customer perspective and consider customer needs to incorporate them in the design and communication of company offers – individual assignment
 - Understand the fundamental concepts of consumer information processing and decision making – end-term exam.
- 5.B Construct expert knowledge from cutting-edge information

Course description

This course dives deep into the minds of today's consumers. We will explore how they make decisions, perceive information, and what drives their brand choices. We will analyze the role of consumer identity and social influences, all set against the ever-changing landscape of consumer trends. By understanding these factors, you will gain a strategic edge in marketing and business.

Environmental and social impacts

Students learn about diversity and inclusion as part of the topic of consumer culture. They learn about social influences on sustainable behavior.

Diversity, equity and inclusion

Sustainable Business Models

Gender equality

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Continuous assessment	Group project	Individual project										
Nb of hours if written exam	2.0													
2nd session	true			true										
Coefficient	30.0	10.0	30.0	30.0										

Evaluation

Students will receive written formative feedback on in-class exercises and observation exercise part of their participation grade. They will receive written formative peer-feedback on their individual assignment. Additionally, students will receive oral summative feedback on their group project and presentation to help them integrate the course content.

Recommended reading

Solomon, M. R. (2020). *Consumer behavior: Buying, having, and being*. Pearson.

Consumer Behaviour, A European Perspective ? Schiffman L.G; Kanuk L.L. and Hansen H.. (2011, FT Prentice Hall, 10th edition)

du Plessis, C., D'Hooge, S., & Sweldens, S. (2024). The science of creating brand associations: A continuous Trinity Model linking brand associations to learning processes. *Journal of Consumer Research*, 51(1).

Goldstein, N. J., Cialdini, R. B., & Griskevicius, V. (2008). A room with a viewpoint: Using social norms to motivate environmental conservation in hotels. *Journal of Consumer Research*, 35(3), 472-482.

Han, Y. J., Nunes, J. C., & Drèze, X. (2010). Signaling status with luxury goods: The role of brand prominence. *Journal of Marketing*, 74(4), 15-30.

Underhill, P. (2009). *Why we buy: The science of shopping--updated and revised for the Internet, the global consumer, and beyond*. Simon and Schuster.

Work load

Type of course

Number of hours

Interactive courses	24.0
Personnal work	10.0
Collective project	15.0
Individual project	15.0
Research	8.0
Outside training	
Outside visit	3.0
Total	75.0

DIGITAL MARKETING FUNDAMENTALS 3723		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_MKT_3723	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students must have knowledge about basic concepts in marketing and strategy. They must be able to conduct the situation analysis for a company. Students must also have statistical competencies (mainly descriptive statistics) and be able to use Excel and PowerPoint.

Learning objectives

By the end of the course, participants will have:

Acquired a comprehensive toolkit to understand various digital marketing tools.

Developed the skills to structure and outline digital marketing strategies.

Gained practical insights to successfully implement digital marketing projects/campaigns.

Be able to effectively communicate a digital marketing strategy to decision makers in an organization.

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

Course description

This course serves as a foundational guide for understanding, structuring, and implementing digital marketing initiatives. Participants will gain a structured framework for developing effective digital marketing strategies and insights for practical application in various business scenarios. More specifically, they will learn to strategically apply essential digital marketing tools, such as search engine marketing and optimization, data-driven campaign management, influencer and social media marketing, branded entertainment, and Esports, as well as platform and e-commerce strategies.

Environmental and social impacts

Social development

Efficient Resource Usage

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Group report											
Nb of hours if written exam		2.0												
2nd session														
Coefficient	20.0	50.0	30.0											

Evaluation

None.

Recommended reading

Terpoorten, C., Klein, J.F., Merfeld, K. (2024). Understanding B2B customer journeys for complex digital services: The case of cloud computing, *Industrial Management*, 119, p. 178-192.

Kohavi, R. & Thomke, S. (2017). The Surprising Power of Online Experiments, *Harvard Business Review*, September-October 2017; <https://hbr.org/2017/09/the-surprising-power-of-online-experiments>

Additional readings announced in-class / on course slides.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	20.0
Collective project	15.0

Reading reference manuals	4.0
Research	12.0
Total	75.0



SALES MANAGEMENT 3725		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_MKT_3725	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Basic understanding of selling techniques

Learning objectives

- Describe the process of selling and buying in the B2B market
- Link strategies and the sales role in the era of CRM
- Discuss key options for organizing the sales effort
- Understand the nature of a customer-centric enterprise
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance

- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The following topics will be covered in this course: basics of selling techniques, linking marketing & sales strategy, value proposition stack, sales force effectiveness framework, salespeople management, team development, go to market, tech usage in B2B sales, mental health, and well-being in B2B sales, CRM; creating and delivering customer value.

This will give the students a good exposure to how sales management is in the real world. The case studies and subjective research papers enhance their understanding of the subject and offer immense help for their internships and future careers. Concepts learnt in this course can be applied practically to any B2B selling situation.

Environmental and social impacts

Sustainability in sales, strategies used and implementation

I plan to use a case, explaining the sustainability component. The case would effectively demonstrate and provide an understanding of the importance of integrating sustainability with sales and how it benefits firms.

Sustainable transformation of companies

Sustainable Business Models

Diversity, equity and inclusion

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Group project	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	20.0	50.0											

Evaluation

The course has 3 components for assessment. The individual assessment component would be based on the in-class participation of the students and their performance in the quiz. These quizzes would be subjective- pen and paper based. Application based questions would be administered to put their understanding to test. Answer key(s) would also be provided after the quizzes.

For group projects- the students will have to B2B interviews on a specific topic. Detailed rubrics would be provided on each component along with the assessment criterion. Similar yardsticks would be applied for the group work.

The final examination is subjective -pen and paper based. It will have a mix of conceptual and application-based questions. A mock examination might be given to prepare them for the final examination.

Recommended reading

Ingram, T.N. et al., (2024), Sales Management Analysis and Decision Making, 11th edition, Routledge, <https://www.routledge.com/Sales-Management-Analysis-and-Decision-Making/Ingram-LaForge-Avila-Schweper-Williams/p/book/9781032426358>

Prior, D.D. et al., (2024), Customer Relationship Management: Concepts, Applications and Technologies, 5th edition, Routledge, <https://www.routledge.com/Customer-Relationship-Management-Concepts-Applications-and-Technologies/Prior-Buttle-Maklan/p/book/9781032247441>

Kelly et al., (2017), Value-ology, 1st edition, Springer, <https://link.springer.com/book/10.1007/978-3-319-45626-3>

Johnston, M.W., & Marshall, G.W. (2016), Sales Force Management, 12th edition, New York: Routledge.

Rangarajan, D., Sharma, A., Lyngdoh, T., & Paesbrugghe, B. (2021). Business-to-business selling in the post-COVID-19 era: Developing an adaptive sales force. Business Horizons, 64(5), 647-658.

Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2008). Sales force effectiveness: a framework for researchers and practitioners. Journal of Personal Selling & Sales Management, 28(2), 115-131.

Work load

Type of course	Number of hours
Lecture	24.0
Personnal work	6.0
Collective project	15.0
Reading reference manuals	20.0
Outside training	

Company visit	10.0
Total	75.0



ENVIRONMENTAL ECONOMICS & CLIMATE CHANGE (INT) 3883		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_IBE_3883	IBE

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Pré-requis (EN)

No specific prerequisites. Students who have completed a Bachelor-level coursework in Economics, Business, or other Social Sciences will be able to follow the material of the course.

Learning objectives

Students who complete this course will develop:

- An understanding of the key links between economics and environmental/climate change issues
- An understanding of the role of environmental policies in the path towards sustainability and the green economy
- Knowledge and skills to analyze major environmental problems from an economic perspective
- Basics of climate science
- Rationale for climate policy, policy options, and instruments, challenges and complexities of climate policy design
- National and international climate politics in practice (selection)

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 5.B Construct expert knowledge from cutting-edge information

- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course is an introduction to an economic and policy perspective on the nature of environmental problems and how environmental policy should be designed. We will study how economic activities can lead to a non-efficient use of natural resources and how different approaches can be adopted to adjust human behavior and economic activities in the presence of these externalities. We will discuss instruments like environmental taxes, cap and trade systems, as well as liability rules and regulations. We will use climate change as a key application of what we learn.

Environmental and social impacts

The core theme of the course is to introduce economic and policy perspectives on environmental issues and to consider the design of effective environmental policies. Using climate change as a key application, the course aims to equip students with fundamental knowledge while highlighting the challenges they will face in their future professional lives.

-
- Water
-
- Health
-
- Natural resources
-
- Energy
-
- Education
-
- Diversity, equity and inclusion
-
- Social development
-
- Sustainable transformation of companies
-
- Community engagement
-
- Climate change
-
- Biodiversity

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Multiple choice questions	Group report	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	25.0	10.0	45.0	20.0										

Evaluation

Students receive extensive feedback on case studies and problems in class.

Recommended reading

Textbook: Bauman, Yoram, and Grady Klein, 2014, The Cartoon Introduction to Climate Change. Island Press.
Suggested textbook: Stephen Smith, 2011, Environmental Economics: A Very Short Introduction, OXFORD

Work load

Type of course	Number of hours
Lecture	6.0
Interactive courses	10.0
Personnal work	10.0
Collective project	6.0
E-learning	6.0
Reading reference manuals	6.0
Research	5.0
Distance learning	
remote videoconferencing	1.0
Total	50.0

LEADERSHIP FOR DESIGN THINKING 3712		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ENT_3712	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None

Learning objectives

Establish a common language and process for creative problem solving
 Understanding the role of creativity in organizations
 Apply the methods of leadership for design thinking to your work
 Learn a methodology for creative problem solving
 Come up with creative solutions

- 1.A Demonstrate an international mindset
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization

Course description

Environmental and social impacts

The course covers the discipline's environmental and societal impacts by emphasizing sustainable innovation, corporate social responsibility, and ethical leadership. It reflects transformations through interdisciplinary approaches, case studies, and future-oriented thinking, preparing leaders to create solutions that are both innovative and responsible. This ensures that creative processes contribute positively to both society and the environment. Students will learn the importance of the creation of an inclusive environment to foster creativity and will also be able to learn techniques to come up with innovative sustainable solutions.

Sustainable transformation of companies

Diversity, equity and inclusion

Sustainable Business Models

Leading for creativity, Creative Leadership, Design thinking, Innovative Solutions

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Participation	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	20.0	50.0											

Evaluation

Students will receive comments and feedback about their submissions.

Recommended reading

Suggested:

Ed Catmull (2014). Creativity Inc. Random House, New York

Tom Kelly and David Kelley (2013). Creative Confidence.

Robert Iger (2019). The Ride of a Lifetime

Work load

Type of course

Number of hours

Interactive courses

24.0

Personnal work	15.0
Collective project	23.0
Reading reference manuals	5.0
Research	5.0
Outside training	
Outside visit	3.0
Total	75.0

FINANCING ENTREPRENEURIAL VENTURES 3709		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ENT_3709	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

At the end of this course, students will be able to demonstrate the ability to evaluate, and make critical assessment of the criteria used by investors in assessing, structuring, and monitoring investments.

Student will also learn how to evaluate entrepreneurial financing options for a specific business venture.

Students will develop and enhance their diagnostic and analytical skills as well as to think creatively about how to best present complex and uncertain entrepreneurial ventures

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Developing and growing their ventures poses both exciting and frustrating challenges for entrepreneurs, none more so than raising external financing. This implies that they have to persuade investors such as business angels or venture capitalists to provide substantial amounts of money to support them. This course intends to teach students to understand the financing needs of entrepreneurs, what these investors of entrepreneurial ventures look for in deciding to invest, and how they assess, structure, monitor, and exit their investments. Classes will include discussions on topics dealing with the fundraising process of entrepreneurial ventures.

Environmental and social impacts

the course covers the role of impact investors in the investment landscape. This type of investors evaluate investment opportunities not only on financial return, but also on the impact investees can/will create.

Sustainable Business Models

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Individual project	Group project	Presentation										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	30.0	25	25										

Evaluation

None.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	20
Coaching	4
Personnal work	15
Collective project	30
Individual project	10

Total

75



INNOVATION & CORPORATE ENTREPRENEURSHIP 3711		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ENT_3711	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Understanding of introductory concepts in strategic management

Learning objectives

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 6.A Thoroughly examine a complex business situation

Course description

- 6. Internal corporate venturing
- 7. External corporate venturing

Environmental and social impacts

The course covers these aspects through case studies discussed in class.

Community engagement

Diversity, equity and inclusion

Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Participation	Individual report											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	20.0	40.0											

Evaluation

The course uses participation as a form of continuous assessment as well as group and individual work. Students receive written feedback on their group presentation and on their final report.

Recommended reading

Paul Burns (2020), Corporate Entrepreneurship and Innovation, 4th edition, Bloomsbury
 Melissa Schilling (2020), Strategic Management of Technological Innovation, 6th edition, McGraw-Hill Education
 HBS cases and articles
 Course Website - please check regularly MyCourses at <https://mycourses.ieseg.fr/my/>

Work load

Type of course	Number of hours
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Lecture	24.0
Collective project	19.0
Individual project	20.0
Independent work	
Research	12.0
Total	75.0



MANAGING FIRM CONSTRAINTS WITH ACCOUNTING DECISION TECHNIQUES 2081		
2024 - 2025	Credit : 2	IÉSEG - School of Management
Class code :	2425_SYL_ACC_2081	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S2	L / P	English

Prerequisites

This course presumes fundamental knowledge of financial and managerial accounting reporting and analytic methods covered in principles level courses. Knowledge of variance reporting and costing methods are helpful, as is a basic knowledge of "standard" accounting methods. Proficiency, however, is not required. Students with this a quick mind for quantitative work, and an appreciation for innovative solutions and creative approaches to problems will enjoy and be very successful in this course.

Learning objectives

1. Understand how the creative use of theory of constraints methods applies in managing business outcomes toward optimal decisions and improved firm profits. (Primary Learning Objective)
2. Develop a creative outlook in approaching business constraints.
3. Master some level of constraint management quantitative techniques.
4. Understand how capacity constraints and opportunity costs influence optimal decision outcomes.
5. Distinguish between relevant and irrelevant financial decision information.
6. Identify the differentiating characteristics of financial reporting, traditional managerial accounting methods, and TOC methods, -- including their advantages and limitations.
7. Understand the differences between absorption and variable cost reporting methods.
8. Appreciated the limitations of constraint management methods in certain conditions.
9. Further develop analytic, communication, and presentation skills.

- 1.B Successfully collaborate within a intercultural team

- 1.C Communicate effectively in English

- 3.A Breakdown complex organizational problems using the appropriate methodology

- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 3.C Organize change management processes

Course description

This course develops a special topic within "Lean Accounting Methods," focusing on optimizing productivity (profitability) through constraint management methods. These methods, largely Goldratt's Theory of Constraints [TOC], have a large global following, although are not without its critics. It is a controversial area, making it all the more interesting, and relevant. TOC methods focus on direct action, with an emphasis on detecting and eliminating system constraints. Using a systematic, generally linear approach, TOC methods work toward firm optimization through short-term decision modelling. TOC shifts, and in some cases entirely eliminates, traditional financial reporting conventions. For example, absorption costing is not only disregarded, but considered the "enemy" (incongruent with decision optimization). Elements of variance reporting, activity-based costing, standard costing, and product cost reporting are among other traditional accounting areas that are bypassed in favour throughput analyses. Traditional inventory valuation methods are turned upside down. Inventory is considered a liability, not an asset. Reports that do not directly emphasize variable costs, throughput, operating efficiency, and profit-maximizing results are simply dropped. The result reshapes financial information into relevant, lean-based reports, targeting essential decision elements, and leading toward strategic decision outcomes.

The essence of lean accounting and TOC methods is a philosophy that postulates that the following three questions drive successful firm operations: "(1) what to change, (2) what to change to, and (3) how to cause the change." Managerial accounting reports that target these issues provide the foundation for effective firm management and profit maximizing results. This course explores the foundations of lean accounting and TOC, then works toward developing a set of decision frameworks to facilitate answering those questions.

Environmental and social impacts

The course does not directly address environment or CSR issues, however, students are encouraged to integrate such issues and alternative treatments in their major group project and presentations. In addition, often students include environment, social, and CSR issues in their required personal reflections.

Natural resources

Energy

Water

financial analyses, financial reporting, productivity, constraints, costing, variance analyses, information relevance, short-term decisions, creative thinking

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	End of term exam	Continuous assessment	Individual project	Exercise	Individual report	Group project	Group report	Participation						
Nb of hours if written exam														
2nd session														
Coefficient	24.0	9.0	2.0	3.0	12.0	35.0	15.0	3.0						

Evaluation

Quizzes, Individual Projects (homework) & Exercises reviewed immediately in class; Group Work reviewed as presented.

Recommended reading

Two [very] short readings are included in the coursebook. The course is otherwise self-contained.

Work load

Type of course	Number of hours
Lecture	10.0
Personnal work	5.0
Collective project	15.0
Individual project	4.0
Reading reference manuals	3.0
Research	3.0

Total

50.0

This workload represents a return to a face-to-face, active learning environment in the classroom.



SUPPLY CHAIN MANAGEMENT 3756		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3756	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- operations management
- optimization methods

Learning objectives

The course objective is to cover the supply chain strategy and concepts and to give students a solid understanding of the analytical tools necessary to solve the supply chain problems. As a result, the goals and objectives are as follows:

1. Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy
2. Identify the major drivers of supply chain performance, understand how they are related and how they impact the performance of the company
3. Analyze the operational performance of the supply chain
4. Discuss the strengths and weaknesses of various distribution options
5. Understand the role of network design in a supply chain
6. Develop an optimization model to design a regional network configuration
7. Understand the trade-offs involved when making sourcing decisions

- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

Course description

Supply chain system activities - communication, inventory management, warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

This course approaches supply chain management from the perspective of a general manager, focusing on the crucial hand-offs of information and products within the supply chain. We will explore how the design of a logistics system is intricately tied to the broader objectives of the supply chain and how these decisions influence both the firm's performance and the wider supply chain network.

Our objective is to foster a deep understanding of how logistical decisions affect a firm's operations and to identify the interplay between supply chain structures and logistical capabilities. The curriculum will maintain a strategic lens on the supply chain, ensuring that students can envision and implement high-level strategies that enhance efficiency and effectiveness.

Key areas of focus in this course include:

- Strategic alignment of the supply chain with business objectives
- Critical drivers of supply chain performance and relevant metrics
- The relationship between supply chain operations, logistics, and financial performance
- Strategies for optimizing distribution networks
- Principles of network design and supply chain configurations
- Effective supply contracts and negotiation strategies

Environmental and social impacts

The course focuses on the different drivers of the supply chain strategy (transportation, facilities, inventory, sourcing, pricing and Information). The opportunities for improving supply chain sustainability, including social, environmental will be discussed or illustrated.

Sustainable Business Models

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	End of term exam	Participation											
Nb of hours if written exam	2.0	3.0												
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

- The exercises of the mid-term exam will be corrected during a lecture and general feedback will be provided on the final exam by email

Recommended reading

Supply chain management, Chopra, 7th edition, Pearson

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	47.0
Reading reference manuals	4.0
Total	75.0



DECISION GAMES AND NEGOTIATION 3747		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3747	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

(1) Students should be familiar with basic concepts and approaches of negotiation (e.g. positional bargaining, interest-based negotiation) (2) Basic numeracy skills are required (3) Familiarity with role-play exercises is an advantage

Learning objectives

At the end of the course, the student should be able to: (1) use basic techniques of decision theory to make smarter decisions (2) use the theory of simultaneous and sequential games to analyze the strategic inter-dependencies of parties in a negotiation (3) understand the scope and limits of rational approaches to decision-making

How does this course cover the discipline's impacts on the environment and society? And/or how does this course reflect transformations in the discipline related to environmental and social issues?

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.B Construct expert knowledge from cutting-edge information
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

Negotiators have to make many decisions before, during, and after a negotiation process. Often those decisions need to be made under time pressure and with limited access to information. The situation is further complicated in that the outcome of a negotiation depends not only on one party's decisions, but on those of all parties involved. This course introduces students to the basics of decision and game theory with a view to make them smarter decision-makers and develop their awareness for the strategic inter-

dependencies between negotiators. It concludes with a critical discussion of the limits of rational decision-making and the cognitive biases that often govern negotiators' decision-making in practice. The course incorporates decision-making exercises, role-playing games, and in-class discussions to facilitate students' learning

Environmental and social impacts

The course incorporates exercises, role-playing games, real life examples and in-class discussions which highlight the intersection of sustainability, decision-making, and negotiation. Overall, the course develops critical thinking skills by encouraging students to evaluate the long-term consequences of decisions and negotiated agreements, to think beyond immediate gains and consider the broader impact on people and the planet.

Waste

Biodiversity

Community engagement

Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Written exam	Case study											
Nb of hours if written exam		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

Students receive continuous feedback on their performance in game simulations and role play negotiations throughout the course. Further students receive feedback on their performance in the case study.

Recommended reading

(1) Lecture slides (provided at the beginning of the course) (2) Game theory at work (2003) by James D. Miller; McGraw-Hill: New York (3) Games for business and economics, 2nd edition (2003) by Roy Gardner; Wiley: Hoboken, NJ

Work load

Type of course

Number of hours

Lecture	24.0
Personnal work	23.0
E-learning	4.0
Reading reference manuals	12.0
Research	12.0
Total	75.0



SUSTAINABLE FINANCE 3673		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3673	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques

- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The objective of the course is to provide fundamental knowledge required for our students to understand how finance can steer the sustainability transition. Students are invited to 'rethink' how business operates today and how they need to operate in order to internalize externalities. Topics covered include: The role of finance in ecological transition; EU and Global regulations for climate risk management and governmental mechanisms for protecting the ecosystem balance and improving the resilience of the real economy towards ESG catastrophes; Regulatory frameworks for climate risk management (IPCC, COP protocols, the Paris Agreement, the EU Action Plan for Sustainable Finance, the European Green Deal, Fit for 55 Package, REpowerEU, Climate Benchmarks, French Energy Transition Law). Sustainable investment strategies (e.g., exclusionary, screening, best-in-class, thematic, active ownership impact investing); Sustainable finance products including carbon markets, green bonds and sustainability-linked bonds; Obstacles and opportunities for sustainable banking and insurance and ESG disclosure frameworks and standards (EU Taxonomy, SFDR, CSRD, ISSB, Global Reporting Initiative, Task Force on Climate-related Financial Disclosures).

Environmental and social impacts

The course is designed to equip our students with fundamental understanding of how to identify, evaluate, and quantify ESG impact from the perspective of company managers or investors; It critically assesses the current financial models in terms of their limits for incorporating ESG in the decision-making process and provides principles for aligning them with societal and environmental goals. The course also introduces modern stewardship and engagement practices for positive social and environmental value creation. Finally, it trains students to critically assess the entity's position in terms of reporting and disclosure or greenwashing in line with current EU regulations targeting environmental risk management and ecosystem preservation;

Transparency and reporting, Social development

Education

Energy

Labor rights

Human rights

Stewardship, Engagement

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Participation												
Nb of hours if written exam														
2nd session														
Coefficient	80.0	20.0												

Evaluation

Collective, general and personalized feedback after each case study done and presented at class.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	6.0

Collective project	15.0
Reading reference manuals	18.0
Research	12.0
Total	75.0



DIGITAL TRANSFORMATION AND IT CHANGE 1154		
2024 - 2025	Credit : 2.0	IESEG - School of Management
Class code :	2425_SYL_MIS_1154	MIS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Advanced knowledge of managerial issues
 Knowledge about the use of Information Systems in organizations
 Basic knowledge of project management
 Basic knowledge of change management

Learning objectives

At the end of the course, the students will be able to diagnose the core managerial challenges of a complete digital transformation for an organization and develop policies and tactics to address those challenges.

- 3.C Organize change management processes
- 3.B Propose creative solutions within an organization
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course focuses on the managerial challenges of managing the processes of digital innovation and digital transformation. While these terms are often used as synonyms, they point at two different processes: digital innovation deals with the introduction of value-generating IT in products and services, digital transformation regards the transformative processes that are enabled by IT (SMACIT) to take advantage of digital innovations. The emphasis of the course is on the different levels of management and on the strategic (external) and organizational (internal) challenges that managers face when implementing digital innovation and transformation. The course draws on research on economics, strategy, organizational theory, organizational behavior to address two core challenges in IT-related change: making change happen and making change valuable. The course focuses therefore on two distinct but interrelated processes of creating a different value for the final customer but also to re-organize the firm accordingly to these digital activities to capitalize on new digital opportunities. For this reason, half of the course will focus on strategic factors

and the other half on internal changes. The course will draw on multiple cases that exemplify and highlight the challenges inherent in these two processes. Finally, an IT-led change management simulation will be used to ground the use of change management tools

Environmental and social impacts

The course takes the offset in the sustainable opportunities offered by digital innovations. Digital technologies are inherently sustainable given that they can be reused, recycled and moved without effort. The course highlights how digital transformation can contribute to the sustainability goals of organisations.

Sustainable transformation of companies

Transparency and reporting, Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Case study											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	60.0	30.0											

Evaluation

the course is built around pedagogical tools that provide immediate feedback. The project will be evaluated at the end with a short written feedback to the students.

Recommended reading

Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Press.

Ross, J. W., Beath, C. M., & Mocker, M. (2019). *Designed for digital: How to architect your business for sustained success*. Mit Press.

Work load

Type of course	Number of hours
Interactive courses	16.0

Collective project	14.0
E-learning	2.0
Reading reference manuals	12.0
Research	6.0
Total	50.0



INTERNATIONAL MARKETING FUNDAMENTALS 3724		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_MKT_3724	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

This course focuses on the specificities of international marketing. Basic marketing knowledge is a pre-requisite of this course (included but not limited to Segmentation-Targeting-Positioning and the main Marketing Mix elements).

Learning objectives

- Design, implement and evaluate international marketing strategies
- Analyse the influence of political, economic and socio-cultural elements on the consumers and organisations of various national markets
- Evaluate the attractiveness of specific markets and segments
- Formulate a market entry strategy
- Draft an international marketing plan (product, price, place and promotion)

- 1.A Demonstrate an international mindset
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

This course presents an introduction to international marketing. The topics covered in class include the international marketing context, the selection process of potential international markets and alternative market entry strategies, the development of the international marketing strategy, and the standardization vs. adaptation debate when designing the international marketing mix. In addition to interactive lectures, the course consists of case studies, role plays and assignments in which students will have to critically apply the concepts discussed in class and propose their own solutions to the various real-life problems and situations. Students will be asked to demonstrate their knowledge in an exam at the end of the course. An active, interactive, and critical approach is fundamental for this course.

Environmental and social impacts

The course will cover the examples of sustainability-oriented companies (e.g. Toms, Patagonia) in order to understand how sustainable product/service solutions are developed and introduced to the market. Particular attention will be given to the fact that companies have to adapt their offer in different markets depending on the level of sustainability awareness among consumers; while in some markets they can target the existing consumer groups (market-driven), in others they will have to take the lead and educate the market (market-driving). Apart from environmental aspects of sustainability the course will touch upon social sustainability in relation to the role of businesses in tackling global inequalities and development of cultural intelligence.

Diversity, equity and inclusion

Sustainable Business Models

Sustainable transformation of companies

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Case study	Group project										
Nb of hours if written exam														
2nd session														
Coefficient	15.0	35.0	30.0	20.0										

Evaluation

The course will be evaluated based on participation, assignments that will be prepared in groups in class, final group presentation, and a written exam.

The feedback for the group in-class assignments will be given in class, based on (student) presentations and questions. The written feedback will be available after the submissions of the written documents. The feedback to the final presentation will be given straight after each group presents. Feedback and grades of individual exam and personalized feedback are available upon request. Grades are available within two weeks after the last assignment of the class, in line with the feedback policy of the school.

Recommended reading

Hollensen, S. (2019): Global Marketing, 8th edition, Pearson Higher Education
 Cateora, P., Money B.R., Gilly, M. C., Graham, G.L. (2019): International Marketing, 18th Edition, McGraw-Hill Education.

Backmann, J., Kanitz, R., Tian, A.W., Hoffmann, P. and Hoegl, M. (2020). Culture gap bridging in multicultural teams. *Journal of International Business Studies*, 51, 1283-1311.

Sincic Coric, D., Lucic, A., Brecic, R., Sevic, A. and Sevic, Z. (2020). An exploration of start-ups' sustainable marketing orientation (SMO). *Industrial Marketing Management*, 91, 176-186.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	11.0
Collective project	20.0
E-learning	5.0
Reading reference manuals	10.0
Research	5.0
Total	75.0

PRACTICAL NEGOTIATION SKILLS 3749		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3749	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None

Learning objectives

- Understand the basics of principled or integrative bargaining strategies and differentiate them from distributive negotiation strategies.
- Apply the processes unveiled in the class role-play scenarios to real-life negotiations, perceived as all processes aiming for mutually beneficial outcomes and the creation/maintenance of long-term relationships.
- Conceptualize the ins-and-outs of negotiation and apply these concepts into planning and preparing all kinds of professional negotiations.
- Understand the communication processes taking place at and around the negotiation table.
- Identify the variables in the negotiation process which make principled negotiation possible, especially the key behavioral characteristics of the players.
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

The course will be made of a mix of theory delivered to the students and application exercises. Those exercises will be based on realistic scenarios and enable participants to practice negotiation in real-life settings. Extended class discussions will be used to guarantee the appropriation of the course concepts and the creation of linkages with the participants' own experiences.

The course will cover universally applicable negotiation tools, methods and skills. In particular, the following aspects will be presented: distributive vs. integrative negotiation settings, zone of possible agreement, planning and preparation, creativity, communication and process, trust and relationship. The objective is to provide students with key analysis grids and tools to better understand negotiation, and hence negotiate more effectively in various settings.

Environmental and social impacts

- One negotiation exercise will contain contents about environmental sustainability issue.

Energy

Sustainable Business Models

Diversity, equity and inclusion

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Individual project	Written exam											
Nb of hours if written exam			1.5											
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

- The learning-by-doing pedagogical method in Sessions 1 to 5 will ensure students to receive continuous and immediate feedback through the negotiation exercise and debriefing.

- The feedback session in Session 6 will give students summarized, overall feedback at the end.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	20.0
Coaching	4.0
Personnal work	25.0

Reading reference manuals	26.0
Total	75.0



CORPORATE INVESTMENTS 2072		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_FIN_2072	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Fundamentals of Finance

Learning objectives

- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.C Employ state-of-the-art management techniques
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.A Appraise the performance of a team
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy

Course description

Available for students

Environmental and social impacts

The course will familiarize the students with the potential consequences of project implementation on all stakeholders. Moreover, the aspects related to ESG, its valuation and potential impact on the company's performance will be discussed and included in the pipeline of the course material.

Sustainable Business Models

Education

Sustainable transformation of companies

Social development

ESG, social impact, stakeholders, valuation, NPV, investment

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Group project	Case study											
Nb of hours if written exam														
2nd session														
Coefficient	15.0	50	35.0											

Evaluation

Case Studies, Presentations, Discussion

Recommended reading

Damodaran, A., "Investment Valuation", Wiley & Son.

Damodaran web-page: http://pages.stern.nyu.edu/~adamodar/New_Home_Page/dam2ed.htm

Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	6.0
Directed work	2.0

Personnal work	10.0
Collective project	6.0
Individual project	8.0
Reading reference manuals	16.0
Outside training	
Outside visit	0.0
Company visit	0.0
Total	56.0

E-NEGOTIATION FOR BUSINESS DEVELOPMENT 3783		
2024 - 2025	Credit : 2	IÉSEG - School of Management
Class code :	2425_SYL_MKT_3783	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 4.A Appraise the performance of a team
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

various fields such as IT, business strategy, and cultural studies.

Environmental and social impacts

The negotiation will be text-based, audio, and video across countries. Therefore, to develop relational-based outcomes, students learn to assess cultural differences to manage relational inclusion under limited social presence (non-face-to-face meetings). Internal team cohesion is also crucial in the assessment to understand how to maximize team performance by incorporating individual expertise, distributing workload effectively, and enhancing team coherence through relational inclusion.

Diversity, equity and inclusion

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Exercise	Individual report	Multiple choice questions											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

Peer-to-peer feedback on the negotiation exercise
Direct feedback on team performance during the course.

Recommended reading

Jennifer Parlamis; Geiger, Ingmar (2015).)Mind the Medium: A Qualitative Analysis of Email Negotiation. *Group Decision & Negotiation*. 24(2): p359-381.
Thompson, L. (2023). The Virtually Intelligent Negotiator: Building Trust and Maximizing Economic Gain in E-Negotiations. *Current Directions in Psychological Science*, 32(5), 347-354.
Singh, S. K., Marinova, D., & Singh, J. (2020). Business-to-Business E-Negotiations and Influence Tactics. *Journal of Marketing*, 84(2), 47-68.
Dennis Alan R., Fuller Robert M., Valacich Joseph S. (2008), "Media, Tasks, and Communication Processes: A Theory of Media Synchronicity," *MIS Quarterly*, 32 (3), 575–600.

Work load

Type of course

Number of hours

Interactive courses	16.0
Individual project	14.0
Research	20.0
Total	50.0



NO-CODE (INT) 3590		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_MIS_3590	MIS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Please come with your computer.

Learning objectives

This class makes students discover the no-code World.
 Best-practices and efficient tools, so they can understand the basics of (no-)coding and be ready to set up their first apps and automations by themselves, well-structured and scalable.
 They will feel ready to join companies and positions that use or could use no-code.
 Hybrid mode: using a common company/project/use-case to develop theoretical concepts, applied on a concrete example.

- null

Course description

This class makes students discover the no-code World.
 Best-practices and efficient tools, so they can understand the basics of (no-)coding and be ready to set up their first apps and automations by themselves, well-structured and scalable.
 They will feel ready to join companies and positions that use or could use no-code.
 Hybrid mode: using a common company/project/use-case to develop theoretical concepts, applied on a concrete example.

Environmental and social impacts

The projects you will build must have a social and/or environmental direct impact. No entrepreneurship without a tangible impact in 2024!
 No bulshit or social/greenwashing.

Sustainable transformation of companies

Transparency and reporting, Social development

Sustainable Business Models

No-code, code, development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project													
Nb of hours if written exam														
2nd session														
Coefficient	100.0													

Evaluation

Contant feedback, as it's a 100% practice-course.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	0.0
Interactive courses	0.0
Directed work	16.0
Coaching	0.0
Personnal work	0.0
Collective project	6.0
Individual project	0.0

E-learning	0.0
Reading reference manuals	0.0
Research	0.0
Outside training	
Outside visit	0.0
Company visit	0.0
Distance learning	
remote videoconferencing	0.0
remote seminar	0.0
Total	22.0

THE ENTREPRENEURIAL EXPERIENCE 3713		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ENT_3713	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

At the end of the course, the student should be able to: 1. Explain the lean startup 2. Analyze the factors of startup success and failure 3. Assess the value of an entrepreneurial opportunity 4. Create a viable business opportunity (to be defended in public)

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 6.A Thoroughly examine a complex business situation

Course description

The entrepreneurial experience I is a fully experiential course intended to take students on a real journey to create a viable business opportunity. Instruction will include class discussions on topics that deal with the entrepreneurial process as well as real world activities with students (or groups) as they develop a value proposition. Instructors customise contents and may provide each student (or groups) with external professional input from experienced entrepreneurs.

Environmental and social impacts

the value proposition needs to address one or more SDGs. students have to explain which SDGs are related to the problem - solution fit

Sustainable Business Models

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Individual report	Participation	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	20.0	50											

Evaluation

None.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	24
Personnal work	5
Collective project	40
Individual project	6

Total

75



BUSINESS RELATIONSHIPS AND MULTIPARTY NEGOTIATION 3745		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3745	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students should have followed some foundational courses on negotiation

Learning objectives

- 4.C Convey powerful messages using contemporary presentation techniques
- 5.D Make effectual organizational decisions
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 4.B Compose constructive personal feedback and guidance

Course description

Today's organizations are embedded in complex networks of business relationships between various mutually interdependent stakeholders. Interactions between stakeholders are governed by social exchange processes and often take the form of multi-party negotiations. Managing business relationships therefore requires knowledge about and experience with the interpersonal and intergroup processes that govern multiparty negotiations. The overall aim of the course is to teach students how to manage business relationships using the tools of multi-party negotiations.

Environmental and social impacts

Social development

Diversity, equity and inclusion

Sustainable transformation of companies

Community engagement

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	Participation	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	10.0	70.0											

Evaluation

Feedback will be formative during activities, and summative after the course evaluations.

Recommended reading

- Kern, M. C., Brett, J. M., Weingart, L. R., & Eck, C. S. (2020). The "fixed" pie perception and strategy in dyadic versus multiparty negotiations. *Organizational Behavior and Human Decision Processes*, 157, 143-158.
- Kumar, V., & Reinartz, W. (2018). *Customer relationship management*. Springer-Verlag GmbH Germany, part of Springer Nature 2006, 2012, 2018.
- Dahlstrom, R., & Nygaard, A. (2016). The psychology of cobranding alliances: The business-to-business relationship outcomes of role stress. *Psychology & Marketing*, 33(4), 267-282.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91.
- Roloff, J. (2008). Learning from multi-stakeholder networks: Issue-focussed stakeholder management. *Journal of business ethics*, 82, 233-250.

Work load

Type of course	Number of hours
Interactive courses	12.0

Individual project	30.0
Independent work	
E-learning	22.0
Reading reference manuals	10.0
Total	74.0



DERIVATIVES & REAL OPTIONS 3675		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3675	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- Basic financial mathematics (time value of money, discounting, compounding)
- Basic knowledge of interest rates and bond mathematics (day count basis; interest rate compounding)
- Knowledge of basic financial securities (stocks, bonds).

Learning objectives

At the end of the course, the students should be able to:

- Explain the economic functions of derivative products (hedging, arbitrage, speculation)
- Describe the mechanics of derivatives markets
- Set up simple trading strategies involving derivative products such as forwards, futures, options, and swaps
- Price simple financial structures involving basic derivatives products
- Use derivatives instruments to engineer strategies for Corporate Finance purposes (M&A, capital increases, risk management of working capital, etc)
- Understand the methodology of Real Options for capital investment appraisal
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

This course is an elementary but exhaustive introduction to the field of financial derivatives products:

1. Introduction to derivatives markets (OTC vs. organized markets, clearing, margin accounts, regulation, etc.)
2. Introduction to derivatives instruments (payoffs, specification, design) and sustainability-linked derivatives.
3. Forward and futures contracts
4. Properties of equity options
5. Basics of interest rates; Interest rate Futures
6. Pricing European-style equity options (Black-Scholes-Merton formula)
7. Options for Corporate Finance purposes (warrants, rights issues, convertible bonds, mandatory bonds).
8. Introduction to real options for capital investment appraisal
9. Forward rate agreements (FRAs) and Interest rate swaps (IRS); foreign exchange (FX) derivatives
10. Options on bonds, stock indices, futures, and currencies

Environmental and social impacts

This course aims to show students how derivatives markets play an essential role in the transition to a sustainable economy, by showing how derivatives :

- enable more capital to be channeled towards sustainable investments;
- help market participants hedge risk related to environmental, social and governance (ESG) factors;
- facilitate transparency, price discovery and market efficiency;
- contribute to long-termism.

Climate change

Sustainable Business Models

Sustainable transformation of companies

Energy

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	End of term exam												
Nb of hours if written exam	2.0	2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

For each learning objective of the course:

- qualitative questions are discussed in class to encourage students to think about the economic functions of derivatives products;
 - quantitative problems and exercises are solved and answered in class;
 - interactive illustrations are provided using financial databases (Bloomberg / Refinitiv);
 - various case studies may be used to illustrate real-world situations in which the financial industry uses derivatives and financial engineering techniques.
 - customized training quizzes are available on the course website on a "all-you-can-eat" basis.
- Collective feedback is also provided on take-home exercises, teaching materials (textbooks), and

intermediate assignments and exams.

Recommended reading

Reference book:

- Hull, J.C. (2022) Options, Futures, and Other Derivatives 11th Ed. Pearson

For the Corporate Finance topics:

- Vernimmen. Finance d'Entreprise 2023 (21th Ed.). Dalloz

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	40.0
Reading reference manuals	11.0
Total	75.0

TOTAL QUALITY MANAGEMENT 3761		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3761	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Supply chain management, statistics.
Having done Managing Resources Semester 4 of bachelor cycle is an advantage.

Learning objectives

Understand the main philosophical issues of quality management, (AOL-3C)
Use the role of quantitative models that enable individual companies to operate cohesively as a single business, (AOL-3A)
Understand 'rubbish in-rubbish out' and the need for precise measurement (AOL-3A)
Understand how philosophical and quantitative models enable the company to set up and maintain world class processes (AOL-1B)
Communicate the group's methodology and guiding principles. 1B
Negotiate an agreement to collaborate to improve quality. (AOL-1C)

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

Course description

Half this module focuses on Total Quality Management - philosophies and implementation methodologies
The second half module Total Quality Methods, focuses on mathematical tools used to understand and analyse the 'voice of the customer', to determine variance, influences of variables and set controls.

Environmental and social impacts

This course covers the discipline's impacts on the environment and society: yield increases along the supply chain reduce demand for raw materials down toward sustainable levels. Cost of production is reduced at each value adding stage. Lower unit prices reduce entry point to purchase, enabling more people to benefit from low(er) price high quality goods. The quality improvement approaches may be adapted to clean up the

environment, reduce plastic and other pollution, and reduce over production of unnecessary goods as part of a lean initiative, for example fast fashion.

Natural resources

Energy

Education

Circular economy

Diversity, equity and inclusion

Sustainable Business Models

Community engagement

Waste

Climate change

Sustainable transformation of companies

Total quality management is core to qualifying for orders. It is a fundamental part of any supplier development initiative. This course provides an overview of the main total quality management concepts and techniques. The objective is to improve the conformance to specifications and reduce costs. This course will examine total quality management, its principles and applications, strengths and drawbacks, and with a focus on the effects for the broad enterprise.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report	Group project	Oral assessment	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	30.0	40.0	20.0	10.0										

Evaluation

Spreadsheet with the same comments/observations as when grading is available to students on a shared OneDrive directory with additional learning materials.

Recommended reading

Russel and Taylor chapter on supply chain, total quality management (including SPC)
Other readings, videos and useful items posted on IESEG online or OneDrive shared directory.

Work load

Type of course	Number of hours
Interactive courses	24.0
Collective project	24.0
Research	24.0
Total	72.0

Attendance highly recommended for all sessions, essential for the oral exercise.



PERSONAL DATA PROTECTION & MANAGEMENT 3774		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_LAW_3774	LAW

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S2	L / P	English

Prerequisites

N/A

Learning objectives

N/A

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

Course description

This course will provide an overview of privacy and data protection law in a business environment, with an emphasis on the EU's General Data Protection Regulation (GDPR). The focus shall be to understand core obligations and rights and develop effective compliance strategies. In addition, students will be encouraged to think "outside the box" to use data protection laws as a source of competitive and strategic advantage.

Environmental and social impacts

This course focuses on the ethical impacts and importance of data. As society is becoming more data driven, especially with the rise of AI and transnational data transfers, this course aims to build awareness of personal data rights as human rights. As future business leaders, students are encouraged to think with a creative mind to come up with solutions to data issues and train their capacity to create enterprises that are focused on data ethics at its core.

Social development

Sustainable Business Models

Education

Human rights

Transparency and reporting, Social development

N/A

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Written exam												
Nb of hours if written exam		1.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

Classroom feedback: Professors can give feedback for students during class activities and class discussions. Students may also approach the professor after class for quick verbal feedback.

Individual feedback: Professors will answer emails or other messages when students ask for feedback regarding the class or their general performance.

Group project feedback: Professors will give group feedback for the group project regarding their work. The professor can mention the errors in the group project, points of praise, and advice on how to improve or what to continue in their work.

Final essay feedback: Professors will give individual feedback on final essays. The professor can mention the errors in the essay, points of praise, and advice on how to improve or what to continue in their work.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	8.5
Collective project	17.0
Research	8.5
Total	50.0

DECISION MODELLING AND ANALYSIS 3758		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_OPS_3758	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students should have an interest in using quantitative analytical tools and possess a solid background in mathematics (at least be interested in math). Familiarity with Excel is also desirable.

Learning objectives

The fundamental purpose of studying this course is to be able to represent real word problems using models that can be analysed to gain understanding and insight. Therefore, the goals and objectives are as follows:

- Understand the fundamental concepts of decision modelling
- Understand the challenges of decision-making when multiple criteria are involved
- Learn how to handle conflicting objectives in decision-making
- Introduce the basics of game theory (if we get time to cover this topic)
- Engage students in real-world decision modelling projects by practicing decision modelling to different applications such as supply chain optimization, production planning, and resource allocation

- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions

Course description

The course primarily aims at providing an introduction to:

- Decision Modelling and understanding the role of decision models in business contexts
- Optimization modelling (Linear, Mixed Integer programming)
- Multi-criteria decision making and exploring methods like Hierarchy Process (AHP)
- Multi-objective Decision making and learning how to handle conflicting objectives
- Introduce the basics of Game theory

Environmental and social impacts

Sustainable transformation of companies

Social development

Circular economy

Optimization, Multi-objective decision making, Multi-criteria decision making, Game theory

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Exercise	End of term exam												
Nb of hours if written exam		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

None.

Recommended reading

Practical Management science, Wayne L. WINSTON and S. Christian ALBRIGHT

Introduction to Management Science, Frederick S. HILLIER and Mark S. HLLIER

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	21.0
Collective project	30.0

Total

75.0



CHANGE MANAGEMENT FOR SUSTAINABILITY STRATEGIES 3777		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_STS_3777	STS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None

Learning objectives

1. Have an in-depth understanding of planetary boundaries, with a focus on climate change and biodiversity loss;
2. Understand how business activities impact these planetary boundaries and, conversely, how companies are impacted by, and can adapt to, planetary boundary breaches;
3. Develop a vision of business model transformation to address environmental sustainability challenges and better take into account planetary boundaries;
4. Understand change drivers & change motivations for organizations and their members;
5. Work with tools to design and implement strategic change;
6. Appraise wider impacts of change within organizations and in their environments.

- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This 3-credit course examines how businesses engage in change trajectories to respond to pressing environmental sustainability challenges. In particular, the course explores how companies can transform their business models to better address the challenges of climate change and biodiversity loss. To do so, the course first deepens students' knowledge of climate change and biodiversity loss, examining how business models can be reshaped to address these two environmental challenges. Then, the second part explores how such change can be translated into practice, using a real-life business case study. A variety of interactive teaching methods will be combined, including short case studies, videos, and work sessions. A final video will

capture this learning. Throughout the course, students will be exploring their own perceptions, aspirations and future role as individuals and potential change leaders in business. They will pass a sustainability literacy test (Sulitest) and reflect on their strengths and weaknesses, laying out a pathway to become managers equipped to operate in a sustainability-oriented world.

Environmental and social impacts

This course is dedicated to CSR.

Diversity, equity and inclusion

Biodiversity

Climate change

Community engagement

Waste

Human rights

Water

Circular economy

Education

Sustainable Business Models

Natural resources

Sustainable transformation of companies

Transparency and reporting, Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

Feedbacks given through in-class discussions and online tools.

Recommended reading

All resources will be made available on MyCourses

Work load

Type of course	Number of hours
Interactive courses	36.8
Coaching	5.2
Personnal work	18.0
Collective project	15.0
Total	75.0

NOT SURE - TO BE DISCUSSED

APPLIED CONFLICT MANAGEMENT AND DISPUTE RESOLUTION 3744		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_NEG_3744	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- 4.A Appraise the performance of a team
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

None.

Environmental and social impacts

This course is to develop the ability to effectively deal with and solve conflicts. Being able to effectively manage conflicts is a key component of sustainable development, it creates healthier preconditions for business environment, and emphasizes human and society development in general.

This course includes implementing some sessions in an online mode, which in itself is a reflection of transformation in how we do the work in the current environment.

Human rights

Community engagement

Diversity, equity and inclusion

Social development

conflict, conflict management, mediation, alternative dispute resolution

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Exercise	Presentation	Group project										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	20.0	30.0	30.0										

Evaluation

None.

Recommended reading

the entire learning package will be provided to students in class and in advance.
 Reading materials, cases, articles, and other references will be provided to students.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	10.0
Collective project	21.0
Independent work	
Reading reference manuals	10.0
Research	10.0

Total

75.0



NEGOTIATION SKILLS & WORKPLACE CONFLICT 3786		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_FIN_3786	NEG

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None

Learning objectives

- 4.B Compose constructive personal feedback and guidance
- 5.D Make effectual organizational decisions
- 1.A Demonstrate an international mindset
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Welcome to the dynamic world of conflict management and negotiation! This course delves into evidence-based techniques that foster interpersonal relationships and thriving organizations. We will journey through the intricacies of conflict management at various levels—interpersonal, group, and organizational—uncovering how effective conflict resolution can significantly enhance employee well-being and boost organizational performance. Combining robust theoretical frameworks with hands-on practical applications, this course is designed to equip you with the essential skills to navigate and manage conflicts constructively, transforming challenges into opportunities for growth and collaboration.

Environmental and social impacts

organizations and the world at large.

Diversity, equity and inclusion

Sustainable Business Models

Social development

Health

conflict management, negotiation skills, social skills, psychological safety, constructive controversy, employee wellbeing

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Written exam												
Nb of hours if written exam		1.0												
2nd session														
Coefficient	20.0	80.0												

Evaluation

Feedback via face-to-face during in-class sessions, and computer delivered feedback of the exercises performed in-class (by email).

Recommended reading

Edmondson, A. C., & Bransby, D. P. (2023). Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 55-78.

Folger, J., Poole, M. S., and Stutman, R. K. (2017). *Working through conflict: Strategies for relationships, groups, and organizations*. Routledge.

Tjosvold, D., Wong, A. S. H., and Feng Chen, N. Y. (2014). Constructively Managing Conflicts in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 545-568.

Work load

Type of course	Number of hours
Interactive courses	16.0

Personnal work	20.0
Reading reference manuals	14.0
Total	50.0



SALES AND OPERATIONS PLANNING (S&OP) 2079		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_OPS_2079	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Supply chain, accounting, information technology, Excel
Basic business activities

Learning objectives

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 4.A Appraise the performance of a team
- 5.B Construct expert knowledge from cutting-edge information
- 5.A Predict how business and economic cycles could affect organizational strategy

Course description

Understand the content of operations management and develop skills to improve efficiency of these operations
Master the different steps and tools of a project (business or quality)
Build and analyse sales forecast to take adequate decisions on sales organization
Apply the concepts of supply chain management to take the best process decisions based on forecasts

Develop appropriate strategies to improve company's performance
 Understand the links between metrics, forecasts and strategies

Environmental and social impacts

This course will contribute to Corporate Social Responsibility (CSR) by equipping future business leaders with the knowledge and skills to implement sustainable practices in project management and supply chain operations. By emphasizing productivity and sales strategies that incorporate ethical considerations and resource efficiency, the course promotes responsible business conduct. Additionally, the inclusion of human resources management highlights the importance of fair labor practices and employee well-being in achieving organizational success.

Sustainable Business Models

Sustainable transformation of companies

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Individual project											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	30.0	50.0											

Evaluation

Small exercises and cases during courses

Recommended reading

- Sales Operations Planning- Best practices, lessons learnt from WW company- John Dougerty & Christophe Gray
- Operations management – 14th edition- Jarry Heizer, Barry Render - Pearson
- The goal: a process of ongoing improvement - C Wheelwright & Rob Hyndman- E.M. Goldratt
- Adaptive Sales and Operations Planning - Dick Ling – Carol Ptak- Chad Smith

Work load

Type of course	Number of hours
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Lecture	10.0
Interactive courses	6.0
Personnal work	4.0
Collective project	5.0
Individual project	9.0
E-learning	3.0
Reading reference manuals	3.0
Total	40.0

LONG TERM FINANCING AND DEBT SECURITIES 3674		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3674	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students must have followed all introductory courses in Finance. They must have basic knowledge of debt securities (e.g., What is a bond?) and financial mathematics (time value of money, interest compounding). The Financial Instruments and Technology course (Bachelor cycle) contains most of these elements.

Learning objectives

At the end of the course, the student should be able to:

- Be familiar with bond markets and instruments;
- Describe and communicate correctly all the key features of a fixed-income security;
- Identify the different bond sectors and instruments;
- Understand how economic and business cycles influence yield spreads;
- Understand the underlying principles of bond valuation and analyse the market value of bonds;
- Value key debt instruments;
- Identify the risks associated with investing in bonds;
- Understand yield spreads;
- Use yield measures, spot rates and forward rates appropriately;
- Measure in-depth interest rate risk;
- Understand the main features of sustainability-linked/climate/green bonds;
- Understand how firms obtain capital to finance their long-term needs;
- Identify the main sources/options available for long-term corporate financing;
- Make use of the main fixed-income functions in the Bloomberg terminal.

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

Course description

Upon completion of the course the student should be equipped with the ability to demonstrate a thorough working knowledge of the analysis of fixed income securities, including basic characteristics of bonds in alternative sectors, valuation tools, and the factors that influence bond yields and risk. The student should be able to estimate risk and returns for fixed income investments, analyze fixed income securities with unique features, and value fixed income investments with embedded options. Students should have a working knowledge of sustainability-linked bonds. Finally, students should be able to describe and evaluate the main long-term corporate financing option available. The material presented in this course covers most of what is found in the fixed income program of the CFA Level I exam and other Finance certifications.

Environmental and social impacts

This course will devote one session to introducing students to sustainability-linked bonds market covering foundational concepts, market mechanisms, and strategic considerations. The goal would be to provide an understanding of the market to allow students to foresee a professional engagement in this field. The tentative table of contents of this section of the course would cover points such as:

- What are sustainability-linked/climate/green bonds;
- What projects are typically sustainability-linked/climate/green bonds;
- Who issues sustainability-linked/climate/green bonds;
- Green bond investment themes;
- The evolution of green bonds;
- Key principles and standards (green bond principles, climate bonds standard);
- Roles and responsibilities: issuers, investors, underwriters, and rating agencies;
- Risk assessment specific to sustainability-linked/climate/green bonds bonds.

Focus will be on exploring the points above by having students work on case studies.

Sustainable Business Models

Climate change

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Midterm exam	End of term exam	Continuous assessment											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	50.0	20.0											

Evaluation

A robust feedback policy in align with T&L strategy, immediate feedback on exercises and projects – ensuring the importance of providing students with opportunities to practice what they have learned and creating an environment where students feel supported, motivated and equipped with the tools necessary for their growth and success.

Recommended reading

Pettit, B.S., Fixed Income Analysis, 4th Edition, Wiley.

Berk, J. and DeMarzo, P., Corporate Finance, 3rd Edition, Pearson.

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	39.0
Reading reference manuals	6.0
Research	6.0
Total	75.0

DATA INSIGHTS 3721		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_MKT_3721	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Students should be knowledgeable on basic concepts in statistics. Some knowledge of Market Research is also recommended.

Learning objectives

At the end of the course, the student should be able to : 1. Have a deeper understanding of the different data analysis techniques available; 2. Understand the use of these different data analysis techniques for marketing-oriented research and business problems; 3. Identify the relevant statistical test(s) to perform; 4. Apply the different data analysis techniques and interpret the results of statistical outputs; 5. Know how to use a data analysis software such as SPSS. 6. Know how to analyze panel data. 7. Be able to communicate about and present statistical results in a clear, ethical, and professional way. 8. Translate insights from data analysis into concrete managerial recommendations

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course of Data Insights focuses on different data analysis techniques, that will be applied in a marketing context. Students will learn when and how to use these different techniques, as well as how to report and present results of statistical analyses in a professional manner. To get acquainted to this, students will perform several exercises in class using the data analysis software SPSS (in-class assignments) and solve a challenging business case in groups based on real-life data (final SPSS group project + Panel Data case). The course focuses on the application of data analysis techniques for real business purposes, and more specifically, marketing-oriented ones. The course will cover the following topics: Introduction to the SPSS environment (data preparation, dealing with missing data, outliers...), hypothesis testing, descriptive analysis, statistical tests (Chi-square, T-Test, ANOVA) and analyzing panel data.

Environmental and social impacts

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	End of term exam	Case study	Group project										
Nb of hours if written exam		2.0												
2nd session														
Coefficient	20.0	20.0	20.0	40.0										

Evaluation

Students will receive formative feedback on in-class exercises (direct feedback) and on their graded assignments and homework (after submission).

Students will receive formative feedback on the final group project during coaching sessions and they will receive summative feedback during the presentation (very detailed such that they can improve for the final report).

They will receive summative feedback on the report and exam by means of their grade.

Students will be evaluated based on:

- Continuous assessment: in-class assignments (graded) (20%) + homework which is not graded on content, only on submission (vs. not) (specifically, if not submitted, we will deduct grades from the graded assignments) + panel data case study (20%)
- Group project: students will execute the SPSS analysis of real business data. Deliverables include a written management report (20%) and an in-class group presentation (20%)
- Final exam (20%)

Recommended reading

Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. Sage.

Charry, K., Coussement, K., Demoulin, N., & Heuvinck, N. (2016). *Marketing research with IBM® SPSS statistics: a practical guide*. Routledge.

Work load

Type of course	Number of hours
Interactive courses	20.0

Coaching	4.0
Personnal work	20.0
Collective project	31.0
Total	75.0



BUSINESS CYCLES & LEGISLATION 3662		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ACC_3662	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Basic knowledge of personal property rules and liability rules
Basic knowledge of the different business structure

Learning objectives

- Understand the logic and strategic use of company law in a business environment.
- Understand company law's legal terms of art and identify the pros and cons of the main business structure available in France.
- Mastering the business agreement.
- Understand the liability principles affecting companies and identify all stakeholders.
- Apply company law's legal principles to concrete business scenarios.
- Understand the legal principles governing the competitive relationships between companies.
- Understand how criminal law is related to business.
- Handling the legal implications of the life cycle of a company.

- null

Course description

This course deals with a main part of the program for the Diplôme Supérieur de Comptabilité et de Gestion, épreuve n° 1 - Gestion juridique, fiscale et sociale. It offers an overview of the relevant legislation, its analysis, as well as its sources of law. In addition, it covers various branches of law, whether civil, criminal, commercial or tax, mainly under national law, but also under international law on certain aspects.

Environmental and social impacts

Business contract, negotiation, business structures, liability, business criminal law, antitrust rules, termination of business activities.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Continuous assessment												
Nb of hours if written exam	2.0													
2nd session														
Coefficient	70.0	30.0												

Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually. Personalised feedback will be given during the session and during applications to check that students that students are not going down the wrong path in terms of understanding.

Recommended reading

- Jean-Michel DO Carmo Silva, Laurent Grosclaude, Damien Falco, DSCG 1, Gestion juridique, fiscal et sociale, DUNOD, 2023
- Jean-Yves Jomard, Jean-Luc Mondon, Françoise Rouaix, sous la direction d'Alain Burlaud, DSCG 1, Gestion juridique, fiscale et sociale , Foucher, 2022
- Emmanuel Bayo, DSCG 1, Gestion juridique, fiscale et sociale, Gualino, Lextenso, 2023

Work load

Type of course	Number of hours
Lecture	24.0
Personnal work	30.0
Independent work	

Reading reference manuals	16.0
Total	



STRUCTURES & ORGANIZATIONAL DESIGN IN INTERNATIONAL CONTEXTS 2074		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_HRM_2074	HRM

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

This is not a spoonfeeding course, the aim is to encourage the student to take a critical, and often ironic, view on what happens behind the organization. Students who sign up for this course should have at least basic knowledge of strategic management. They should also have good knowledge of current events in business and institutions. It is imperative that they are willing, and able, to study (and then analyse) academic texts on their own. The ability to ask critical questions and to pursue independent work is essential for success in this course.

Learning objectives

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization

Course description

Introduction - The introduction's aim is to help all students to understand the basic tools of organizational design. So the first lesson imply the general definition of organization, including some consideration about the peculiarity of the international contest

Part 1-.The org-chart technique and the basic tool of all the course.

Following the program the student will be introduced to the theory of the organizational structuring: basic, functional and dipartimental structures. These are the so called hierarchical structures, since the integration model they normally use is based on the hierarchical relation between the actors.

Part 2 – Non-Hierarchical structure

This traditional approach to the organization is attenuated by using different model based on the mutual adjustment, the negotiation between the actors, the shared interests and the common culture.

Using these tools we create the non hierarchical organization, by which the most important examples are the Project Manager Model, the Product Manager Model and the Matrix.

Part 3 – Network Organization

At the end of the course the students will be introduced to the newest concept of the reticular organizations or Net-organizations. This innovative idea of organization seems to be an efficient answer to the request coming from the enterprises which have to face the crisis periods

Environmental and social impacts

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Group project	Participation											
Nb of hours if written exam	8.0	4.0												
2nd session	true	true	true											
Coefficient	80.0	10.0	10.0											

Evaluation

None.

Recommended reading

Mintzberg H. (1989), Mintzberg on management: inside our strange world of organizations, Free Press, New York

Dowling P.; Festing M.; Engle A.(2017); International Human Resource Management, Cengage, Boston

Work load

Type of course	Number of hours
Lecture	16.0

Personnal work	18.0
Collective project	8.0
Reading reference manuals	8.0
Total	50.0



STORY LISTENING FOR LEADERS 1952		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_ITC_1952	ITC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

- Ability to think creatively
- Desire to empathize with others better
- Curiosity about one's leadership style
- Interest in improving one's leadership acumen

Learning objectives

- 6.B Synthesize multifaceted information from various sources across different functional fields
- 4.A Appraise the performance of a team
- 5.A Predict how business and economic cycles could affect organizational strategy
- 4.B Compose constructive personal feedback and guidance
- 1.B Successfully collaborate within a intercultural team
- 1.A Demonstrate an international mindset

Course description

In order to be effective at leadership, leaders must understand the social and group context in which they sit. We must relate to our colleagues, direct reports, and peers in an authentic and genuine way that respects the stories of all people concerned. This skill is called story listening. To motivate people or share a vision, a leader must hone the skill of story listening in order to connect with one's audience, decode third party beliefs and sensibilities, empathize in an effective way, and create a cohesive strategy for working together collaboratively. This lab is ideal for business students and emerging leaders who want to increase their

leadership ability and improve team intelligence, team morale, and team cohesion. In the business context, students will be better prepared to support team cohesion, facilitate difficult conversations, improve team intelligence, and mediate workplace disputes.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Individual report	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	30.0	30.0											

Evaluation

The final assessment will be in the form of a final project in which students will deliver a written narrative to respond to a case study in an imagined business leadership setting. Students will also be assessed based on written work that will be assigned daily. There will be no final exam. The purpose of this course is to help students learn how to apply new-age leadership skills to a dynamic business context. Grades will be based on the students' ability to show discernment, self-awareness, critical thinking, and creativity. Naturally, students will be asked to apply core concepts in their completion of the final project

Recommended reading

Emotional Intelligence 2.0 by Travis Bradberry & Jean Graves
 Empathy: Why It Matters, and How to Get It by Roman Krznaric
 The Lost Art of Listening by Michael Nichols
 Just Listen by Mark Goulston

Work load

Type of course	Number of hours
Lecture	16.0

Personnal work	16.0
Individual project	18.0
Total	50.0



ORGANIZATION AND MANAGEMENT: THINK DIFFERENT TO BUILD A NEW WORLD 1094		
2024 - 2025	Credit : 2.0	IESEG - School of Management
Class code :	2425_SYL_STS_1094	STS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

Command of the English language. It is necessary to attend the entire length of the course to understand the logic of the content. This class requires entailment and open mindedness. It is necessary for students to have already followed interships in companies.

Learning objectives

At the end of the course, the student should be able to:

- Audit and identify the type of structure, organization and management style of a company. (LO 2.A)
- Understand the concept of paradigm shift and the challenges offered to organizations, managers and leaders (LO 3.A)
- Understand the proposition of learning organizations to adapt to current paradigm. (LO 3.A)
- Integrate basic neuroscience and psychology principles to: (LO 1.B)
 - 1) Understand the mecanism of resistance to change
 - 2) Understand the diversity of the human profiles and mentalities that can be found in organizations
 - 3) Develop a team's capacity to adapt
- As future manager, identify levers to respect, promote and emphasize innovation and creativity within organizations, which is necessary to face complexity. (LO 6.C)

- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course is not a mix of creativity technics to be used as a tool box. The terms "Think different" and "build a new world" refers to a necessary revolution that has to occur in cultures and practices of most companies to adapt to this XX1st century's challenges. 80 to 90% of western companies are operating on business models that matched with former paradigms but do not produce anymore the economical results expected

today. On the other end, emerging countries using these business models don't face any problem of growth, but they contribute to the planet destruction and are quite far from CSR (Corporate Social Responsibility) concept. Who could blame them? The world is different, and its challenges are different from what they were 20 years ago. Most people know it. But in most of the companies, nothing has changed, and things are still running as if nothing could happen in the future. There is a gap that has to be filled by new managers' generation.

This course wants to be practical and is based on a pragmatic approach. It starts from the observation of the environment, and winning and losing company practices, to understand them better. It proposes a concrete, lucid, positive and dynamic approach of management.

This course is built around 3 main topics:

- Environment and Organizations: understand the environment changes and their consequences on Organizations, Human behaviours, economical results and ecology.
- Management: understand how management can serve organizations to get better human and economical results. Identify operational winning and losing management practices.
- Skills and Behaviour development: why is pedagogy so important in management? Useful basic neuroscience, psychology and communication principles to develop people's capacity to learn, adjust, innovate and create.

Environmental and social impacts

Sustainable transformation of companies

Circular economy

Sustainable Business Models

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Video	Presentation	Group report											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	30.0	40.0											

Evaluation

Comprehension of the material will be assessed through the realization of a video and a synthesis note. Feedback will be given through the different coaching session with each group and after the presentation of the video and the note.

Recommended reading

The Fifth Discipline: The art and practice of the learning organization ? Peter Senge (1990), Doubleday, New York, 1990. ; Inside Our Strange World of Organizations - Henry Mintzberg (1989) This is an indicative reading for further learning, but it is not required to prepare the class. ; The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World ? Peter Senge (2008)

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Collective project	12.0
Independent work	
Research	10.0
Total	50.0

DATA VISUALIZATION 3773		
2024 - 2024	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_MIS_3773	MIS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S2	L / P	English

Prerequisites

None.

Learning objectives

1. Explain what data visualization entails and why it is important for business decision-making.
2. Gain an understanding of what to visualize to design useful data visualizations for decision makers.
3. Explore how to confirm data quality: and explore the underlying structure of data.
4. Learn about visual thinking and how it relates to data visualization.
5. Use different chart types optimally.
6. Apply fundamental design principles to effectively visualize data.
7. Apply fundamental principles to develop dashboards for effective data communication.
8. Develop a narrative arc in data storytelling to craft compelling stories with data.
9. Create effective DataViz using data visualization tools.
10. Explore data visualization best practices and pitfalls to avoid
11. Use collaborative features with visualization tools for team projects; and to share and publish dashboards for broader consumption

- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.C Convey powerful messages using contemporary presentation techniques

Course description

None.

Environmental and social impacts

Transparency and reporting, Social development

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Multiple choice questions	Midterm exam	Presentation	Written exam										
Nb of hours if written exam		1.0		2.0										
2nd session														
Coefficient	10.0	30.0	10.0	50.0										

Evaluation

None.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	5.0
Collective project	5.0
Research	24.0

Total

50.0



UNDERSTANDING BUSINESS CYCLES FOR STRATEGIC DECISION 3769		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_STS_3769	STS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course	Number of hours
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Total



BUSINESS MODEL DEVELOPMENT IN NEW VENTURES 3781		
2024 - 2025	Credit : 2	IESEG - School of Management
Class code :	2425_SYL_ENT_3781	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S2	L / P	English

Prerequisites

None.

Learning objectives

At the end of this course, students should be able to:

- Understand the basic mechanisms of business model development,
- Define the essential components of developing a business model and apply the business modelling tools for a new venture,
- Analyze (market) information and propose creative solutions,
- Critically assess innovative business models and make recommendations to improve business models,
- Understand how thinking from a 'business model perspective' can be useful in different management domains,
- Understand the techniques to present a business model,
- Create a desirable, feasible and viable business model (to be defended in public).

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.A Appraise the performance of a team
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The development of a sound and proven business model is key to the success of new ventures. The course introduces students to the principles and practices of adequate business model development and covers all essential elements. In this respect, the course is designed as a fully experiential journey, intended to create desirable, feasible and viable business models.

Instruction will include class discussions on topics that deal with the business model development process as well as real world activities with (groups of) students when developing a business model.

The purpose of the course is to learn tools geared towards business model development within an entrepreneurial launch.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Participation	Presentation											
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20.0											

Evaluation

The instructor expects students to actively participate and behave responsibly in the course sessions. The student is assessed on the course based on three components: class participation (20%), group project (60%), and group presentation (20%).

Recommended reading

Note: the books indicated below are not compulsory for the students. It is just an indication. Last year, students could find a few copies of these books in the library (both in Lille and Paris) if they needed them.

- Alexander Osterwalder & Yves Pigneur (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons
- Alexander Osterwalder & Yves Pigneur (2014). Value proposition design. John Wiley & Sons
- Additional articles will be available on My IÉSEG (IÉSEG Intranet)

Work load

Type of course

Number of hours

Face to face	
Interactive courses	16.0
Independent study	
Personnal work	5.0
Collective project	25.0
Independent work	
Research	4.0
Total	50.0

SUSTAINABLE VALUE: FRAMEWORKS, STRATEGY & PERFORMANCE 3789		
2024 - 2025	Credit : 2	IÉSEG - School of Management
Class code :	2425_SYL_GMSC_3789	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

By the end of the course students will be able to:

- Understand sustainability and the challenges and opportunities associated with its principles and practices;
- Distinguish and apply strategies, frameworks and tools used by companies to advance sustainability;
- Identify what, how and why industry sectors have different sustainability challenges (i.e., agribusiness, textiles, buildings) and therefore implement solutions in accordingly distinct ways;
- Explore emerging trends in how different industrial systems are contributing to and/or hindering progress on social and environmental outcomes.

Environmental and social impacts

Sustainable transformation of companies

Waste

Transparency and reporting, Social development

Sustainable Business Models

Water

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual report	Continuous assessment												
Nb of hours if written exam														
2nd session														
Coefficient	50.0	50.0												

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Personnal work

30.0

Individual project	20.0
Total	50.0

- o The course explores how business can advance problem-solving on some of the most challenging sustainability issues facing business.
- o The 'point of entry' assumes that the student has a fundamental understanding and awareness around the themes of sustainability (i.e., climate, water, and natural resource stress; access and affordability to energy, food, medicines; sourcing and labor dilemmas from low-wage countries; diversity and inclusion drivers).
- o The approach will be to first set the context and then,
- o Move to explore three business approaches that provide pathways for business to contribute solutions towards more sustainable principles and practices. These three approaches include:
 - the sustainable value framework (Hart),
 - Sustainable Development Goals (UN).
 - Materiality mapping.
- o We will deepen the focus, exploring how sustainability challenges are managed by a few industries critical in the global economy. These sectors control vast resources and have significant impacts on air, water, waste, raw materials use and the communities and labor in which they operate. These include: agribusiness/fertilizers; apparel/textiles; buildings/cement.

ACCOUNTING AND REGULATIONS 3660		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_ACC_3660	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

CONSOLIDATION 3661		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_ACC_3661	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

RISK MANAGEMENT & FRAUD 3665		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_ACC_3665	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

EMERGING TECHNOLOGIES 3708		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_ENT_3708	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

FOUNDATIONS OF ENTREPRENEURSHIP 3710		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_ENT_3710	ENT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Group report	Case study	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	30.0	25.0	25.0										

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

RISK MANAGEMENT 3676		
2024 - 2025	Credit : 3	IESEG - School of Management
Class code :	2425_SYL_FIN_3676	FIN

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

ADVANCED CORPORATE STRATEGY 3696		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_GMSC_3696	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

SUSTAINABILITY CONSULTING 3699		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_GMSC_3699	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total

THE CONSULTING PROCESS 3700		
2024 - 2025	Credit : 3	IÉSEG - School of Management
Class code :	2425_SYL_GMSC_3700	GMSC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	L / P	English

Prerequisites

None.

Learning objectives

- null

Course description

None.

Environmental and social impacts

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test														
Nb of hours if written exam														
2nd session														
Coefficient														

Evaluation

None.

Recommended reading

None.

Work load

Type of course

Number of hours

Total