



# SYLLABI

Courses for Incoming Exchange Students

Master PGE

Lille

SPRING 2025

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

COMPUTER-BASED PROBLEM SOLVING IN CORPORATE FINANCE 3689		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
Class code :	2425_SYL_FIN_3689	FIN

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

### Prerequisites

- Students should have a basic understanding of financial concepts such as stocks, bonds, financial statements, and investment strategies.
- A comfortable grasp of basic algebra and statistics as they are essential for financial calculations and data analysis.
- Basic familiarity with computer operations, though prior programming experience is not required.

### 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

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

5.B Construct expert knowledge from cutting-edge information

5.C Employ state-of-the-art management techniques

2.C Generate sustainable solutions for organizations

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 equips Master students with practical skills in Python programming, applied specifically to corporate finance challenges. It introduces advanced econometric techniques such as OLS, IV regressions, event studies, and probability models, integrating these methods with financial data handling, analysis, and modeling using Python. Through hands-on sessions, students will not only learn to write code but also apply these econometric techniques to real-world corporate finance data.

Detailed course outline as follows:

Session 1: Introduction to Empirical Corporate Finance and Python Basics

Objective: Introduce the fundamentals of empirical corporate finance and the basics of Python programming for financial analysis.

Topics:

- 1) Overview of capital structure, cost of capital, and dividend policy.
- 2) Introduction to Python: Basic syntax (variables, functions, loops), and its applications in finance.
- 2) Overview of panel data: Understanding data across time and multiple entities (e.g., companies).

#### Session 2: Data Collection and Financial Ratios Using Bloomberg & Python

Objective: Learn how to retrieve and analyze financial data from Bloomberg and calculate financial ratios using Python, with an introduction to regression analysis.

Topics:

Key financial ratios (Profitability Ratios: ROE, ROA; Liquidity Ratios: Current Ratio; Leverage Ratios: Debt-to-Equity).

- 1) Importance of financial ratios in evaluating company performance.
- 2) Introduction to regression analysis in corporate finance: Understanding the relationship between financial metrics (e.g., how leverage impacts ROE).
- 3) Introduction to Bloomberg Terminal: Navigating and downloading financial statement data (income statement, balance sheet, cash flow).

#### Session 3: Capital Structure Analysis and Regression Techniques

Objective: Understand capital structure theories and perform an empirical analysis using regression techniques in Python with Bloomberg data.

Topics:

- 1) Theoretical foundations of capital structure: Trade-Off Theory and Pecking Order Theory.
- 2) Introduction to multivariate regression: Analyzing multiple factors affecting capital structure decisions.
- 3) How firms decide their optimal mix of debt and equity.

#### Session 4: Cost of Capital, Firm Valuation, and Instrumental Variables (IV) Regression

Objective: Learn to estimate the cost of capital and apply IV regression techniques to handle endogeneity in corporate finance data.

Topics:

- 1) Components of WACC (Cost of debt, cost of equity, using CAPM to estimate the cost of equity).
- 2) Introduction to firm valuation techniques: Discounted Cash Flow (DCF) and Comparable Companies Analysis.
- 3) The problem of endogeneity in corporate finance (e.g., reverse causality between leverage and performance).
- 4) Introduction to Instrumental Variables (IV) regression to address endogeneity.

#### Session 5: Dividend Policy, Share Repurchases, and Event Studies

Objective: Explore the impact of dividend policy and share repurchases on shareholder value, and introduce event studies to assess the market impact of corporate announcements.

Topics:

- 1) Dividend Irrelevance Theory, Signaling Theory, and Agency Theory.
- 2) How dividend policy and share repurchases affect a firm's financial strategy and shareholder value.
- 3) Introduction to event study methodology: Assessing the stock market reaction to corporate events (e.g., dividend announcements, share buybacks).

#### Session 6: Mergers & Acquisitions (M&A), Advanced Event Studies, and Final Review

Objective: Understand the strategic motivations behind mergers and acquisitions (M&A) and conduct a detailed event study to analyze the stock market reaction to M&A announcements.

Topics:

- 1) M&A strategies: Synergies, Takeover Defenses, and Value Creation.
- 2) Introduction to advanced event study techniques: Assessing market efficiency and long-term impact of M&A.
- 3) Using regression analysis to study the determinants of success in M&A (e.g., the impact of deal size, industry, or method of payment on acquirer returns).

### Environmental and social impacts

1. Case Studies on Green Finance: Including case studies that involve green bonds, sustainable investments, or companies that are leaders in implementing environmentally friendly practices. This helps students

understand the financial tools and products that can be used to support environmental goals.

2. Sustainable Investment Strategies: The course will cover how financial strategies are transforming to incorporate sustainability criteria into investment decisions. This includes portfolio management sessions where students learn to construct portfolios that not only consider financial returns but also the social and environmental impacts of investments.

Modèles d'affaires durables

Transformation durable des entreprises

Python Programming; Financial Data Analysis; Bloomberg Terminal; Capital Budgeting; Portfolio Management; Financial Forecasting; Investment Analysis; Risk Assessment; Data Visualization; Financial Econometrics

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session		true												
Coefficient	40	60												

Evaluation

Recommended reading

Work load	
Number of hours	Type of course
Face to face	
24.0	Lecture
Independent study	
12.0	Personnal work

15.0	Collective project
<b>Independent work</b>	
12.0	Reading reference manuals
12.0	Research
<b>Total</b>	
	75.0



LABOR NEGOTIATION 3752		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_NEG_3752	NEG

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

### Prerequisites

This course assumes that the student has previous knowledge of negotiation concepts and techniques outside the labor context. This includes knowledge of specific topics related to multi-party negotiations. Moreover, a basic understanding of how national legal systems are organized and the role of alternative dispute resolution methods, such as arbitration and mediation, is also a prerequisite for this course. No previous knowledge of labor and employment law is necessary.

### Learning objectives

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

- Identify and categorize conflicts that arise in labor and employment relations, recognizing their unique characteristics.
- Comprehend the role of power-based, rights-based, and interest-based approaches to labor and employment conflicts, evaluating their advantages and disadvantages.
- Understand basic labor relations concepts, including the role of unions, and explore alternative forms of work representation (e.g., work councils) and their effectiveness in conflict management.
- Understand how Alternative Dispute Resolution methods such as arbitration and mediation can be used in both labor and employment-related conflicts, as well as the role of traditional access to the court system.
- Discuss the basic legal frameworks governing labor and employment relations and how these can impact negotiation and conflict resolution.

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2.B Solve professional dilemmas using concepts of CSR and ethics

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2.C Generate sustainable solutions for organizations

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3.A Breakdown complex organizational problems using the appropriate methodology

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5.A Predict how business and economic cycles could affect organizational strategy

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## 6.A Thoroughly examine a complex business situation

### Course description

Conflicts are an inevitable aspect of labor and employment relationships. Developing the skills to manage these conflicts is crucial not only for those working in human resources and labor and employment relations but also for any manager. This course aims to equip students with a thorough understanding of the various types of conflicts that can arise in labor and employment settings and the tools available to manage them effectively in both unionized and non-unionized workplaces.

The course will revisit key concepts that students may already be familiar with, such as Alternative Dispute Resolution (ADR) methods like mediation and arbitration. Additionally, it will introduce conflict management techniques specific to the labor realm, such as strikes and collective bargaining. Students will explore the legal frameworks that underpin these mechanisms and analyze real-world applications and case studies to gain a practical understanding of how these tools are utilized in different organizational contexts.

Through a combination of lectures, case studies, role-playing exercises, and class discussions, students should be better prepared to identify the root causes of labor disputes, assess the most appropriate conflict resolution strategies, and apply these strategies effectively.

### Environmental and social impacts

A course on labor negotiation, by its essence, discusses the relevance of labor relations institutions, such as unions and labor regulations, in the fulfillment and protection of labor rights. Moreover, discussions can encompass other relevant social issues, such as the impact of labor regulation on other external stakeholders or the role of labor relations in the context of fundamental changes in the workforce and the impacts of AI on how labor is organized. Moreover, the course examines how fair labor practices and robust labor regulations can contribute to sustainable business practices, aligning with evolving ESG standards for long-term organizational success.

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Diversité, équité et inclusion

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Démocratie

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Droits du travail

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	20.0	40.0	40.0											

### Evaluation

Students receive feedback from the professor and their colleagues throughout the course, especially in debriefing each role-playing exercise. In this case, feedback has collective and individual elements, as individual results and lessons learned are compared to collective results. Moreover, group feedback is provided for group assignments via the comment box on MyCourses.

**Recommended reading**

Relevant texts will be shared by the professor. However, for students interested in acquiring a textbook to follow the main aspects of the course, the recommended book is:

Katz, Harry C., Thomas A. Kochan, and Alexander JS Colvin. Labor relations in a globalizing world. Cornell University Press, 2015.

**Work load**

Number of hours	Type of course
8.0	Lecture
16.0	Interactive courses
16.0	Personnal work
17.0	Collective project
10.0	Reading reference manuals
8.0	Research
<b>Total</b>	
	75.0

GEPOLITICS OF BUSINESS 3785		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_IBE_3785	IBE

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

### Prerequisites

Students should be familiar with basic concepts of International Relations and Economy and be aware of political news in the world

### Learning objectives

- Understand the global powers map and how the political decision may impact the corporate activities
- Be able to integrate economic, social and geographic realities into the company's development strategy
- Be able to adapt to structural changes affecting the economy
- Develop a coherent long-term strategy and vision
- Build capacity to do an efficient Geopolitical Risk Analysis
- Assess and predict the impact of geopolitics events on strategic decisions of the firm

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2.A Assess the values of the organization in which they work

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1.A Demonstrate an international mindset

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1.C Communicate effectively in English

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3.A Breakdown complex organizational problems using the appropriate methodology

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3.B Propose creative solutions within an organization

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5.A Predict how business and economic cycles could affect organizational strategy

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6.A Thoroughly examine a complex business situation

### Course description

- Introduction to Geopolitics: Geopolitical agents, Power, Globalization
- The global powers map: Unilateralism, Multilateralism, Emergence.  
The implications for Business
- The management of the global risks and challenges: Terrorism- Global Warming...  
The implications for the company's development strategy
- The changing governance of International Trade and Implications for Business: Protectionism/ Free-Trade.  
Risks and opportunities for the company
- Could Business Shape the geopolitical landscape?

### Environmental and social impacts

Allows a better understanding of the societal, managerial and environmental impacts of political and economic decisions.

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Droits humains

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Ressources naturel



Climat

Communautés

Démocratie

Power Alliances New markets

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	30.0	60.0											

### Evaluation

Oral feedback for group project and participation grade

### Recommended reading

- Hidden Geopolitics: Governance in a globalized world / John Agnew. Rowman & Littlefield Publishers, 2022
- Geopolitics: Making sense of a Changing world/ John Short. Rowman & Littlefield Publishers, 2021
- The return of Geopolitics: a Global Quest for the Right Side of History. Stolpe Publishing, 2022
- Geopolitics Decoding Intentions, Narratives, Lies and Future / K. Siddhartha, Ankit Shah. Kitab Mahal, 2023
- Principles for dealing with the changing world order: why Nations succeed and fail / Ray Dalio. Simon & Schuster, 2021

### Work load

Number of hours	Type of course
16.0	Interactive courses
10.0	Personnal work
8.0	Collective project

8.0	Reading reference manuals
8.0	Research
<b>Total</b>	
	50.0



FINANCE FOR CONSULTING 3705		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_GMSC_3705	GMSC

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

### Prerequisites

Bachelors Semester 5 course of Digital Corporate Finance

### Learning objectives

Generate creative and practical consulting solutions by applying decision tools and structured methodologies

Apply modern financial theory to the investment, financing and payout policies for corporations

Demonstrate professional written communication skills, including presenting technical information

Tackle real world problems of firm valuation in the context of mergers, IPOs, LBOs, etc. using spreadsheets

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

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

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 is entirely based on real-time application of financial concepts using case studies spread over 9 session.

#### Session 1: Introduction to Advanced Corporate Finance and its Relevance for Consulting Industry

- Multiple mini-cases with examples on applications of corporate financial decision-making tools
- Review of corporate financial statements
- Understanding strategic direction of firms using corporate financial statements

#### Session 2: Capital Budgeting and its Application for Consulting

- Review of capital budgeting techniques (ARR, Payback period, NPV, IRR, etc.)
- Capital Rationing and Profitability Index
- Case study showing the application of capital budgeting in practice along with multiple sensitivity and scenario analyses

#### Session 3: Capital Budgeting Graded Case Studies

- The students are graded for TWO case studies involving capital budgeting applications on (1) an expansion project and (2) a replacement project for which they will be tested for multiple sensitivities and scenarios

#### Session 4: Company Valuation and its Application for Consulting: Discounted Cash Flow (DCF) Approach

- Introduction to different valuation techniques (DCF, valuation by multiples, etc.)
- Exercises involving DCF approach
- Case study showing the application of DCF approach in practice along with multiple sensitivity and scenario analyses

#### Session 5: Company Valuation and its Application for Consulting: Valuation by Multiples Approach

- Introduction to valuation by multiples, its advantages and disadvantages
- Exercises involving valuation by multiples
- Case study showing the application of valuation by multiple approach in practice along with multiple sensitivity and scenario analyses

#### Session 6: Company Valuation Graded Case Studies

- A quick review of valuation tools
- The students are graded for TWO M&A based case studies involving application of both (1) DCF approach and (2) valuation by multiples but they will mainly be tested on how they apply multiple sensitivities and scenarios to assess the valuation models

#### Session 7: Advance Applications of Valuation Models: Initial Public Offerings (IPOs)

- Review of IPOs and alternative corporate financing channels
- Relevance of valuation tools for IPOs
- Case study showing the application of valuation for IPOs: How a price range for IPOs are determined

#### Session 8: Advance Applications of Valuation Models: Leveraged Buyouts (LBOs)

- Review of LBOs, MBOs, MBIs, BIMBOs
- Primary focus on LBOs with real-world examples.
- Case study showing the application of valuation for LBOs: How banks and/or debtholders play an important role

#### Session 9: Advance Applications of Valuation Models: Private Equity (PE) and Venture Capital (VC)

- Review of concepts related to PE, VC, etc.
- Real world examples on PE/VC targeted valuations.
- Case study showing the application of valuation for PE/VC target

### **Environmental and social impacts**

Along with the classic shareholder wealth maximization objective, the students are introduced to stakeholder theory for introducing the social and environmental dimensions and its importance for corporate finance and to understand the changing paradigms and the modalities of SF 2.0 and SF 3.0. These aspects are again referenced to during the excel applications covered in various case studies.

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Modèles d'affaires durables

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Transformation durable des entreprises

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Transparence et reporting

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Climat

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Case study	Continuous assessment	Multiple choice questions										
Nbre heure si examen écrit	1.5													
2nd session	true													
Coefficient	50.0	30.0	10.0	10.0										

## Evaluation

Students will be evaluated through a final term exam representing 50% of the total grade, group activities (30% of the grade), and MCQs (20%).

Feedback will be provided either in writing, orally or through video.

## Recommended reading

The reference book for this class is Vernimen's fifth edition of Corporate Finance. Students can access the ebook version via [iesegonline](#) ==> Pedagogy ==> Library ==> University Library ==> Consult ==> Electronic Ressource ==> Wiley Online Library ==> Corporate Finance: Theory and Practice, Fifth Edition.

## Work load

Number of hours	Type of course
12.0	Interactive courses
12.0	Coaching
25.0	Personnal work
16.0	Reading reference manuals
10.0	Research

Total

75.0



CURRENT ISSUES IN ACCOUNTING & MANAGEMENT CONTROL 3671		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ACC_3671	ACC

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

### Prerequisites

Basic knowledge in management control (KPIs, dashboard, etc.)

### Learning objectives

- Identify the role of new technologies useful for management control.
- Characterize these information technologies.
- Understand the current state—analytics/data science
- Understand Business Intelligence (BI) concepts and capabilities
- Recognize the various types of analytics, and see selected applications
- Identify different structural forms.
- Analyze the structures of modern corporations with different management understanding of organization
- Identify the role of the management control function according to organizations.
- Analyze the role of management control in the implementation of sustainable development and corporate social responsibility.
- Identify different scope management policies.
- Understanding the differences in terms of management control tools .

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

### Course description

- Show how and why information and communication technologies influence the approach and implementation of management control.
- Deepen the elements of organizational theory, particularly the evolution of organizational forms.
- Contribute to strategy, without overlooking its limits and shortcomings compared to a strategic approach. It

should verify the adequacy of the methods and tools implemented, in relation to the strategy and the criteria for overall performance and value creation chosen.

- Understand the various modalities for managing the scope of the entity.

### Environmental and social impacts

Analyze the role of management control in the implementation of sustainable development and corporate social responsibility.

Transparence et reporting

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Case study												
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	50.0												

### Evaluation

Feedback will be given based on the interactions (i.e. case studies, applications and theoretical content) developed throughout the course

### Recommended reading

### Work load

Number of hours	Type of course
24.0	Interactive courses

20.0	Personnal work
30.0	Collective project
<b>Total</b>	
	75.0



KEY ACCOUNT MANAGEMENT 3740		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3740	MKT

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

### Prerequisites

Aucun

### Learning objectives

At the end of the course the student should be able to : The main objective of this course is to demonstrate competence in Key Account Management (KAM) at both the planning and relationship management levels. Excellent KAM requires a strong analytical approach, good planning skills and excellent relationship management skills. The elective will also surface the different roles that Key Account Managers have when compared to more traditional sales roles and will focus on the importance of aligning the organisation around customers including the alignment of the key account team internally. At the end of the module, participants will be able to: Develop and implement Key Account Plans, Develop Customer Portfolios, Create effective value propositions, Understand the role of the Key Account Manager. This learning objective is assessed through a Group Project and an exam or individual assignment.

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1.C Communicate effectively in English

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3.C Organize change management processes

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5.C Employ state-of-the-art management techniques

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6.A Thoroughly examine a complex business situation

### Course description

The course covers eight key areas of KCRM: 1. World Class Key Account Management 2. Selecting and Categorising Key Customers 3. The Customer Analysis Toolkit 4. Completing a 9 box SWOT 5. Relationship Mapping 6. Developing Value Propositions 7. Customer Profitability and Measuring Success 8. The Role of the Key Account Manager and the Key Account Team

### Environmental and social impacts

A PESTEL analysis will be conducted by students when developing customer portfolios. In this technique the first “E” stands for Environmental. Thus, a particular focus will have to be done on the way Key Customers deal (or want to deal) with Environment and the impact it can have on the business relation providers develop with them. Environment respect will also be part of perceived values providers can offer to their Key Accounts. This aspect will be emphasized when creating effective value propositions.

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Group project	Participation											
Nbre heure si examen écrit	1.5													
2nd session	true													
Coefficient	40.0	40.0	20.0											

Evaluation

Time is allocated for feedback and reflection for formative continuous assessment, i.e. the sessions constitute learning experiences in their own right, and assessed throughout the elective based upon student commitment and performance in the exercises. The students themselves will have the opportunity to appraise each group based on their feedback presentation, encouraging continued commitment. In order to further support meaningful learning, students will be required to complete a written Group assignment (in pairs) which comprises of finding a KAM to be interviewed and analyzing the answer he/she can provide to a serie of questions. The Group Case is also an appropriate context to display new learning and thinking and should make an explicit link between their learning and the content of the course. There will also be a final exam comprising of more or less 35 MCQ questions and 4 essay questions.

Recommended reading

Key Account Management: The Definitive Guide, Woodburn and McDonald, 3rd Edition (2011).  
 ResearchGate : AlHussan F., AL-Husan S. F., Fletcher-Chen C., (2014), Environmental factors influencing the management of key accounts in an Arab Middle Eastern context, Industrial Marketing Management, 43(3), pp. 592-602  
 Industrial Marketing Management academic journal  
 Journal of Personal Selling and Sales Management

Work load	
Number of hours	Type of course



24.0	Interactive courses	
10.0	Personnal work	
8.0	Collective project	
<b>Independent work</b>		
22.0	Reading reference manuals	
7.0	Research	
<b>Outside training</b>		
4.0	Company visit	
<b>Total</b>		75.0

INTERNATIONAL BRAND MANAGEMENT 3733		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3733	MKT

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

### Prerequisites

Students must have knowledge about basic concepts in marketing and in strategy.

### Learning objectives

Understand the importance of brand values to stakeholders and the key dimensions of brand equity  
 Determine the marketing strategy to manage brand portfolios in an international context  
 Define brand positioning and establish strong brand values  
 Manage the life cycle of a brand from inception to repositioning  
 Identify, implement and manage actions to enhance brand values across all channels  
 Propose creative solutions by defining brand extension and co-branding strategies  
 Develop a sustainable brand  
 Understand the risks and safety actions to protect one's brand  
 Know how to engage the relationship between a brand and its customers

1.A Demonstrate an international mindset

2.A Assess the values of the organization in which they work

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

The central objective of the course is to help students to understand the importance of brands, the role they play for stakeholders (consumers, company, society) in our contemporary society and the way to create, build and manage strong brands that will create value over time in an international environment.

The course focuses on concepts that underlie marketing decisions in these areas:

- Brand Equity and its implications for managing the portfolio at global /local level
- Brand values, Brand positioning and repositioning
- Brand consumer relationships
- Brand creation and brand management
- Sustainable brand creation
- Brand Extension and alliances
- Brand safety
- Employer branding

### Environmental and social impacts

A section of the course is dedicated to the development of sustainable brands. In that section students will learn how to develop a sustainable brand and how to manage it. A focus will also be made of the existing traps: green washing, the consumer green paradox.

A dedicated case study will be analyzed by a group of students during the session and presented to the

class.

Modèles d'affaires durables

Diversité, équité et inclusion

Communautés

Transformation durable des entreprises

Développement social

Transparence et reporting

brand, branding, cocreation, communities , brand alliances, brand extensions, brand safety, employer branding, brand image, brand identity, brand equity, brand portfolio, international branding, global branding, brand architecture,

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group report	Group project											
Nbre heure si examen écrit														
2nd session	true	true	true											
Coefficient	20.0	30.0	50.0											

### Evaluation

- For each session: there will be analyses and presentations of case studies in groups, class discussions about theoretical issues . Students will receive an oral feedback provided by the professor to each student or group depending on the activity (cumulative) .
- Students will receive individual formative and normative feedback based on their participation to the course.
- At the end of the course, each group should present their final project. Therefore, participation and oral presentation are important. Written and oral feedback will be provided for the group presentations during the session (summative). Peer feedback in written format will also be used for this group's work thanks to a dedicated tool (for instance ChallengeMe) to avoid free-riding.

### Recommended reading

Seminal articles and books:

- Aaker D.A (2005), Brand Portfolio Strategy: creating Relevance, Differentiation, Energy, Leverage, and Clarity, New York, Free Press -
- Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers
- Keller L. and Swaminathan Vanitha (2020) Strategic Brand Management, Building, Measuring, and Managing Brand Equity, 5th Global Edition, Pearson, Prentice Hall
- Keller L. (2020) Leveraging secondary associations to build brand equity: theoretical perspectives and practical applications, International Journal of Advertising, VOL. 39, NO. 4, 448-465
- Newmeyer C.A., Venkatesh R., Ruth J.A and Chatterjee R. (2018), A typology of brand alliances and consumer awareness of brand alliance integration, Marketing Letters 29, 275-289.

- Michel, G., & Donthu, N. (2014). Why negative brand extension evaluations do not always negatively affect the brand: The role of central and peripheral brand associations. *Journal of Business Research*, 67(12), 2611-2619.
- Sarkar, C., & Kotler, P. (2020). *Brand activism: From purpose to action*. Idea Bite Press
- Zarentonello L. & Pauwels-Delassus V (2015) *The Handbook of Brand Management Scales*, Routledge - Taylor & Francis Group

this list will be completed by recent articles depending on the most recent contributions of research. New elements will be shared via Mycourses.

Cases used during the course:

Session 2 : Brand architecture: Should Unilever launch shampoo hair color in India? 2024, Ivey Publishing

Session 3: Brand extensions: Nespresso strategy to preserve its leadership , 2023, WRAC

Session 4: Sustainable brands: Allbirds: Can the Sustainable Shoe Company Reinvigorate the Brand?,2024, HBR

Session 5: Employer branding: McDonald's: McDrip, 2024, WRAC

These cases are indicative and may change depending on new publications or lecturer presentations.

Work load	
Number of hours	Type of course
24.0	Interactive courses
16.0	Personnal work
25.0	Collective project
10.0	Reading reference manuals
<b>Total</b>	
75.0	



CONSULTING ENTREPRENEURIAT SOCIAL - CREENSO 3715		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3715	ENT

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

### Prerequisites

### Learning objectives

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.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

### Course description

### Environmental and social impacts

Ce cours consiste en l'accompagnement d'entreprises sociales. Les étudiants apprennent notamment à développer des modèles d'affaires sociaux, à mesurer l'impact social, etc.

Modèles d'affaires durables

Climat

Transformation durable des entreprises

Economie circulaire

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Pre work	Individual report	Presentation	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	40.0	30.0	20.0										

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course
20.0	Interactive courses
15.0	Coaching
40.0	Personnal work

Outside training	
5.0	Company visit
<b>Total</b>	
	80.0

S'agissant d'une mission de consulting, ce module nécessite un investissement qui peut aller au-delà des crédits associés.



REPORTING FOR BANKS 3692		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3692	FIN

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

### Prerequisites

Fundamental notions of finance and accounting.

### Learning objectives

6.A Thoroughly examine a complex business situation

6.B Synthesize multifaceted information from various sources across different functional fields

5.B Construct expert knowledge from cutting-edge information

### Course description

- notions of bank accounting & reporting,
- reporting standards for financial instruments
- financial analysis of banks
- bank ESG reporting, incl. climate change impact on bank lending strategy and reporting

### Environmental and social impacts

Corporate governance mechanisms in banks are essential to understand and assess their mitigation and adaptation strategies facing climate change consequences. Further, banks are key players in the global financial system and as such are not immunized against climate change. For these reasons, attention will be given to corporate governance issues for banks, as well as impact of climate on bank lending decisions and reporting.

Diversité, équité et inclusion

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam												
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	30.0	70.0												

### Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually. Personalized 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

readings available in due time on MyCourses

Work load	
Number of hours	Type of course
24.0	Interactive courses
36.0	Personnal work
10.0	Collective project



Independent work	
5.0	Reading reference manuals
<b>Total</b>	
	75.0



FINANCIAL ENGINEERING 3681		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3681	FIN

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

### Prerequisites

Notions of risk management and financial derivatives

### Learning objectives

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

- be familiar with the main derivative types traded in the financial markets
- master theoretical models used to price derivative contracts
- value options, swaps, forwards, futures, and other complex financial derivatives using stochastic models
- be able to analyze and price a structured product.
- be able to determine a possible hedging strategy

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

### Course description

This course is an advanced course on financial engineering. Having as prerequisites the Risk Management and Derivatives courses, this course aims to provide more advanced knowledge on the modeling techniques and tools applied by financial engineers for measuring and managing more effectively financial risks and pricing complex financial derivative products. The module will include interactive sessions, real-life exercises, and case studies along with implementation of derivatives pricing models using real market data

1. Introduction to stochastic processes (random walk, geometric Brownian motion)
2. Introduction to the binomial model (binomial trees, binomial model for pricing American Options)
3. Black and Scholes model (Ito's lemma, Black & Scholes formula)
4. The Greek letters and hedging
5. Exotic derivatives (barrier and binary options, lookback and Asian options, volatility swaps, swaptions)

## Environmental and social impacts

Discuss financial derivatives encouraging investment practices supporting sustainability goals. These include sustainability-linked derivatives (SLD); ESG-related credit default swap indices; exchange-traded derivatives on listed ESG-related equity indices; emissions trading derivatives; renewable energy and renewable fuels derivatives; and catastrophe and weather derivatives.

Modèles d'affaires durables

Ressources naturel

Climat

Transformation durable des entreprises

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Written exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	20.0	80.0												

## Evaluation

Feedback will be provided in the form of in-class exercises and quizzes. Continuous assessment in the form of MCQ will take place during session 4 and 7. The final exam, written, will focus on theoretical and practical questions in which students are asked to define, apply, and use concepts learned in class.

## Recommended reading

John C. Hull, OPTIONS, FUTURES, AND OTHER DERIVATIVES, Prentice Hall

## Work load

Number of hours	Type of course
16.0	Lecture
8.0	Interactive courses

25.0	Personnal work
6.0	Reading reference manuals
20.0	Research
<b>Total</b>	
	75.0



ENTERPRISE RESOURCE PLANNING WITH SAP 3766		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3766	OPS

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

### Prerequisites

### Learning objectives

- Understand what an ERP system is.
- Understand the importance and impact of ERP systems on organizations.
- Provide hands on exposure to a live ERP system, achieving an intermediate level of comfort using SAP ERP enterprise software.
- Learn how to adapt business strategy to the realities of the market and make appropriate changes in the SAP system to execute your business strategy
- Develop the good indicators to monitor your strategy

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3.A Breakdown complex organizational problems using the appropriate methodology

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3.C Organize change management processes

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4.A Appraise the performance of a team

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5.B Construct expert knowledge from cutting-edge information

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6.A Thoroughly examine a complex business situation

### Course description

### Environmental and social impacts

ERP systems streamline business processes and improve resource management. By optimizing the use of materials, energy, and other resources, improving demand forecasting, ERPs help reduce waste, and lower the environmental footprint of businesses.

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Presentation	Continuous assessment	End of term exam										
Nbre heure si examen écrit				2.0										
2nd session														
Coefficient	40.0	20.0	10.0	30.0										

Evaluation

Feedback will be given throughout the various sessions, so that students can learn from their mistakes and move forward in the game.

Recommended reading

Work load	
Number of hours	Type of course
24.0	Interactive courses
10.0	Personnal work
31.0	Collective project

10.0	Reading reference manuals	
<b>Total</b>		75.0



ALTERNATIVE INVESTMENTS 3680		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3680	FIN

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

### Prerequisites

Portfolio management, Financial Instruments and Technology, Financial concepts, Statistics and Asset Pricing

### Learning objectives

At the end of the course students should be able to disentangle the various classes of alternative investments, their valuation schemes and risk characteristics.

Students should be able to select appropriate assets within the alternative investment class.

Student should be able to integrate alternative investments in their portfolios and perform portfolio diversification and risk mitigation.

Students should be able to collect accurate data for asset selection and build a diversified portfolio of plain financial assets and alternative investments in a mean-variance performance perspective.

The completion of the final group project also ensures that students work with rigor and precision, are well-organized in order to ensure team efficiency, good communication and efficient time management.

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1.B Successfully collaborate within a intercultural team

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1.C Communicate effectively in English

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4.B Compose constructive personal feedback and guidance

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4.C Convey powerful messages using contemporary presentation techniques

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5.B Construct expert knowledge from cutting-edge information

---

6.B Synthesize multifaceted information from various sources across different functional fields

## Course description

### Course presentation

This course provides a comprehensive introduction to the field of alternative investments. It engages students in active learning through interactive sessions that include solving practical exercises and problems, analyzing real-life case studies, and utilizing actual databases. Additionally, the course introduces the application of various alternative assets within the scope of portfolio allocation, portfolio risk mitigation, and fostering an interdisciplinary educational experience. The various ways to invest in alternative investments are discussed and the light is also shed on the sustainability component of investing, through ESG investing considerations. Some group projects and in-class exercises will take place across the lecture sessions.

### Syllabus

#### 1. Introduction to Alternative Investments

Defining Alternative Investments, related goals and pillars  
Historical Context and Evolution of the Alternative Investments Market  
The Role of Alternative Investments in Modern Portfolios  
Overview of Course Structure and Expectations

#### 2. ESG and Alternative Investments

Background and investing in Alternative Investments  
Application to natural resources & commodities, real estate, hedge funds and private equity  
Methods of ESG investing: screening, proxy voting, impact investing  
Application: Selection of equity assets with specific ESG-related target, and portfolio analysis

#### 3. Private equity

Venture capital, buyouts and LBOs  
Private equity funds  
Valuation and risks  
Investing practice

#### 4. Real Estate Investment

Fundamentals of Real Estate Investment  
Types of Real Estate Investments: Private and public real estates, characteristics and risks  
Valuation and risks  
Risk Management and Diversification in Real Estate  
Group Project: Building a Real Estate Investment Portfolio

#### 5. Hedge Funds Structure and Strategies of Hedge Funds

Risk and Return Characteristics  
Performance Evaluation and Fee Structures  
Available assets for hedge funds investing  
Case Study: Hedge Fund Trends, Risks and Failures

#### 6. Commodities

Introduction to natural resources and Commodities Trading  
Role of Commodities in Diversification  
Risks Associated with Commodity Investments  
Available assets for Commodity investing: Physical and derivatives markets, indirect investing  
Commodity Derivatives valuation  
Discussion: Impact of Global Events on Commodity Prices

#### 7. Portfolio Management and Asset Allocation to Alternative Investments

Risk and return considerations  
Portfolio focus: conventional, ESG, or a mix  
Investment target: return enhancement and/or risk mitigation  
Discussion: Final group project launch

### Course valuation:

The valuation is based on group works with individual questions to each team member. As a result, members of the same team may have different grades depending on their involvement and individual understanding of the course and its applications.

First part: Group report based on a case study involving the building of a real estate portfolio. One class session will be devoted to the presentation of the output by each team. The professor will provide immediate feedback to the students and elicit common mistakes to avoid.

Second part: Final group project based on the building of a diversified portfolio combining classic assets and alternative investments, some of the selected assets being selected based on an ESG focus. A group project report will be delivered with relevant Excel files, data files, and eventually coding files. An oral session as a final exam will be organized.

### Environmental and social impacts

ESG-based investing is a part of the course, and impact-related concerns of some assets will be dealt.

Energie

Climat

Ressources naturel

Sustainable and ethical investing.

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Oral assessment												
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	50.0												

### Evaluation

Face-to-face with professor, and board-written wrap up with Q&A slots.

### Recommended reading

Hossein B. Kazemi, Keith H. Black, Donald R. Chambers, Alternative investments: CAIA level II, 2021, 4e, John Wiley & Sons, Inc., Hoboken, New Jersey

### Work load

Number of hours	Type of course
8.0	Lecture

8.0	Interactive courses	
8.0	Coaching	
20.0	Personnal work	
20.0	Collective project	
5.0	Reading reference manuals	
6.0	Research	
<b>Total</b>		75.0



VALUE-BASED NEGOTIATION 3755		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_NEG_3755	NEG

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

### Prerequisites

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

### Learning objectives

Define the concept of Value-Based Selling in the B2C context, emphasizing the importance of delivering value to consumers.  
 Highlight that this approach prioritizes meeting consumer needs and providing solutions that go beyond product features.

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5.B Construct expert knowledge from cutting-edge information

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6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

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3.B Propose creative solutions within an organization

---

6.B Synthesize multifaceted information from various sources across different functional fields

---

6.A Thoroughly examine a complex business situation

### Course description

- 1- Introduction to Value-Based Selling in B2C
- 2- Understanding Consumer Needs and Desires : forecast needs, analyse historics, adapt
- 3- Personalization of offers and Customer Experience: recommendations, customized user interfaces, and seamless customer experiences to be enhanced
- 4- Mid assessment : core project / Value proposition
- 5- Value proposition & Sustainability as a Value Proposition: Highlight the role of Value-Based Selling in educating consumers about sustainable choices.
- 6- Final Core project : oral & written 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

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Transparence et reporting

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Participation	Group project											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	40.0	10.0	50.0											

**Evaluation**

**Recommended reading**

**Work load**

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

10.0	Research
<b>Outside training</b>	
0.0	Outside visit
0.0	Company visit
<b>Distance learning</b>	
0.0	remote videoconferencing
0.0	remote seminar
<b>Total</b>	
	75.0

Students will have to be continuously committed through regular exercises, practical situations so as to be trained and coached.

As preparing a core project each student will need to be dedicated as a sales manager and committed to his/her group to highly participate to the project.

ADVANCED FINANCIAL STATEMENT ANALYSIS 3685		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3685	FIN

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

### Prerequisites

Understanding of the 3 main financial statements (ICS, BS, CFS): how they are prepared, what they contain, and what their content means  
 Basic accounting knowledge  
 Basic understanding of corporate finance and the funding of the firm  
 Basic knowledge of commonly used financial analysis tools and concepts: growths, margins, profitability, working capital, net debt, ...  
 Basic understanding of what consolidation means and implies constitutes a substantial advantage in this course

### Learning objectives

Navigate through a standard IFRS registration document / annual report - understand the meaning and relevance of the content displayed, and know where to find specific information.  
 Understand the link/ties that bring the 3 main financial statements together.  
 Prepare and present financial statements/financial data in a clear, readable and analysable format.  
 Assess properly presented and formatted financially data Identify key areas of questioning based on the previous assessment.  
 Identify / Suggest the potential causes behind the areas of questioning; the level of certainty depending on effectively available data and/or information.  
 Use the Registration Document and all publically available information to find answers to the questions raised by the quantitative analysis.  
 Understand and suggest what the previous findings mean for the future.  
 Prepare a business plan based on third party projections.

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6.B Synthesize multifaceted information from various sources across different functional fields

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1.A Demonstrate an international mindset

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1.C Communicate effectively in English

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4.A Appraise the performance of a team

---

5.B Construct expert knowledge from cutting-edge information

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6.A Thoroughly examine a complex business situation

### Course description

Financial information and accounting standards  
 Income Statement and business profitability  
 Balance Sheet structure and cash equation  
 Balance Sheet (BS) and shareholder profitability  
 Cash Flow Statement (CFS) analysis  
 Liquidity and solvency / financial debt analysis  
 Operating working capital analysis and management  
 Capital intensity and fixed assets strategy

### Environmental and social impacts

In this course we cover the dimensions of transparency and the quality of reporting, as well as the consequences of harmful social policies (scandals impacting company performance, etc.).

A discussion on the CSRD framework will be added to the course.

Other avenues to reinforce the CSR dimensions are under consideration (depending on CSR additions in other courses): new types of ratios linked to carbon emissions, the corporate due diligence duty, transition plans, and the accounting alternative offered by the CARE method (Comprehensive Accounting in Respect of Ecology).

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Droits du travail

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Transparence et reporting

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Climat

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	Group report	Continuous assessment											
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	40.0	40.0	20.0											

### Evaluation

### Recommended reading

Pascal Quiry, Maurizio Dallochio, Yann Le Fur, Antonio Salvi, "Corporate Finance, Theory and Practice, 5th Edition"  
 Robinson (2020), "International Financial Statement Analysis", 4th Edition, Wiley

### Work load

Number of hours

Type of course

24.0	Interactive courses
10.0	Personnal work
30.0	Collective project
11.0	Reading reference manuals
<b>Total</b>	
75.0	



TRADING & EXCHANGES 3683		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3683	FIN

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

### Prerequisites

Students should have prior basic knowledge of Python and data structures.

### Learning objectives

1. To develop a comprehensive understanding of market microstructure theories and models.
2. To analyze the impact of market microstructure on price formation and market liquidity.
3. To explore the role of different market participants, including market makers, high-frequency traders, and institutional investors.
4. To examine the influence of information asymmetry on trading strategies and market outcomes.
5. To investigate the implications of market microstructure for market efficiency and regulatory policies.
6. To apply empirical methods and data analysis techniques in Python to study market microstructure phenomena.

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5.B Construct expert knowledge from cutting-edge information

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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

Topic 1: Introduction to Market Microstructure

- Definition and scope of market microstructure
- Overview of major market participants and their roles

- Regulatory Environment
  - o Market surveillance and enforcement
  - o Market structure reforms
  - o Global perspectives on market microstructure regulation
- Topic 2: Trading Mechanisms
  - Auction-based vs. dealer-based markets
  - Dark pools and alternative trading platforms
  - Market order types and execution mechanisms
    - o Market orders, limit orders, and stop orders
    - o Order book dynamics
    - o Market impact and execution algorithms and transaction costs
- Topic 3: Market Makers, Liquidity and Market Quality
  - Market maker models and strategies
  - Bid-ask spread and depth
  - Liquidity provision and adverse selection
- Topic 4: High-Frequency Trading (HFT)
  - HFT strategies and algorithms
  - Market fragmentation and colocation
  - Regulatory issues and concerns
- Topic 5: Information and Informed Trading
  - Information asymmetry and its impact
  - Insider trading and market manipulation
  - News releases and market reactions
- Topic 6: Market Microstructure and Asset Pricing
  - Price discovery and information efficiency
  - Liquidity-based asset pricing models
  - Empirical evidence on market microstructure and asset returns
  - Technical Analysis and Liquidity

## Environmental and social impacts

In this course, we will discuss issues related to the abundant use of computer power. So, it is a natural ground to discuss Green IT issues and the environmental consequences of increasing the speed at which HFTs are able to trade. We will also discuss the importance of colocation services and the reasons pushing HFTs to invest so many resources in speed.

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Transformation durable des entreprises

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Energie

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Modèles d'affaires durables

High-frequency traders, orders, trades, market quality, market efficiency.

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Oral assessment													
Nbre heure si examen écrit														
2nd session														
Coefficient	100.0													

## Evaluation

Feedback will be continuous throughout the activities in class. The students will receive feedback on the Python code they generate and their production. There will be some non-graded MCQ sets also to train the students.

## Recommended reading

"Market Microstructure Theory" by Maureen O'Hara - This book provides a comprehensive overview of market microstructure theory, covering topics such as trading mechanisms, market design, and the impact of market microstructure on asset pricing.

"Trading and Exchanges: Market Microstructure for Practitioners" by Larry Harris - This book offers practical insights into market microstructure, focusing on the mechanics of trading and exchanges, order types, market fragmentation, and the role of algorithms in modern markets.

"Market Liquidity: Theory, Evidence, and Policy" by Thierry Foucault, Marco Pagano, and Ailsa Röell - This book delves into the concept of market liquidity from a theoretical and empirical perspective, exploring its determinants, measurement, and implications for market participants and policymakers.

"Empirical Market Microstructure: The Institutions, Economics, and Econometrics of Securities Trading" by Joel Hasbrouck - This book provides a detailed examination of empirical methods used to analyze market microstructure, including transaction data analysis, market impact modeling, and the estimation of market liquidity measures.

Kyle 1985  
Glosten & Milgrom 1985  
+ Several other research papers

## Work load

Number of hours	Type of course
8.0	Lecture
16.0	Interactive courses
25.0	Personnal work
5.0	E-learning
5.0	Reading reference manuals
16.0	Research



Total

75.0



FINANCIAL INTERMEDIARIES 3691		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
Class code :	2425_SYL_FIN_3691	FIN

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

### Prerequisites

Students are expected to be familiar with principles of accounting, economics and finance.

### Learning objectives

2.C Generate sustainable solutions for organizations

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

### Course description

This course provides an in-depth examination of financial intermediaries, focusing on their roles, operations, and impacts within the financial system. Special emphasis is placed on theoretical and empirical aspects of banking, banking regulation, risks and the managements of these latter.

### Environmental and social impacts

In this course, we will put a particular focus on the environmentally related dimension of a sustainable financial intermediation industry. Specifically, we will discuss the climate risk and green lending products.

Modèles d'affaires durables

Transparence et reporting

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Continuous assessment												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	70.0	30												

### Evaluation

Students will be given detailed feedbacks pertaining to each assessment taken.

### Recommended reading

Allen, F. and D. Gale. 2009. Understanding Financial crises. Clarendon Lectures in Finance, Oxford university press, first edition  
 Bessis, J. Risk Management in Banking. (Chichester: Wiley, 2015) fourth edition  
 Matthews, K. and J. Thompson The Economics of Banking. (Chichester: Wiley, 2014) third edition  
 Saunders, A. and M.M. Cornett Financial Institutions Management: A Risk Management Approach. (New York: McGraw Hill, 2017) ninth edition

Other resources will be provided during the course.

### Work load

Number of hours	Type of course
24.0	Lecture
16.0	Personnal work
10.0	Reading reference manuals

Total

50.0



FIRM VALUATION 3668		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
Class code :	2425_SYL_ACC_3668	ACC

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

### Prerequisites

### Learning objectives

2.C Generate sustainable solutions for organizations

6.B Synthesize multifaceted information from various sources across different functional fields

5.C Employ state-of-the-art management techniques

1.C Communicate effectively in English

6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

### Environmental and social impacts

L'exercice de valorisation intègre par définition des données impactées par la politique de l'entreprise en matière de durabilité ("sustainability") et de CSR

Développement social

Ressources naturel

Modèles d'affaires durables

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	End of term exam												
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	70.0												

### Evaluation

### Recommended reading

### Work load

Number of hours	Type of course
24.0	Lecture
25.0	Personnal work
26.0	Reading reference manuals

Total

75.0



CROSS CULTURAL MARKETING (INT) 1164		
2024 - 2025	Crédit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_1164	MKT

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

### Prerequisites

No prerequisites

### Learning objectives

Understand the role of culture as it affects the viewpoints of the firm's customers and how to adjust corporate marketing strategy accordingly.  
Understand the importance of customer perceptions with regard to the company's image and the impact of culture on the expectations of consumers.  
Explain the nature of national culture and the various approaches to measurement that have been developed.  
Differentiate among the various components of non-verbal communication and the potential impact of culture.

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1.A Demonstrate an international mindset

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1.B Successfully collaborate within a intercultural team

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1.C Communicate effectively in English

### Course description

Lecture and two case analyses by teams made up of course students chosen by the professor. The students will be judged on the learning objectives by their performance in their handling of their cases for presentation and by their handling of the questions on the final exam.

### Environmental and social impacts

Marketing and its impacts on society will be discussed. Marketing and its responsibilities for dealing with a variety of social issues and the environment will be discussed.

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Diversité, équité et inclusion

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Case study	Participation	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	10.0	50.0										

**Evaluation**

The students will be graded for their case presentations and provided feedback on the answers that were expected for the various cases.

**Recommended reading**

The students are given six cases to read through and a set of the slides that will be used during the lectures. There are no extra expected readings.

**Work load**

Number of hours	Type of course
16.0	Lecture
2.0	Personnal work
32.0	Collective project

Total

50.0



INTERNATIONAL CONFLICT MANAGEMENT AND PEACE BUILDING 2095		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
Class code :	2425_SYL_NEG_2095	NEG

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

### Prerequisites

1. Read three pre-posted articles for preparation
2. Watch following Ted Talk: [https://www.ted.com/talks/severine\\_autesserre\\_to\\_solve\\_mass\\_violence\\_look\\_to\\_locals](https://www.ted.com/talks/severine_autesserre_to_solve_mass_violence_look_to_locals)
3. Critical incident: Identify one international conflict. Describe its main issues and resolution strategies (1 page).
4. Learning goals: It is important to identify in advance of learning specific learning goals you want to achieve by taking this course. List 3-5 goals and the rationale for their selection.

### Learning objectives

Identify entry points for peace and security in war-affected societies;  
Develop an awareness on how business as a peace actor can provide opportunities for peacebuilding and change.  
Design and implement sustainable and durable solutions for post conflict environments

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

6.B Synthesize multifaceted information from various sources across different functional fields

1.A Demonstrate an international mindset

### Course description

This course will provide students with the theory and practice to engage in international conflict management. It situates the discussion in the aftermath of violent conflict and therefore puts emphasis on the ending of hostilities and the consolidation of short-term peace and long-term nation-building. Students will explore the many levels and multi-dimensional scopes of international mediation, incl. tactics, actors, and dynamics at the negotiation table. Based on applied theory and case studies provided by the course instructor, students will be immersed in the complexities of conflict resolution and peace building on an international scale. Whether Darfur, Syria, Myanmar, or Colombia, students' awareness and understanding of interdependent issues at the international level will be raised.

## Environmental and social impacts

Peacebuilding inherently has an environmental and climate adaptation element. Within the course, issues of environmental factors as enablers or risk factors are factored into the course content as transversal issues to be considered as root causes or threat multipliers of conflict. In the last class of the course, students simulate a business case of establishing a business venture in a post conflict setting, taking into account sustainability and environmental factors in their business pitch in order to be conflict sensitive.

Eau

Communautés

Ressources naturel

Droits humains

structural vulnerability, climate and security nexus

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Individual report	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	10	60	30											

## Evaluation

Via Email> [p.darocha@ieseg.fr](mailto:p.darocha@ieseg.fr)

Feedback will be given within 24 hours of the receipt of a query.

## Recommended reading

1. Fisher, R., Ury, W. & Patton, B. (1991). *Getting to Yes: Negotiating agreement without giving in*, 2nd edition. New York: Penguin.
2. Da Rocha, J.P. (2017). *The International Mediator: A Handbook*, Lambert LAP Publishing, ISBN-13: 978-620-2-00836-5
3. Da Rocha, J.P. (2019). *The International Mediator – A Handbook*, (French, Peter Lang Publishing), ISBN: 978-1-4331-6982-3
4. Da Rocha, J.P (2020). *The Changing Nature of International Mediation – Special Issue Global Policy*, doi:10.1111/1758-5899.12683
5. Da Rocha, J.P (2016). *Mediating international conflict – Challenges and opportunities*, BPC Policy Brief, Vol 4(1), Jan-April 2016, Rio de Janeiro: BRICS Policy Center.
5. Select readings and case studies

## Work load

Number of hours

Type of course



0.0	Directed work
0.0	Coaching
<b>Independent work</b>	
2.0	E-learning
10.0	Reading reference manuals
10.0	Research
<b>Distance learning</b>	
16.0	remote videoconferencing
2.0	remote seminar
<b>Total</b>	
	50.0

Due to the topic, preparatory work and coming prepared to each class relies heavily on students' ability and capacity to provide informed inputs. Thus, the number of total hours is the minimum benchmarks for students to be able to browse, research and to digest the information.

INTERNATIONAL MARKETING COMMUNICATION 3734		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3734	MKT

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

### Prerequisites

Cross-Cultural Marketing

### Learning objectives

Use of key concepts, models and best practices in corporate reputation building and protecting, crisis communication and management.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

### Course description

Designed to directly follow the Cross-cultural Communications course, this class leads students to understanding and use proven international marketing concepts. Students review of Drucker's definition of effective business strategy, then cover international business marketing as a key component in international business strategy via relevant recent case studies. Key topics: Globalization vs Anti-Globalization, the impact on international marketing of geo-political disputes, Country of Origin bias , Cultural Representation vs Cultural Stereotyping or Cultural Appropriation. Theoretical concepts: Kim's Theory of Intercultural Conflict, CAGE model of international expansion assessment; Porter's Five Forces plus 1 (government); Gravity model of international trade; Breckinridge's Audit Wheel, Crisis Management Theory, Reputation Formula.

### Environmental and social impacts

Say-do gap in consumer behavior re buying sustainable products, sustainability in fashion, green-washing -- Guest speaker led challenge. Building upon the guest-speaker led challenge included in Cross-cultural Marketing, this challenge will involve a more complex "problem" for student groups to solve for a real-case company. Student challenge will focus on reducing impact on climate change and improving community engagement in manufacturing.

Transformation durable des entreprises

Climat

Communautés

Corporate communications, crisis management, online presence, globalization vs. antiglobalization, geopolitics, social and cultural norms.

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Exercise	Group project	Individual project	Group report									
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	20.0	35.0	10.0	20.0									

## Evaluation

During each session of the course, student groups receive immediate oral feedback from the professor on their in-class individual exercises (such as delivering a holding statement during a crisis, and role play activities) as well as by group (such group mini- presentations and case assessments. In addition, regarding the group presentation and final group video project, students will receive written peer feedback via Challenge Me as well as conducting peer to peer coaching to prepare for group in-class and video projects. Finally, for the group presentation and group video project, the professor will send written feedback via a completed grading template sent to each group by email.

## Recommended reading

Hadiya Faheem & Debrapratim Purkayasthra (2019) "JD.com's Challenges in China and Beyond." IBS Center for Management Research. CASE: International Crisis Management

Pankaj Ghemawat, (2018), Redefining Global Strategy. Harvard Business Press

Philippe Lassarre (2018), Global Strategic Management, Palgrave

Edelman Trust Report (2024) Edelman public relations.

Michael Porter (2011) "What is Strategy," HBR's 10 Must Reads On Strategy, Harvard Business Review.

Yener Kandogan (2023) "A comprehensive multi-country study of country-of-origin effects using actual product ownerships," Journal of Marketing Analytics.

## Work load

Number of hours	Type of course
24.0	Lecture
<b>Independent study</b>	
18.0	Collective project

7.0	Individual project	
2.0	E-learning	
5.0	Reading reference manuals	
14.0	Research	
<b>Outside training</b>		
5.0	Company visit	
<b>Total</b>		75.0

PURCHASING STRATEGY 3742		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
Class code :	2425_SYL_MKT_3742	MKT

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

**Prerequisites**

None

**Learning objectives**

1.C Communicate effectively in English

2.B Solve professional dilemmas using concepts of CSR and ethics

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

**Course description**

The course focuses on how purchasing is part of a larger organization and how they can contribute to the success of it.

**Environmental and social impacts**

Students have to manage the People, Planet, Profit equation for a complex business case where Ikea needs to improve the sustainability of the wood they are buying.

Climat

Economie circulaire

Modèles d'affaires durables

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve	End of term exam	Individual report	Participation											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	60.0	30.0	10.0											

**Evaluation**

Continuous feedback modalities in class and via the software EvaluationsHub.

**Recommended reading**

journal of purchasing and supply management

**Work load**

Number of hours	Type of course
24.0	Interactive courses
11.0	Personnal work
20.0	Individual project
20.0	Reading reference manuals

Total

75.0



DIGITAL DESIGN & OPTIMIZATION 3729		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3729	MKT

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

### Prerequisites

None.

### Learning objectives

By the end of the course, students will gain a comprehensive view of digital design and its applications in the digital age. Specifically, they will be able to acquire the technical skills of designing the UX/UI and create a mobile application with Figma. Moreover, students will be required to apply their knowledge in the previous business and marketing courses to analyse the company and its target customers for customizing the app. Finally, through the group project, students will improve their teamwork and presentation skills.

The knowledge of digital design and its applications will be assessed via the individual report, while the skills of UX/UI, Figma, analytics, teamwork, and presentation will be assessed via the group project.

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.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

### Course description

Since the advent of computers in the 1950s, digitalization has significantly transformed many things of our life, leading to more and more interactions between human and digital technology means. The result of this was the birth of a new field called "digital design" which combines technology and the foundations of design knowledge to create meant media to be displayed and interacted on various digital interfaces. According to US Bureau of Labor Statistics, the demand for this type of job (i.e., digital designer) is growing faster than most of the careers over the next decade [1]. To prepare you for the job market, this course aims to equip you with the designer thinking mindset and guides you to design a mobile application using the industry

standard tool: Figma.

[1] US Bureau of Labor Statistics. "Occupational Outlook Handbook: Web Developers and Digital Designers, <https://www.bls.gov/ooh/computer-and-information-technology/web-developers.htm>." Accessed February 21, 2024.

## Environmental and social impacts

Students learn about concepts of e-waste and design redundancy in session 7 of the course. Most importantly, they can also choose to work on a mobile application for social good as their main projects.

Modèles d'affaires durables

Déchets

E-waste; Design redundancy

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	50.0	30.0											

## Evaluation

Students will receive formative feedback orally on in-class exercises during the course. In addition, a dedicated formative feedback and coaching session on the main project will be organized in session 6. For the final presentations in session 8, oral feedback will be provided in class, and summative written feedback will be sent via email afterward. Finally, a peer assessment (via ChallengeMe) will be used to evaluate the students' collaboration in the group project.

## Recommended reading

Norman, D. A. (2013). *The design of everyday things*. MIT Press.  
 Eskilson, S. (2023). *Digital design: A history*. Princeton University Press.

## Work load

Number of hours	Type of course
24.0	Interactive courses



32.0	Collective project
19.0	E-learning
<b>Total</b>	
75.0	



PLATFORM STRATEGY 3731		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3731	MKT

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

### Prerequisites

The course builds on prerequisite knowledge about basic concepts in microeconomics, strategy, and marketing, commensurate with the requirements to pass IÉSEG's bachelor cycle.

### Learning objectives

Understand and explain key concepts related to network economics as they relate to managerial decision-making in the economic paradigms characterized by ubiquitous information, collaboration, recycling of materials, and the replacement of ownership by access. - Individual assignment.

Formulate, interpret, and analyze management questions using insights on the network structure of the platform economy – Simulation game.

Apply the insights on the network structure of the platform economy to the formulation of business plans, the optimization of organisations, and the analysis of market structures and dynamics – Group work.

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

This course explores the strategic management of multi-sided platforms, a growing force in the digital economy. We will examine the economic principles behind successful platforms, including network effects, value creation for different user groups, and auction design. Through a combination of lectures, case studies, and interactive exercises, students will gain a critical understanding of platform design, launch, growth, and management within complex platform ecosystems.

## Environmental and social impacts

Students learn about the ecological and economic benefits and challenges of reducing material use by means of shifting business models based on product ownership transfer to access-based products-as-a-service. Moreover, they will discover how these platform models facilitate and encourage circular designs based on several business cases. In discussing the sharing economy as one of the major manifestations of platform businesses, we will discuss labor rights, job precarity, and other potential dark sides of platform business.

Droits du travail

Economie circulaire

Transformation durable des entreprises

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Participation	Exercise	Case study										
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	20.0	20.0	20.0										

## Evaluation

Students will receive formative feedback on their group work both in terms of the product (orally, from the teacher's side) and the process (as written peer feedback) to help them assimilate the course content. They will be collectively debriefed on the simulation and case study to integrate the learning.

## Recommended reading

Belleflamme, P., & Peitz, M. (2021). *The economics of platforms*. Cambridge University Press.

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). *Platform revolution: How networked markets are transforming the economy and how to make them work for you*. WW Norton & Company.

Reillier, L. C., & Reillier, B. (2017). *Platform strategy: How to unlock the power of communities and networks to grow your business*. Routledge.

Karhu, K., Gustafsson, R., Eaton, B., Henfridsson, O., & Sørensen, C. (2020). Four tactics for implementing a balanced digital platform strategy. *MIS Quarterly Executive*, 19(2), 105-120. <https://doi.org/10.17705/2msqe.00027>

Perren, R., & Kozinets, R. V. (2018). Lateral exchange markets: How social platforms operate in a networked economy. *Journal of Marketing*, 82(1), 20-36. <https://doi-org.ezproxy.univ-catholille.fr/10.1509/jm.14.0250>

Zhu, F., & Iansiti, M. (2019). Why some platforms thrive... and others Don't: What Alibaba, Tencent, and Uber teach us about networks that flourish. *The five characteristics that make the difference*. *Harvard Business Review*, 97(1), 118-125.

Chen, L., Yi, J., Li, S., & Tong, T. W. (2022). Platform governance design in platform ecosystems: Implications for complementors' multihoming decision. *Journal of Management*, 48(3), 630-656.

<b>Work load</b>	
<b>Number of hours</b>	<b>Type of course</b>
24.0	Interactive courses
10.0	Personnal work
25.0	Collective project
10.0	Individual project
6.0	Research
<b>Total</b>	
	75.0

CROSS-CULTURAL MARKETING 3732		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3732	MKT

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

### Prerequisites

Marketing Major core courses (generally) and International Marketing Fundamentals (specifically)

### Learning objectives

Cross-cultural sensitivity & adaptability

Effective learning and in-class engagement

Reflective journaling to enhance learning

Team leadership and facilitation

Quality academic research skills

Effective presentations in English

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1.A Demonstrate an international mindset

---

1.C Communicate effectively in English

---

3.A Breakdown complex organizational problems using the appropriate methodology

---

4.C Convey powerful messages using contemporary presentation techniques

### Course description

As a follow on to the Marketing Major Fundamental courses, especially International Marketing Fundamentals (IMF), this course will deepen and broaden students' understanding of key current theoretical theories and models used to guide successful cross-cultural business communications. Building on a basic understanding of Hofstede's Cultural Dimensions (covered in IMF), students will learn and use Meyer's Culture Mapping Tool (via the Michelin Leading Across Cultures case study and activities). Additional theoretical concepts covered will include: Communications Theory, Active Listening for Leaders, Corporate Reputation Model, Trust Triangle (components of trust). The course will feature a guest speaker sharing the challenges of operating a sustainability-focused company when expanding overseas.

### Environmental and social impacts

Students learn to assess the challenges for a social-purpose driven organization to address differing cross-cultural social norms when expanding overseas. Cases and activities also address: DEI, purpose-driven business strategy, and carbon-neutral transportation.

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Climat

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Modèles d'affaires durables

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Transformation durable des entreprises

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Exercice	Video	Individual report	Group project									
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	30.0	20.0	15.0	20.0									

### Evaluation

During each session of the course, student groups receive immediate oral feedback from the professor on their mini-presentations, case assessments, role play exercises or other activities. In addition, regarding the group presentation and final group video project, students will receive written peer feedback via ChallengeMe. Finally, for the group presentation and group video project, the professor will send written feedback via a completed grading template sent to each group by email.

### Recommended reading

Jing Qian, Hao Chen, Ziqian Zhao and Yi Chu (2018) "Cheetah Mobile: Cross-Cultural Clashes Within a Technology Company Born Global." Tsinghua SEM China Business Case Center

Erin Meyer & Sapna Gupta (2009) "Leading Across Cultures at Michelin," INSEAD.

KBS Kumar and Indu Perepu. (2020) "Subway – the World's Largest Food Chain on a Downward Spiral." IBS Center for Management Research

Francis Frei & Anne Morriss. (2020). "Begin with Trust." Harvard Business Review

Francis Frei (2018) "How to build (and rebuild) trust," [https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust?language=en](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust?language=en)

Laurie Ann Underwood & Ellen Touchstone. (2024) "Addressing the Full '3Ps': A Study of Oatly China's Silent Barista Programme Promoting Planet, People, Profitability," Ethics International Press.

Colin Mayer & Bruno Roche. (2021). "Putting Purpose into Practice," Oxford University Press, Chapter 1

Work load	
Number of hours	Type of course
24.0	Lecture

14.0	Collective project
10.0	Individual project
7.0	Reading reference manuals
19.0	Research
<b>Distance learning</b>	
1.0	remote videoconferencing
<b>Total</b>	
	75.0

PROFESSIONAL SELLING & INTERNATIONAL RELATIONS MANAGEMENT 3741		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_MKT_3741	MKT

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

### Prerequisites

None

### Learning objectives

1.C Communicate effectively in English

2.B Solve professional dilemmas using concepts of CSR and ethics

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

The course is focused on learning B2B selling in a business development way and relationship management. The students will get all the important theory on selling and then they will be put in role-play exercises.

This is a joint course that will be split in 2 times 12 hours with Peter Batt and Bert Paesbrugge. Dr Batt will teach the relationship mgt part and Dr. Paesbrugge will focus on selling.

Topics:

Position of sales team and manager

\*Transactional sales techniques to complex KAM solutions

\*Monitoring business with CRM and sales metrics

\*B2B value chains and sustainability

\*Social capital in exchange transactions

\*Managing long-term B2B relationships across national borders (external professor)

### Environmental and social impacts

Students need to manage the modern buyer's needs. These include an increased focus on how the products and services are being produced. Students need to include the needs of the customer in their proposals and manage the sales process accordingly.

Climat

Economie circulaire

Modèles d'affaires durables

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Oral assessment	Group project	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	30.0	10.0											

## Evaluation

Continuous feedback loops via EvaluationsHub.

## Recommended reading

Paesbrugge B. 2024. The Buyer's Balance: what your customers want to share with you. Borgerhoff & Lambrigts.

## Work load

Number of hours	Type of course
24.0	Interactive courses
8.0	Coaching
23.0	Personnal work
20.0	Reading reference manuals



Total

75.0



INTERNATIONAL RETAIL & OMNICHANNEL 3736		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3736	MKT

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

### Prerequisites

All students should have followed more general marketing principles set out in MS1 courses.

### Learning objectives

- 1 Identify the retail functions through which a retailer creates value for customers
- 2 Understand the evolution of the role of retailers in the market and discuss current trends in retailing
- 3 Analyse a retail strategy including examining marketing mix elements
- 4 Examine an international omnichannel retail strategy for its merits, challenges including the environmental and sustainability issues that they face
- 5 Evaluate different retail strategies, integration levels, touchpoints and channels used in retail practice
- 6 Describe and create omnichannel marketing
- 7 Assess marketing touchpoints during an omnichannel customer journey.
- 8 Analyze the opportunities and challenges of retail strategies and develop creative solutions.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

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

This course provides students with competencies relating to retailing concepts and omnichannel strategy. Students will learn the theory through interactive course sessions, case studies, exercises, in-class wooclap quizzes. They will also apply their knowledge by analysing retailing problems, presenting an omnichannel

strategy and identifying a solution. By the end of this course, students should have a solid understanding of common retailing practices and trends worldwide, omnichannel strategy, how digital marketing initiatives form part of the customer experience, customer journey mapping and evaluation.

### Environmental and social impacts

Students will learn about international environmental and sustainability issues, trends and impact in the retail industry (second-hand consumption, sustainable supply chain, fast fashion, climate-friendly products and services). We will discuss these concepts briefly through short student presentations to the group. We will also cover, in the case study, the issue of reducing carbon emissions in the international transportation of goods from retailer to customer.

Modèles d'affaires durables

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Participation	Presentation											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	10.0	50.0											

### Evaluation

Students will receive formative feedback orally on in-class case-studies, exercises and discussions during the course. Students will receive formative and summative feedback on their group project to help them achieve the learning objectives and expected competencies. They will receive formative oral group feedback on their group project when they work on it in class and they will receive written summative feedback following their final group presentation. A written peer feedback assessment is used following the final group presentation which will take place using online tools to help students to critique their own work and that of their peers. All students will receive a copy of the written peer feedback.

### Recommended reading

Cocco, H., & Demoulin, N. T. (2022). Designing a seamless shopping journey through omnichannel retailer integration. *Journal of Business Research*, 150, 461-475.

Levy, M., Weitz, B. A. & Grewal, D., (2022). *Retailing management 11th ed.* McGraw Hill Education; Dubuque.

Mirzabeiki, V., & Saghiri, S. S. (2020). From ambition to action: How to achieve integration in omni-channel?. *Journal of Business Research*, 110, 1-11.

### Work load

Number of hours

Type of course

24.0	Interactive courses	
15.0	Personnal work	
20.0	Collective project	
8.0	Reading reference manuals	
8.0	Research	
<b>Total</b>		75.0

DIGITAL CONTENT 3728		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3728	MKT

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

### Prerequisites

Introductory Marketing Management Course

### Learning objectives

By the end of this course, students will acquire experience and expertise in the following:

1. Learn key concepts of (digital) content marketing including its social and sustainable impact (Continuous assessment).
2. Define an optimal digital content strategy, including objectives and production, distribution, and consumption modalities (Continuous assessment & Group project).
3. Translate recent scientific findings into practical digital content creation insights (Group project).
4. Build a brand's digital content plan as part of a digital communication plan and develop a capacity to promote and present the content strategy and editorial calendar with teamwork through contemporary techniques (Group project).
5. Integrate various factors likely to affect digital content distribution and consumption and understand new trends and technologies to develop creative solutions for content production (Group project & Continuous assessment).
6. Complete an individual digital content certification on a self-learning basis (Exercise).

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1.C Communicate effectively in English

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3.B Propose creative solutions within an organization

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4.C Convey powerful messages using contemporary presentation techniques

### Course description

This course focuses on digital content creation, embedded within the domains of inbound marketing and conversational marketing. The course zooms in on a multitude of digital content categories, divided into: content production, content distribution and its channels, and content consumption. Special attention will be given to (innovative) tools for (interactive) content creation and copywriting, as well as the evolution of copyright for content production and distribution. Through a combination of interactive sessions, a group project, individual assignments pre- and post-class, and certificate completion, students will gain a comprehensive and critical understanding of digital content within a marketing communication approach.

### Environmental and social impacts

Students will learn about:

- The importance of CDR (Corporate Digital Responsibility) in a digital content plan.
- The relevance of creating a sustainable digital content ecosystem.
- Social, ethical, and regulatory issues regarding content creation and copyright, such as the (mis)use of Generative AI, plagiarism, patent/ownership, misinformation, fake news, deep fakes, etc.

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Transparence et reporting

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Diversité, équité et inclusion

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Energie

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Continuous assessment	Exercise	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	30.0	10.0	10.0										

**Evaluation**

Students will receive both formative and summative feedback throughout the course based on:

- Continuous assessment: Formative, oral feedback will be provided in class for pre- and post-class assignments, and summative, written feedback will be provided after the course.
- Group project, including report and presentation: Formative feedback is provided in class during the dedicated time for the group project and written feedback is provided after each intermediary group project assignment using a grading grid to track progress. Students will receive summative feedback using a grading grid for the final group project report. For the presentation, students will receive oral feedback from the professor and the company representative, as well as summative feedback after the course, using a grading grid. Additionally, a peer assessment via ChallengeMe will be used for the group project.
- Exercise: The summative feedback (grade) will be based on the completion of a certification, with an oral feedback session available upon request.

**Recommended reading**

Berger, J. (2013). *Contagious: Why things catch on*. Simon & Schuster.

Hollebeek, L. D., & Macky, K. (2021). Digital content marketing's role in fostering consumer engagement, trust, and value: Framework, fundamental propositions, and implications. *Journal of Interactive Marketing*, 45(1), 27–41. <https://doi.org/10.1016/j.intmar.2018.07>

Mulier, L., Slabbinck, H., Vermeir, I. (2021). This way up: The effectiveness of mobile vertical video marketing. *Journal of Interactive Marketing*, 55(3), 1–15. <https://doi.org/10.1016/j.intmar.2020.12.002>

Pulizzi, J. (2021). *Content Inc.* (2nd ed.). McGraw Hill.

Qian, K., & Jain, S. (2024). Digital content creation: An analysis of the impact of recommendation systems. *Management Science*, 0(0). <https://doi.org/10.1287/mnsc.2022.03655>

Ren, Q. (2023). Advertising and content creation on digital content platforms. *Marketing Science*, 0(0). <https://doi.org/10.1287/mksc.2022.0387>

Work load	
Number of hours	Type of course
24.0	Interactive courses

12.0	Personnal work	
20.0	Collective project	
8.0	E-learning	
4.0	Reading reference manuals	
4.0	Research	
<b>Distance learning</b>		
3.0	remote seminar	
<b>Total</b>		75.0

CONSULTING SKILLS 3703		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
Class code :	2425_SYL_GMSC_3703	GMSC

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

### Prerequisites

### Learning objectives

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

4.C Convey powerful messages using contemporary presentation techniques

### Course description

You work on a real consulting project for an organization you have selected (start-up, mid or large organization). At the end of the course, you provide two concise reports (a ppt and a word document) and make a team presentation that is descriptive and prescriptive. Your report draws from data (external and internal dynamic forces) and frames a current or potential business problem, defines a strategic challenge, and/or identifies a business opportunity. It should contribute to the growth of the firm AND should be related to a platform (digital transformation) as opposed to a traditional pipeline business. You will brainstorm on ideas, provide evidence-based solutions, and propose an innovative strategy. In sum, the final report provides recommendations and/or a prototype of a business model that can help your firm anticipate the future, solve a problem, adapt, grow, and outperform rivals.

### Environmental and social impacts

Student work on a real consulting project for an organization they have selected (start-up, mid or large organization). At the end of the course, they provide two concise reports (a ppt and a word document) and make a team presentation that is descriptive and prescriptive.

Your report draws from data (external and internal dynamic forces) and frames a current or potential business problem, defines a strategic challenge, and/or identifies a business opportunity.

They are encouraged to choose a topic/an issue related to CSR.

Modèles d'affaires durables

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type d'épreuve	Presentation	Individual report												
Nbre heure si examen écrit														
2nd session														
Coefficient	70.0	30.0												

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course
4.0	Lecture
12.0	Interactive courses
20.0	Personnal work
14.0	Collective project
20.0	Research



Total

70.0



SUPPLY CHAIN DEVELOPMENT 2231		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_2231	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S2	L_P	English

### Prerequisites

### Learning objectives

In this course, students will learn the fundamentals of supply chain development, including strategic development and topical concepts of supplier experience and supply chain sustainability. They will also learn about the frameworks, tools, and methods needed to apply these principles in practice.

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

1. Comprehend the value and opportunities of supply chain development for the strategy and success of the organizations
2. Understand the fundamentals of supply chain development from theoretical and practical points of view
3. Know the concepts of supplier experience and supply chain sustainability and their applications to supply chain development
4. Apply tools and methods to analyse and develop the supply chains

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2.C Generate sustainable solutions for organizations

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2.A Assess the values of the organization in which they work

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6.A Thoroughly examine a complex business situation

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6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

The role of supply chain management is currently more crucial than ever for companies and other organizations. Supply chains have a significant impact on company performance, influencing aspects such as costs, quality, sustainability, lead times, and innovation. Organizations are increasingly recognizing their dependencies and vulnerability in relation to supply chains, a shift driven by factors like the COVID-19 pandemic, geopolitical events (e.g., the war in Ukraine), growing sustainability requirements, economic uncertainty, and new digital technologies. Visionary leaders view supply chains as drivers of innovation and

competitive advantage.

As a result, the supply chain development becomes increasingly vital for company success. The rising significance requires a focus on strategic and holistic development in supply chains and supplier relationships.

This one-week intensive course aims to introduce students to supply chain development, emphasizing its importance in creating a competitive advantage in today's complex business environments and considering the perspective of supply chain sustainability.

The course is highly based on the latest practical trends from the industry and includes fundamental theory on the topic. While the practical examples mostly focus on the manufacturing industry, the principles introduced are applicable to various other industries as well.

The course consists of four modules:

1. Strategic supply chain development
2. Frameworks, tools & methods for supply chain analysis and development
3. Concept of supplier experience for developing supply chain holistically
4. Developing supply chain sustainability

The first module discusses a framework for linking corporate and supply chain strategy. The second module introduces traditional frameworks, tools & methods (e.g. quality management tools, 6 Sigma, Lean, value stream mapping) for supply chain analysis and development. Third module presents a completely new approach to supply chain development, called, supplier experience. Finally, the fourth module, introduces the holistic concept to develop supply chain sustainability.

**Environmental and social impacts**

Supply chain sustainability is one of the main themes of the course. It discusses the sustainability holistically from the point of views of supplier compliance, operative sustainability and sustainability innovation in relation with environmental, social and governance (ESG) aspects.

Droits humains

Développement social

Diversité, équité et inclusion

Biodiversité

Transformation durable des entreprises

Transparence et reporting

Modèles d'affaires durables

Climat

Supply chain sustainability, Supplier experience, Strategic SCM

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Exercise												

Nbre heure si examen écrit														
2nd session														
Coefficient	60	40												

**Evaluation**

**Recommended reading**

Rossi, Timo & Anttila, Jarl Matti (2024): SUPPLIER EXPERIENCE: The Fundamentals of Modern Supplier Collaboration, Supplier Experience Magazine, Jakamo Limited

Slack, Nigel & Brandon-Jones, Alistair (2022): Operations Management, Pearson

**Work load**

Number of hours	Type of course
16.0	Interactive courses
10.0	Personnal work
24.0	Collective project
<b>Total</b>	
	50.0



SERVICE MANAGEMENT 3743		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3743	MKT

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

**Prerequisites**

Marketing Introduction: Student should possess basic knowledge on Marketing.

**Learning objectives**

1. Understand the unique challenges involved in marketing and managing services
2. How service business can provide a competitive advantage in B2C & industrial B2B settings
3. Develop an understanding of service pricing, and blueprinting

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1.A Demonstrate an international mindset

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1.B Successfully collaborate within a intercultural team

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1.C Communicate effectively in English

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2.A Assess the values of the organization in which they work

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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

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3.B Propose creative solutions within an organization

---

4.C Convey powerful messages using contemporary presentation techniques

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5.A Predict how business and economic cycles could affect organizational strategy

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5.B Construct expert knowledge from cutting-edge information

---

5.D Make effectual organizational decisions

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6.A Thoroughly examine a complex business situation

---

6.B Synthesize multifaceted information from various sources across different functional fields

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6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

## Course description

In developed countries, the service sector accounts for 70% or higher of the entire economies and is the major source of employment. Hence, it is crucial to learn and understand marketing and management of services, both from entrepreneurial and career development perspectives. This course offers learning opportunities regarding the principal features of service business, and the related marketing and management challenges and their solutions. In addition to developing the necessary conceptual foundations, the course put a high emphasis on developing students' real-life problem-solving abilities. The course is aligned with the IESEG teaching and learning strategy. It includes psychological engagement beyond passive listening. Moreover, through alternating formal lectures with activities (case studies, practical exercises, role plays, etc.), it provides the opportunity for active cognitive processing that leads to the development of new knowledge and skills.

## Environmental and social impacts

Sustainability in services- Concepts on how and why sustainability needs to be integrated with services would be discussed

Diversité, équité et inclusion

Services & their characteristics, Service failure and recovery B2B Vs B2C, Pricing services, new age services, GAPS model, Concept of SERVQUAL, Using services in building customer loyalty.

## Assessment / Feedback

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	30.0	20.0	50.0											

## Evaluation

There are 3 components of evaluation

1. Individual assessment- capped at 30%. Three quizzes will be administered (Best of 2 considered) and in class participation.
2. Group projects- Case studies and demonstration of the GAPS model- Capped at 20%.
3. Final exams- subjective questions using pen and paper- capped at 50%.

## Recommended reading

1. Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific. Ninth edition- Reference Textbook.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Mende, M. (2023). Services marketing: Integrating customer focus across the firm. McGraw-Hill/Irwin. Eighth edition- Reference Textbook.
3. Baliga, A. J., Chawla, V., Sunder M, V., & Kumar, R. (2021). Barriers to service recovery in B2B markets: a TISM approach in the context of IT-based services. Journal of Business & Industrial Marketing, 36(8), 1452-1473.
4. Baliga, A. J., Chawla, V., Sunder M, V., Ganesh, L. S., & Sivakumaran, B. (2021). Service failure and recovery in B2B markets—a morphological analysis. Journal of Business Research, 131, 763-781.
5. Kowalkowski, C., Gebauer, H., Kamp, B., & Parry, G. (2017). Servitization and deservitization: Overview,

concepts, and definitions. *Industrial Marketing Management*, 60, 4-10.

6. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of marketing*, 68(1), 1-17.

7. Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of marketing Science*, 36, 1-10.

8. Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of marketing*, 56(2), 57-71.

<b>Work load</b>	
<b>Number of hours</b>	<b>Type of course</b>
24.0	Lecture
5.0	Personnal work
10.0	Collective project
6.0	Individual project
<b>Independent work</b>	
20.0	Reading reference manuals
<b>Outside training</b>	
10.0	Company visit
<b>Total</b>	<b>75.0</b>

ALTERNATIVE INVESTMENTS (INT) 3778		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3778	FIN

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

**Prerequisites**
**Learning objectives**

1. What is an Alternative Investment?
  - a. Demonstrate knowledge of the view of alternative investments by exclusion.
  - b. Demonstrate knowledge of various alternative investment types.
  - c. Demonstrate knowledge of the defining characteristics of alternative investments.
  - d. Demonstrate knowledge of the history of alternative investments in the United States.
  - e. Demonstrate knowledge of how alternative and traditional investments are distinguished by return characteristics.
  - f. Demonstrate knowledge of how alternative and traditional investments are distinguished by methods of analysis.
  - g. Demonstrate knowledge of other characteristics that distinguish alternative investments from traditional investments.
  - h. Demonstrate knowledge of the goals of alternative investing.
  - i. Demonstrate knowledge of the two pillars of alternative investment management.
2. The Environment of Alternative Investments
  - a. Demonstrate knowledge of the participants in the alternative investing environment.
  - b. Demonstrate knowledge of the legal structures in alternative investing.
  - c. Demonstrate knowledge of the key features of fund structures.
  - d. Demonstrate knowledge of the financial markets involved in alternative investments.
  - e. Demonstrate knowledge of the regulatory environment of alternative investments.
  - f. Demonstrate knowledge of liquid alternative investments.
  - g. Demonstrate knowledge of taxation of investments.
  - h. Demonstrate knowledge of short-selling processes and mechanics.
3. Natural Resources and Land
  - a. Demonstrate knowledge of natural resources other than land.
  - b. Demonstrate knowledge of land as an alternative asset.
  - c. Demonstrate knowledge of timber and timberland as alternative assets.
  - d. Demonstrate knowledge of farmland as an alternative asset.
  - e. Demonstrate knowledge of valuation and volatility of real assets.
  - f. Demonstrate knowledge of pricing and historic data analysis.
  - g. Demonstrate knowledge of contagion, price indices, and biases in real estate values.
  - h. Demonstrate knowledge of observations regarding historical returns of timberland.
  - i. Demonstrate knowledge of observations regarding historical returns of farmland.
4. Commodities
  - a. Demonstrate knowledge of investing in commodities without futures.
  - b. Demonstrate knowledge of the term structure of forward prices on commodities.
  - c. Demonstrate knowledge of rolling of forward and futures contracts.
  - d. Demonstrate knowledge of normal backwardation and normal contango.
  - e. Demonstrate knowledge of commodity exposure and diversification.
  - f. Demonstrate knowledge of expected returns on commodities.
  - g. Demonstrate knowledge of commodity indices.
  - h. Demonstrate knowledge of commodity risk attributes.

5. Other Real Assets
  - a. Demonstrate knowledge of commodity producers.
  - b. Demonstrate knowledge of liquid alternative real assets.
  - c. Demonstrate knowledge of infrastructure in the alternative investment space.
  - d. Demonstrate knowledge of intellectual property.
  - e. Demonstrate knowledge of cash flows of intellectual property.
  - f. Demonstrate knowledge of historical performance data on visual works of art.
  - g. Demonstrate knowledge of research and development and patents as unbundled intellectual property.
6. Real Estate Assets and Debt
  - a. Demonstrate knowledge of categories of real estate.
  - b. Demonstrate knowledge of advantages, disadvantages, and styles of real estate investments.
  - c. Demonstrate knowledge of real estate style boxes.
  - d. Demonstrate knowledge of residential mortgages.
  - e. Demonstrate knowledge of commercial mortgages in the context of alternative investments.
  - f. Demonstrate knowledge of mortgage-backed securities.
  - g. Demonstrate knowledge of liquid alternatives: real estate investment trusts (REITs).
  - h. Demonstrate knowledge of observations regarding historical returns of mortgage REITs.
7. Real Estate Equity
  - a. Demonstrate knowledge of real estate development in the context of alternative investments.
  - b. Demonstrate knowledge of commercial real estate valuation.
  - c. Demonstrate knowledge of valuation and risks of real estate equity.
  - d. Demonstrate knowledge of the income method of real estate valuation.
  - e. Demonstrate knowledge of alternative real estate investment vehicles.
  - f. Demonstrate knowledge of equity REIT returns.
  - g. Demonstrate knowledge of historical risks and returns of equity real estate investment trusts (REITs).
8. Structure of the Hedge Fund Industry
  - a. Demonstrate knowledge of the distinguishing features of hedge funds and their growth and concentration over time.
  - b. Demonstrate knowledge of hedge fund fees.
  - c. Demonstrate knowledge of various types of hedge funds.
  - d. Demonstrate knowledge of hedge fund returns and asset allocation.
  - e. Demonstrate knowledge of the process of evaluating a hedge fund investment program.
  - f. Demonstrate knowledge of research studies on whether hedge funds adversely affect the financial markets.
  - g. Demonstrate knowledge of hedge fund indices.
9. Macro and Managed Futures Funds
  - a. Demonstrate knowledge of macro and managed futures strategies.
  - b. Demonstrate knowledge of global macro.
  - c. Demonstrate knowledge of managed futures.
  - d. Demonstrate knowledge of systematic trading.
  - e. Demonstrate knowledge of the core dimensions of managed futures investment strategies.
  - f. Demonstrate knowledge of systemic futures portfolio construction.
  - g. Demonstrate knowledge of various core benefits of managed futures for investors.
  - h. Demonstrate knowledge of evidence on managed futures returns.
  - i. Demonstrate knowledge of benefits of managed futures funds.
10. Event-Driven Hedge Funds
  - a. Demonstrate knowledge of the sources of most event strategy returns.
  - b. Demonstrate knowledge of activist investing.
  - c. Demonstrate knowledge of merger arbitrage.
  - d. Demonstrate knowledge of distressed securities hedge funds.
  - e. Demonstrate knowledge of event-driven multistrategy funds.
11. Relative Value Hedge Funds
  - a. Demonstrate knowledge of relative value strategies.
  - b. Demonstrate knowledge of convertible bond arbitrage.
  - c. Demonstrate knowledge of volatility arbitrage.
  - d. Demonstrate knowledge of fixed-income arbitrage.
  - e. Demonstrate knowledge of relative value multistrategy funds.
12. Equity Hedge Funds
  - a. Demonstrate knowledge of commonalities between equity hedge funds.
  - b. Demonstrate knowledge of sources of return for equity hedge funds.
  - c. Demonstrate knowledge of market anomalies.



- d. There are no sources in the current document. (Chambers, Anson, Black, & Kazemi, 2020)  
Demonstrate knowledge of implementing anomaly strategies.
- e. Demonstrate knowledge of various (three) equity strategies.
- 13. Funds of Hedge Funds
  - a. Demonstrate knowledge of the benefits and costs of diversification in hedge fund investing.
  - b. Demonstrate knowledge of investing in multistrategy funds.
  - c. Demonstrate knowledge of the process of investing in funds of hedge funds.
  - d. Demonstrate knowledge of building a portfolio of single hedge funds.

1.A Demonstrate an international mindset

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.A Appraise the performance of a team

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

## Course description

## Environmental and social impacts

The alternative investment industry is a significant and necessary source of capital for many environmental and societal challenges. It finances projects from global climate change to alternative energy sources to block-chain technology to artificial intelligence. Simply put, alternative investment vehicles help transform society and it helps solve environmental and societal issues.

Transformation durable des entreprises

Climat

Communautés

Modèles d'affaires durables

Ressources naturel

Energie

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type d'épreuve	End of term exam	Continuous assessment												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	70	30												

**Evaluation**

**Recommended reading**

Chambers, D. R., Anson, m. J., Black, K. H., & Kazemi, H. B. (2020). Alternative Investments CAIA Level I. Hoboken, New Jersey, United States: John Wiley & Sons, Inc.

**Work load**

Number of hours	Type of course
16.0	Lecture
20.0	Personnal work
6.0	E-learning
8.0	Research

Total

50.0



THE ENTREPRENEURIAL EXPERIENCE II 3719

2024 - 2025

Crédit : 3

**IESEG - School of Management**

Class code :

2425\_SYL\_ENT\_3719

ENT

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

**Prerequisites**

this course builds on Entrepreneurial Experience I

**Learning objectives**

at the end of the course, the student should be able to: 1. explain the principles of the lean startup, 2. analyze the factors of startup success and failure, 3. assess the value of a business model, 4. create a 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

6.A Thoroughly examine a complex business situation

**Course description**

**Environmental and social impacts**

the business model needs to address one or more SDGs. students have to explain which SDGs are targeted and which KPIs can/will be used to assess the business model impact

Modèles d'affaires durables

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Participation	Group project											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	20.0	50											

### Evaluation

### Recommended reading

### Work load

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



INCLUSIVE ENTREPRENEURSHIP 3717		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3717	ENT

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

### Prerequisites

### Learning objectives

Additionally, students will be able to:

- Understand the main challenges of inclusive entrepreneurship
- Understand how to identify underserved markets
- Analyze the feasibility of an inclusive new venture idea
- Develop collaboratively a real venture idea
- Defend publicly a new inclusive venture idea

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2.A Assess the values of the organization in which they work

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2.B Solve professional dilemmas using concepts of CSR and ethics

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4.C Convey powerful messages using contemporary presentation techniques

### Course description

Inclusive entrepreneurship is about innovating to bring new products and services to underserved markets. Additionally, the course is about how to stimulate business creation among underrepresented groups of entrepreneurs by increasing their access to capital, networks, and business support. The working definition of inclusivity centers on serving the needs of communities and entrepreneurs who are underserved and come from underrepresented communities. This includes women, ethnic/immigrant minorities, people with disabilities, youth, the elderly, members who identify as LGBTQ+, among others. Over the semester, students will learn about the challenges faced by these members in these markets and how entrepreneurship could be a tool for increasing their access to needed services and products.

### Environmental and social impacts

The course allows students to see how social and environmental variables affect marginalized communities. At the end of the course, students convey their learning through interdisciplinary business solutions that resolve some of these tensions.

Développement social

Modèles d'affaires durables

Droits humains

Diversité, équité et inclusion

Communautés

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Presentation	Group project	Case study	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	25.0	25.0										

### Evaluation

Written assignments, presentations, and in-class coaching.

### Recommended reading

### Work load

Number of hours	Type of course
25.0	Lecture
25.0	Interactive courses

Independent work	
25.0	Reading reference manuals
25.0	Research
<b>Total</b>	



MANAGING FIRM CONSTRAINTS WITH ACCOUNTING DECISION TECHNIQUES 2081		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
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.

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1.B Successfully collaborate within a intercultural team

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1.C Communicate effectively in English

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3.A Breakdown complex organizational problems using the appropriate methodology

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3.B Propose creative solutions within an organization

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4.B Compose constructive personal feedback and guidance

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4.C Convey powerful messages using contemporary presentation techniques

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5.C Employ state-of-the-art management techniques

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5.D Make effectual organizational decisions

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3.C Organize change management processes

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### 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.

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Energie

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Ressources naturel

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Eau

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

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Continuous assessment	Individual project	Exercise	Individual report	Group project	Group report							
Nbre heure si examen écrit														
2nd session														



Coefficient	24.0	9.0	2.0	3.0	12.0	35.0	15.0								
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## 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

Number of hours	Type of course
10.0	Lecture
<b>Independent study</b>	
5.0	Personnal work
15.0	Collective project
4.0	Individual project
3.0	Reading reference manuals
3.0	Research
<b>Total</b>	
	50.0

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

MACRO-ECONOMIC ENVIRONMENT & MONETARY POLICY 3690		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3690	FIN

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

### Prerequisites

Students should have a basic understanding of economic principles such as supply and demand, and financial markets. A basic knowledge of the linear regression model is also assumed. Basic calculus and time-value of money (discounting and compounding) are expected, as well as a familiarity with statistical concepts like averages, percentages, risk, and probability. Comfort with using spreadsheet software like Excel for data analysis, and statistical software like R or Python is beneficial.

### Learning objectives

At the end of the course, Students will:

1. Develop an understanding of macroeconomic fundamentals, including GDP, unemployment, inflation, and alternative well-being measures.
2. Investigate the interplay between macroeconomic factors and asset pricing.
3. Understand the objectives, the policy tools, and the implications of central banks' actions on interest rates, asset prices, and the banking sector.
4. Explore the role of central banks in promoting green finance and sustainability and analyze the challenges and opportunities presented by the transition to a green economy.
5. Understand central banks' role in international markets, including the interplay between monetary policy, interest rates and exchange rates, and the implications of the Covered Interest Rate Parity (CIRP) theory for the domestic and foreign economies.

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1.C Communicate effectively in English

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3.A Breakdown complex organizational problems using the appropriate methodology

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5.A Predict how business and economic cycles could affect organizational strategy

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5.B Construct expert knowledge from cutting-edge information

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6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

Detailed Lecture-by-lecture program

Block 1: Fundamentals of Macro-finance

- A. Session I (2h Lecture + 1h Flipped class) Fundamentals of Macroeconomics
  - Understand the concept of Gross Domestic Product (GDP), its components, and its role as a measure of economic output.
  - Explore alternative measures of economic well-being (e.g., Gross National Happiness, Human Development Index) and their significance.
- B. Session II (2h Lecture + 1h Flipped class) Fundamentals of Macroeconomics
  - Analyze the impact of unemployment and inflation, assessing the implications for individuals and the broader economy.

- Financial and economic crisis
  - Reverse Classroom
- C. Session III (2h Lecture + 1h Flipped class) Introduction to Fiscal and Monetary Policy
- Define fiscal and monetary policy, recognize their tools, and distinguish between expansionary and contractionary policies.
  - Explain the role of the government and central banks in stabilizing the economy.
  - Reverse Classroom

## Block 2: An Overview of Central Banking

- A. Session IV (2h Lecture + 1h Flipped class) Central banks: objectives and tools
- Gain a comprehensive understanding of central banks' functions, objectives, and significance in modern economies.
  - Examine how central banks address macroeconomic challenges such as inflation, recession, and financial instability.
  - Analyze the conventional and unconventional monetary policy tools, including open market operations, policy rates, reserve requirements, quantitative easing, and forward guidance.
  - Reverse Classroom
- B. Session V (2h Lecture + 1h Flipped class) Monetary policy and asset prices
- Define the Stochastic Discount Factor (SDF) and investigate its role for asset pricing.
  - Analyze the impact of central bank policies on interest rates (EURIBOR, ESTER, term-structure of interest rates), asset prices, and the banking sector.
  - Reverse Classroom
- C. Session VI (2h Lecture + 1h Flipped class) Central banking, lenders of last resorts and financial stability
- Central banking and financial stability
  - Reverse Classroom
- D. Session VII (2h Lecture + 1h Flipped class) Central Banks, Financial Stability and Sustainable Finance
- Explore the role of central banks in promoting green finance and sustainability and analyze the challenges and opportunities presented by the transition to a green economy.
  - Reverse Classroom
- E. Session VIII (1h Lecture + 1h Flipped class + 40min Q&A) Central Banks in a global world
- Explore the role of central banks in a global context, including their interactions with international financial institutions, highlighting the monetary policy implications for exchange rates and currency interventions on macroeconomic stability.
  - Define Covered Interest Rate Parity (CIRP) and its significance in international finance.
  - Reverse Classroom
  - Q&A

## Environmental and social impacts

The course emphasizes challenges linked to transitioning to a green economy, the costs of climate change both in physical and transition terms, and risks stemming from nature loss, all from a macroeconomic perspective. Furthermore, it delves into how central banks, such as the ECB, acknowledge the importance of tackling climate risks within their mandates, impacting areas like price stability, bank supervision, and risk management.

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Transformation durable des entreprises

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Climat

Macroeconomics, Monetary Economics, Interest Rates, Financial Stability

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	50	50												

### Evaluation

During lectures and interactive sessions, the professor will provide guidance and personalized feedback to students. It is highly recommended for students to review the Flipped Classroom materials following each class to ensure a thorough understanding of the subject matter.

### Recommended reading

### Work load

Number of hours	Type of course
16.0	Lecture
8.0	Interactive courses
16.0	Personal work
20.0	Collective project
16.0	Research

Total

76.0



SUPPLY CHAIN OPERATIONS 3762		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3762	OPS

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

### Prerequisites

inventory management, supply chain management, statistics

### Learning objectives

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

1. coordination in the supply chain
2. managing economies of scale in the supply chain: cycle inventory
3. managing uncertainties in the supply chain: safety inventory
4. transportation in the supply chain

### Environmental and social impacts

The course focuses on the interaction between 3 logistical drivers (inventory, transportation, warehouses) from an optimization point of view. illustrations from companies will be used to show how, while optimizing the drivers, the environmental perspective can be taken into account.

Déchets

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Midterm exam	Participation											
Nbre heure si examen écrit	3.0	2.0												
2nd session														
Coefficient	50.0	40.0	10.0											

### Evaluation

- The exercises of the mid-term exam will be corrected during a lecture and the correction of the final exam will be posted on mycourses

### Recommended reading

### Work load

Number of hours	Type of course
24.0	Interactive courses
37.0	Personnal work
10.0	Reading reference manuals
4.0	Research

Total

75.0



SUSTAINABLE OPERATIONS 3764		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3764	OPS

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

### Prerequisites

Operations and supply chain management skills  
Interest in political, social and economic developments  
Group work skills  
Presentation skills

### Learning objectives

The objective of the course is to provide a solid understanding of pre-requisites, strategies, connections, concepts, devices and opportunities for sustainable operations.

Students know the needs and analysis tools for a systemic approach to operations management. They follow economic developments at regional, national and international levels because they are aware of the impact of these developments on the economic, ecological and social sustainability of their organizations. They know how to integrate them into their organization's operations management and strategy

They know about the importance of recycling, closed-loop economy, and reverse logistics, what challenges it can pose and what opportunities.

Students are able to develop strategies for sustainable operations management, integrating reverse logistics, and optimise the management of associated supply chain elements in order to maximize the sustainability of their organisation.

They can apply different approaches to assess the sustainability of operations, including the concept of life cycle analysis and the calculation of supply chain emissions, e.g. ISO 14083 and the Greenhouse Gas protocol.

Students are able to develop and communicate the relevance of strategies for improving the sustainability of a company's operations.

They know the relevance of digitalization for improving sustainable operations, supply chain management and logistics, and can assess their opportunities and challenges related to sustainable operations.

Students know the tools of sustainable logistics and can successfully lead sustainable supply chain and operations management projects.

1.A Demonstrate an international mindset

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2.A Assess the values of the organization in which they work

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2.B Solve professional dilemmas using concepts of CSR and ethics

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5.C Employ state-of-the-art management techniques

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### Course description

Managing a sustainable operations is not just about protecting the environment; they are in the interest of the organizations themselves because they are the expression of optimized "lean management" and become more and more a requirement for ensuring the longterm competitiveness of a company, beyond its societal responsibility. As certain resources become increasingly scarce and recycling can be an important approach to supplies that would otherwise become difficult, expensive, or even a real bottleneck. Furthermore, in an increasingly unstable production and distribution environment, as international developments have shown over recent years, developing closed-loop processes and optimizing the sustainability and efficiency of a company, are offered as an important element of a resilient and agile strategy for an organization.

In addition, more and more regulations require the sustainability of organizations and their production and distribution processes.

A sustainable approach to operations requires

- > the ability to critically evaluate a company's current approach and the sustainability of these processes.
- > a solid understanding of sustainability in general, operations and supply chain management, the relevance of international developments for a company's operations, life-cycle assessment, closed-loop processes and reverse logistics, sustainable supply chain management and logistics, their prerequisites, opportunities and challenges.
- > the ability to measure the current footprint of a company, including its logistics, as well as communicate it to internal and external stakeholders.
- > the ability to develop targets for the improvement of the sustainability of a company's operations as well as of potential pathways to reaching these targets.

All these aspects are covered during the course..

Students analyze the situation of real companies in a "case study" format. They compare the approach to sustainable operations and develop approaches to further improve the sustainability. They use different approaches to assess the sustainability of organizations' operations, including the concept of life cycle analysis and the calculation of supply chain emissions such as the GHG protocol and ISO 14083. Using the Reverse Classroom tool, students become familiar with the different tools of sustainable operations and know how to apply them.

### Environmental and social impacts

The course has the topic of sustainability as focus.

Students learn to identify a company's responsibility and opportunity to positively impact the environment and society by improving a company's operations. They also learn about risks linked to neglecting or delaying to take ownership of this responsibility.

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Démocratie

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Modèles d'affaires durables

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Economie circulaire

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Déchets

---

Energie

---

Développement social

---

Climat

---

Ressources naturel

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Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Individual project	Individual report											
Nbre heure si examen écrit	1.0													
2nd session	true													
Coefficient	40.0	30.0	30											

### Evaluation

40% end-of-course exam (on paper)

30% flipped classroom contribution to be prepared in preparation of the seminar (=individual project)

30% map and personal, critical review of case study company's operations (=individual report)

The flipped classroom presentation and case study are carried out in groups and are evaluated individual, with a ChallengeMe evaluation being one element of the final grade for each of these two assessments).

### Recommended reading

### Work load

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

26.0	Research	
<b>Total</b>		75.0



SERVICE FAILURE AND RECOVERY IN BUSINESS 3787		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3787	MKT

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

### Prerequisites

Basic understanding of marketing management

### Learning objectives

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

- a) Understand the service failure and its specifics pertaining to the situation and context
- b) Predict the customer intentions, emotions, and behavioural tendencies after the service failure
- c) Understand the various customer recovery strategies and tactics available
- d) Critically analyse and select the suitable customer recovery strategies and tactics suitable to the situation and context
- e) Learn the consequences of successful and unsuccessful customer recoveries
- f) Apply the service failure and customer recovery concepts to real-life service failure situations in different contexts

6.A Thoroughly examine a complex business situation

### Course description

Course Objectives: The course aims to expose students to service failure situations in different contexts (i.e., B2C, B2B, etc.) and help them understand the need to adapt the customer recovery strategies and tactics fitting to different situations and contexts. The customer recovery mix (i.e., tools to recover customers) will be understood, analysed, and applied to different situations and contexts, thereby giving the students critical thinking skills to face the service failures.

Day 1, Session 1, 2 hrs. duration

Topic: Introduction – Service Failure, Types, Sources, Situational Factors, Contexts

- Textbook readings to complete before the class: Ch. 1, 2, and 3
- Teaching Method: Lecture-cum-discussion

Day 1, Session 2, 2 hrs. duration

Topic: Customer Emotions and Behavior during and after Service failure

- Textbook readings to complete before the class: Ch. 4, and 6
- Teaching Method: Lecture-cum-discussion

Day 2, Session 3, 2 hrs. duration

Topic: Customer Recovery for Single and Double Deviation, Strategies and Tactics for Customer Recovery

- Teaching Method: Lecture and Class Exercise

In-class Exercise: Excerpts for single and double deviation complaints and recoveries will be analysed, and tactics will be identified.

Preparation before the class: Loo, P. T., Boo, H. C., & Khoo-Lattimore, C. (2013). Profiling service failure and customer online complaint motives in the case of single failure and double deviation. *Journal of Hospitality Marketing & Management*, 22(7), 728-751.

Day 2, Session 4, 2 hrs. duration

Topic: Service Failure and Customer Recovery on Social Media

- Teaching Method: Case Discussion

Preparation before the class: Solve the Thunderbird School Case - CRM: The Tudor House makes amends (TB0465-PDF-ENG)

Readings to help solve the Case:

Tripp, T. M. and Gregoire, Y. (2011). "When Unhappy Customers Strike Back on the Internet," *MIT Sloan Management Review*, Spring, Vol. 52 (3)

Jurgens, M., Berthon, P., Edelman, L., and Pitt, L. (2016). "Social Media Revolutions: The Influence of Secondary Stakeholders," *Business Horizons*, (59): 129-136

Day 3, Session 5, 2 hrs. duration

Topic: Service Failure and Customer Recovery in B2B, Service Recovery Paradox

- Teaching Method: Lecture-cum-discussion and Class Exercise

In-class Exercise: Excerpts for B2B service failures and recoveries will be analysed, and tactics will be identified.

Readings to complete before the class: Service Failures Have Harsh Consequences for B2B Companies By Daniela Yu and Julie Lamski (<https://www.gallup.com/workplace/237728/service-failures-harsh-consequences-b2b-companies.aspx>)

Hübner, D., Wagner, S.M. and Kurpjuweit, S. (2018), "The service recovery paradox in B2B relationships", *Journal of Business & Industrial Marketing*, Vol. 33 (3): 291-302.

Day 3, Session 6, 2 hrs. duration

Topic: Service Failure and Customer Recovery in E-Tailing

- Readings to complete before the class: Saxena, S., Chawla, V. and Tahtinen, J., 2022. Dimensions of e-return service quality: Conceptual refinement and directions for measurement. *Journal of Service Theory and Practice*, 32(5), pp. 640-672. <https://doi.org/10.1108/JSTP-09-2021-0191>

- Teaching Method: Lecture and Class Exercise

In-class Exercise: Excerpts for e-tail service failures and recoveries while product returns will be analysed, and tactics will be identified.

Day 4, Session 7, 2 hrs. duration

Topic: Service failure in Self-Service Technologies and AI and Customer Recovery

- Textbook readings to complete before the class: Ch. 8

- Readings to complete before the class: Choi, S., Mattila, A.S. and Bolton, L.E., 2021. To err is human (-oid): how do consumers react to robot service failure and recovery?. *Journal of Service Research*, 24(3), pp. 354-371.

- Teaching Method: Lecture-cum-discussion

Day 4, Session 8, 2 hrs. duration

Topic: Service Failure and Customer Recovery in Different Cultures

- Textbook readings to complete before the class: Ch. 13

- Readings to complete before the class: Obeidat, Z. M., Xiao, S. H., al Qasem, Z., & Obeidat, A. (2018). Social media revenge: A typology of online consumer revenge. *Journal of retailing and consumer services*, 45, 239-255.

- Teaching Method: Lecture-cum-discussion

## Environmental and social impacts

The course helps students answer the question :- How can organizations equitably resolve customer complaints, thereby demonstrating accountability? Students learn about “how organizations can equitably resolve customers’ service-related complaints, demonstrating accountability.” Key topics include service failure types; service failure context: B2C, B2B, E-commerce, AI; mode of complaint: social media, traditional media; source of service failure: customer, company, or environment; theories for customers blame attribution and perceptions of injustice; and recovery strategies.

Diversité, équité et inclusion

Peace, Justice, and Strong Institutions

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Group report	Written exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10.0	60.0	30.0											

### Evaluation

Assessment is based on:

1. MCQs In-class Quizzes - 10%
2. Group Project Report Submission - 60%
3. Written Exam - 30%

#### Group Project Report

Step 1: Identify a firm which uses social media for customer complaint resolution.

Step 2: Analyse the firm’s conversation with different customers on social media

Step 3: Conduct your analysis of the effectiveness and efficiency of the firms’ responses towards customer complaints using the concepts taught in the classroom.

Step 4: Identify the strategies and tactics used and their frequency of usage.

Step 5: How would have your group responded differently to the customer complaints you analysed?

### Recommended reading

1. TEXTBOOK: Koc, E. (Ed.). (2017). Service failures and recovery in tourism and hospitality: A practical manual. CABI.
2. Harvard Business Publishing Case - CRM: The Tudor House makes amends (TB0465-PDF-ENG)
3. Tripp, T. M. and Gregoire, Y. (2011). “When Unhappy Customers Strike Back on the Internet,” MIT Sloan Management Review, Spring, Vol. 52 (3)
4. Jurgens, M., Berthon, P., Edelman, L., and Pitt, L. (2016). “Social Media Revolutions: The Influence of Secondary Stakeholders,” Business Horizons, (59): 129-136
5. Loo, P. T., Boo, H. C., & Khoo-Lattimore, C. (2013). Profiling service failure and customer online complaint motives in the case of single failure and double deviation. Journal of Hospitality Marketing & Management, 22(7), 728-751.

6. Service Failures Have Harsh Consequences for B2B Companies By Daniela Yu and Julie Lamski  
<https://www.gallup.com/workplace/237728/service-failures-harsh-consequences-b2b-companies.aspx>

7. Hübner, D., Wagner, S.M. and Kurpjuweit, S. (2018), "The service recovery paradox in B2B relationships", Journal of Business & Industrial Marketing, Vol. 33 (3): 291 302.

8. Saxena, S., Chawla, V. and Tahtinen, J., 2022. Dimensions of e-return service quality: Conceptual refinement and directions for measurement. Journal of Service Theory and Practice, 32(5), pp. 640-672. <https://doi.org/10.1108/JSTP-09-2021-0191>

9. Choi, S., Mattila, A.S. and Bolton, L.E., 2021. To err is human (-oid): how do consumers react to robot service failure and recovery?. Journal of Service Research, 24(3), pp.354-371.

10. Obeidat, Z. M., Xiao, S. H., al Qasem, Z., & Obeidat, A. (2018). Social media revenge: A typology of online consumer revenge. Journal of retailing and consumer services, 45, 239-255.

<b>Work load</b>	
<b>Number of hours</b>	<b>Type of course</b>
8.0	Lecture
8.0	Interactive courses
6.0	Personnal work
6.0	Collective project
17.0	Reading reference manuals
5.0	Research
<b>Total</b>	
	50.0

ADVANCED BUSINESS LAW 3714		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3714	ENT

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

### Prerequisites

Cours de droit des affaires (troisième année).

### Learning objectives

Understanding Comparative Legal Systems

Gain an overview of the legal systems in France, the United States, and the United Kingdom. Identify and understand the key differences between civil law (France) and common law (US and UK) that are crucial for entrepreneurs.

Formation and Structure of Business Entities

Compare different business structures: sole proprietorship, partnership, corporation, and LLC. Learn the procedures for business formation and registration in France, the US, and the UK. Understand the essentials of corporate governance. Contract Law and Business Agreements

Understand the principles of contract formation and enforcement in civil law and common law systems. Identify key clauses, the contract life cycle, and considerations in business contracts. Analyze common business agreements including sales, service, insurance, lease, employment contracts, and letters of intent.

Intellectual Property Rights and Protection

Learn practical steps to protect your corporate name and concept, including necessary clearance searches. Understand what intellectual property rights fit your business needs and the process of registration in France, the US, and the UK. Explore where infringement begins and understand the use of NDAs (Non-Disclosure Agreements).

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

### Course description

This course provides a comprehensive understanding of the key legal systems and their impact on business operations. It covers essential topics such as the formation and structure of business entities, contract law, and business agreements, highlighting differences between civil law and common law systems. Additionally, the course delves into the protection of intellectual property rights and employment law, ensuring entrepreneurs are well-versed in critical legal aspects. Through practical insights and comparative analysis, participants will be equipped to navigate the legal landscape effectively in France, the US, and the UK.

### Environmental and social impacts

The course integrates the discussion of environmental and societal impacts by educating entrepreneurs on the legal requirements and best practices for sustainable and socially responsible business operations, while

staying current with the latest legal developments in these areas.

Droits du travail

Modèles d'affaires durables

Transparence et reporting

Education

Transformation durable des entreprises

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Group report	Participation											
Nbre heure si examen écrit	1.0	5.0												
2nd session	true	true	true											
Coefficient	20.0	60.0	20.0											

**Evaluation**

**Recommended reading**

Guide juridique de l'entrepreneur rebelle au droit. Tome 1 Réussir sa création d'entreprise. Sylvestre Dhombres. Editions Gereso 2023  
 Guide juridique de l'entrepreneur rebelle au droit. Tome 2 Réussir sa gestion d'entreprise. Sylvestre Dhombres. Editions Gereso 2024  
 Business Law , Legal environment, Online commerce, Business Ethics and International issues. Henry R. Cheeseman Pearson Prentice Hall, Seventh Edition

Work load	
Number of hours	Type of course
24.0	Lecture

20.0	Personnal work
25.0	Collective project
6.0	Research
<b>Total</b>	
75.0	



IS PROJECT MANAGEMENT 3706		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_GMSC_3706	GMSC

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

### Prerequisites

The ability to learn and contribute orally in English.  
The ability to reflect on the learning goals of different activities in class.  
The ability to use personal productivity tools (e.g. Word processors).

### Learning objectives

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

1. Understand different knowledge areas associated with project management
2. Understand the phases of project management to effectively plan, execute, and manage IS projects
3. Understand the difference between traditional and agile methodologies for the management of IS projects
4. Appreciate the philosophy and principles of agile project management
5. Identify different components of the Scrum method of agile project management
6. Understand the increasing relevance of sustainability in project management

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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

---

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.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

This module is designed to equip students with the knowledge and skills necessary to effectively plan, execute, and manage IS projects. Students will be introduced to the basic principles of project management with a focus on both predictive and adaptive methods. Through a curated mix of lectures, in-class activities, and group projects, students will experience the utility of IT and the principles of agile project management.

### Environmental and social impacts

The course introduces standards and principle-based methodologies that apply a value-maximization approach to project management by integrating sustainability into the entire project lifecycle.

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Presentation	Group project	Written exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	10.0	30.0	50.0										

### Evaluation

### Recommended reading

Project Management Body of Knowledge (PMBOK)

The Scrum Guide. The Definitive Guide to Scrum: The Rules of the Game. Ken Schwaber and Jeff Sutherland.

Project Management Handbook. Jörg Kuster, Christian Bachmann, Mike Hubmann, Robert Lippmann, Patrick Schneider

## Work load

Number of hours	Type of course	
24.0	Interactive courses	
10.0	Personnal work	
25.0	Collective project	
8.0	E-learning	
4.0	Reading reference manuals	
4.0	Research	
<b>Total</b>		75.0

DIPLOMATIC NEGOTIATIONS AND SUSTAINABLE DEVELOPMENT 3751		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_NEG_3751	NEG

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

### Prerequisites

### Learning objectives

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

The course is concerned with diplomatic negotiations on sustainability. Students will learn about a number of global environmental challenges and become familiar with the dynamics of global environmental politics before deep-diving into the issues and process of the plastic treaty negotiations.

Economie circulaire

Climat

Déchets

Santé

Ressources naturel

Biodiversité

Transparence et reporting

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Group report	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	40.0	25.0	15.0										

### Evaluation

In-class feedback will be provided on the group projects.  
 Written feedback will be provided on the group reports.  
 In-class feedback will be provided on the negotiation exercises.

### Recommended reading

Will be communicated at the start of the course.

### Work load

Number of hours	Type of course
24.0	Lecture
10.0	Personnal work
15.0	Collective project
6.0	Individual project
10.0	Reading reference manuals
10.0	Research

Total

75.0



NO-CODE & GENERATIVE AI 3770		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MIS_3770	MIS

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

### Prerequisites

### Learning objectives

- Discuss the advantages and disadvantages of no-code solutions
- Develop simple no-code solutions
- Understand the basic foundations of the EU-AI Act
- Differentiate and identify the different roles involved with the EU-AI Act, and their respective responsibilities to comply
- Conduct risk assessment of AI use and determine appropriate security and compliance methods

6.A Thoroughly examine a complex business situation

6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

5.C Employ state-of-the-art management techniques

### Course description

### Environmental and social impacts

The course leverages case studies where AI systems are governed by legal frameworks, teaching students to think across disciplinary boundaries and the social ramifications they can face when solving problems. Students will also develop competency in interpreting and applying AI-specific regulations, while also understanding the technology enough to foresee legal/societal/environmental implications when analyzing AI systems.

Développement social

Diversité, équité et inclusion

Modèles d'affaires durables

Transformation durable des entreprises

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Group project	Individual project	Exercise										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	40.0	10.0	40.0										

### Evaluation

### Recommended reading

### Work load

Number of hours	Type of course
16.0	Interactive courses
10.0	Personnal work
12.0	Collective project

12.0	E-learning	
<b>Total</b>		50.0



ADVANCED FINANCIAL ENGINEERING 3667		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ACC_3667	ACC

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

### Prerequisites

Fundamental notions of corporate finance, financial reporting and analysis.

### Learning objectives

- Deciphering the dividend policy.
- Mastering the tax implications of the dividend policy.
- Identify group strategies in capital management. Analyze the reasons for reorganization operations. Master techniques for initial public offerings (IPOs).
- Analyze merger and acquisition operations. Decipher financial structures with and without financial leverage.
- Mastering complex operations aimed at cleaning up balance sheets.
- Identify the role of digitalization and algorithms in finance. Understand the role of new actors.

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5.B Construct expert knowledge from cutting-edge information

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6.B Synthesize multifaceted information from various sources across different functional fields

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6.A Thoroughly examine a complex business situation

### Course description

Meaning and scope of the study // Concepts and contents  
 The dividend policy of a company involves determining the level and form of remuneration it intends to pay to its shareholders.  
 // The process and informational effects of dividend payment: theories of dividend policy and determinants of dividend policy. Tax impacts.

The search for value creation sources or the elimination of value destruction sources for shareholders can lead companies to profoundly restructure their assets and liabilities.

//Share buybacks: mechanisms, expected effects, measurement of policies pursued. Operations affecting the number of shares. Restructuring operations (partial asset contribution, split-dissolution, partial split with share exchange). Initial public offerings.

Understanding financial strategies related to acquisition, merger, and takeover operations that punctuate the life of groups.

//Search for synergies and other factors. The use of holdings. Leveraged transactions. Public offerings.

The operations of derecognition/deconsolidation of debts/claims contribute to enhancing the financial performance of groups through the pursuit of a more optimal financial structure.

//Debt defeasance and securitization: objectives and modalities.

Over the past few years, the finance sector has been marked by the advent of digitalization. A (r)evolution in the field of finance is underway through digital technologies and online platforms.

//The role and development of digitalization in finance (Fintechs, crowdfunding platforms, private securities exchanges, blockchains, cryptocurrencies). Analysis through networks and data.

### Environmental and social impacts

The course will introduce notions of corporate governance related to the topic. The implications of CSR (incl. target climate risk and social climate) in an M&A context will also be covered.

Diversité, équité et inclusion

Climat

Modèles d'affaires durables

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	End of term exam												
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	30.0	70.0												

### Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually.

Personalized 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

DSCG 2 Finance Manuel - 2e édition. DUNOD Pascal Barneto, Georges Gregorio, Jean-Jacques Benaiem, Stéphane Ouvrard, Vanessa Serret

### Work load

Number of hours	Type of course
24.0	Lecture
41.0	Personnal work
10.0	Collective project
<b>Total</b>	75.0

REGULATION AND COMPLIANCE 3693		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3693	FIN

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

### Prerequisites

No pre-requisite needed.

### Learning objectives

- Develop understanding on the specialized regulatory environment for banks
- Build knowledge on the role of financial regulation for economic stability
- Acquiring knowledge on prudential regulation (capital requirements, liquidity regulation)
- Understanding the role of systemic bank regulation (deposit insurance coverage schemes, lender of last resort)
- Disentangling the similarities and differences in the regulatory frameworks across EU, UK and US.
- Build knowledge on the role of banks in promoting sustainability

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1.A Demonstrate an international mindset

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1.C Communicate effectively in English

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2.A Assess the values of the organization in which they work

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6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

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6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

This course aims to understand the complexity of regulations for banks and analyze the objectives behind multifaceted regulations for financial institutions. It also aims to explain and discuss the different types of regulatory mandates (systemic regulation and prudential regulation) for financial institutions and the different regulatory frameworks across EU, US, and the UK. Also, the course aims to explore regulatory initiatives focusing on green banking and sustainability and their potential impact on greater society.

### Environmental and social impacts

The course would cover the relationship between banking stability and environmental sustainability risks, posing particular emphasis on the role of the of the banking sector and environmental challenges and regulation. This would also include discussions on regulatory capital and the role of the basel core principles for effective banking supervision.

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Transparence et reporting

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Transformation durable des entreprises

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Climat

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Written exam													
Nbre heure si examen écrit	2.5													
2nd session														
Coefficient	100.0													

### Evaluation

Formative feedback will provided to students during in class activities whereby they will be offered the opportunity to work individually and in groups and which will allow them to practice, work again on the areas that encounter issues and eventually improve (carry no grade).

Summative feedback will offered at the end of the course which would include detailed information along with a grade.

### Recommended reading

### Work load

Number of hours	Type of course
24.0	Lecture

Total

75.0



DIGITAL COMMUNICATION 3727		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3727	MKT

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

**Prerequisites**

Introductory Marketing Management Course

**Learning objectives**

1. Understand the growth, constraints and future trends of Digital Communication (Individual project & Group project)
2. Define an optimal Inbound Marketing strategy (objectives and related content types and distribution platforms) (Individual project & Group project)
3. Learn fundamentals and best practices of Online Advertising channels (display incl. native/video/mobile, affiliate marketing, email marketing and partnerships) (Group project)
4. Manage social media channels and create social media marketing campaigns (incl. influencer marketing) (Individual project & Group project & Exercise)
5. Build a brand's Digital Communication plan as part of an integrated marketing communication strategy and develop a capacity to promote and present the chosen strategy through teamwork through contemporary techniques (Group project)
6. Evaluate the effectiveness of Digital Communication campaigns using adapted KPIs and analytical tool (Individual project & Group project & Exercise)
7. Complete an individual certification on social media marketing on a self-learning basis (Exercise).

1.C Communicate effectively in English

2.A Assess the values of the organization in which they work

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

## Course description

In this course, we will learn the importance of building a brand's Digital Communication plan as part of an Integrated Marketing Communication strategy and which Online Advertising channels can be used. Moreover, we will focus on the strong support of Social Media Marketing techniques to enhance effective Digital Communication strategies nowadays, including Influence Marketing.

Using real-life examples, having class discussions, and carrying out case studies, we will analyze the strengths and the constraints of each of them, and know how to put in place the most appropriate tactics according to the situations and the business objectives, throughout 6 sessions:

- #1 Introduction & Developing, implementing and measuring a strategic digital marketing communication plan
- #2 Inbound Marketing strategy and tools (focus websites, blogs, email marketing and PR)
- #3 Outbound Marketing strategy and tools (focus on Online Advertising channels Display / Affiliate marketing / Partnerships)
- #4 Social Media Marketing strategy (organic community management and paid social Ads and Influence Marketing)
- #5 Integrated Marketing Communication: the Online/Offline complementarity
- #6 Constraints and future trends of Digital Communication (incl. Digital carbon footprint sensibilization, CSR-driven digital communication & GDPR and Influencer marketing EU regulations)

## Environmental and social impacts

- The impact of Digital on the climate change, as a whole
- Corporate Digital Responsibility
- CSR-driven digital communication

More specifically, on the necessity of companies to transform towards a more sustainable way to operate their public communication, taking into account the meaning (the reflecting image and possible excessive behaviours they might entice, towards equity and inclusion, e.g. avoiding the resort to young influencers with extraordinary praised features re. weight and beauty) and the dissemination channels.

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Education

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Transparence et reporting

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Transformation durable des entreprises

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Climat

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Santé

Corporate Digital Responsibility, CSR-driven digital communication

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Individual project	Exercise										
Nbre heure si examen écrit														

2nd session														
Coefficient	10.0	50.0	30.0	10.0										

## Evaluation

Students will receive both formative and summative feedback throughout the course based on:

- In-class continuous assessment: participation grade
- Group project and oral presentations: on a case study, to elaborate the different steps of an integrated marketing communication plan with a digital focus, and to present it in the end, followed by teacher's written and oral feedback plus grade + peer assessment (e.g., via the use of ChallengeMe on MyCourses)
- Individual project: on a case study of a company chosen by the student, with grade and written feedback and oral feedback session on demand
- Exercise: grade based on the completion of a certification and oral feedback session on demand

## Recommended reading

Dekhili, S., Merle, A., & Ochs, A. (2021). Marketing durable. Pearson.

Fahy J and Jobber D. (2019). Foundations of marketing (6th ed.). McGraw-Hill Education.

Hanlon, A. (2021). Digital marketing: Strategic planning & integration. Sage.

Macarthy, A. (2024). 500 social media marketing tips: Essential advice, hints and strategy for Business. Andrew Macarthy.

Stokes, R. (2023). eMarketing: The essential guide to marketing in a digital world (7th ed.). Red & Yellow.

Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.

Le guide de la communication responsable - Édition 2020 – ADEME (<https://communication-responsible.ademe.fr/guide-de-la-communication-responsible/le-guide-de-la-communication-responsible-edition-2020>)

Work load	
Number of hours	Type of course
24.0	Interactive courses
<b>Independent study</b>	
20.0	Collective project
16.0	Individual project
<b>Independent work</b>	
4.0	E-learning

3.0	Reading reference manuals
<b>Distance learning</b>	
8.0	remote seminar
<b>Total</b>	
	75.0



E-COMMERCE 3730		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3730	MKT

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

### Prerequisites

Students must have knowledge about basic concepts in marketing and strategy.

### Learning objectives

By the end of this course, students will acquire expertise and experience in the following:

1. Define key concepts of e-commerce including its social and economic impact. Assessment: Individual assignment
2. Understand emerging trends, technologies, challenges, and opportunities in the e-commerce landscape. Assessment: Individual assignment
3. Identify the main types of e-commerce business models. Developing critical thinking and applying knowledge gained for future personal and social benefit. Assessment: Individual assignment
4. Recognize key e-commerce goals and main considerations on setting up an effective e-commerce strategy (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project & Participation
5. Discuss how to optimize e-commerce strategies for conversion and retention (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project and Participation
6. Identify common engagement and profitability metrics. Assessment: Group project
7. Integrate sustainability as part of an e-commerce marketing strategy (PGE LO: 2B solve professional dilemmas using concepts of CSR and ethics / PGE LO: 2C generate sustainable solutions for organizations). Assessment: Participation
8. Acquire key skills in setting up an online store and enable selling (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project and Participation
9. Apply practical e-commerce marketing skills to drive traffic, engage customers and increase sales for a hypothetical online store (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project

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

5.D Make effectual organizational decisions

### Course description

This course covers e-commerce fundamentals and explores the different strategies for driving traffic to a website, optimizing visitor conversion rates, and generating sales. Students will gain a thorough understanding of key concepts, emerging trends, technologies, challenges, and opportunities within modern electronic commerce. Emphasizing a hands-on approach, this course seamlessly integrates sustainability considerations as part of an e-commerce marketing strategy preparing students for the evolving challenges of the e-commerce landscape.

### Environmental and social impacts

The topic of sustainable supply chain management in e-commerce will be discussed during the lectures related to e-commerce planning and implementation.

The role of sustainable product design and innovation using real-world examples will be discussed during lectures on e-commerce planning.

The effects on sustainability from fast delivery and free shipping will be discussed in the form of class debates.

Eco-friendly packaging solutions, such as innovative packaging materials and designs to minimize waste and carbon footprint, will be discussed during the lectures related to e-commerce implementation.

The environmental impact of fast fashion practices (such as water pollution, greenhouse gas emissions, excessive textile waste, carbon emissions, etc. plus unethical practices on working conditions) will be analyzed using articles and recent cases such as Shein and Temu.

Ethical considerations such as data protection, security, etc. will be discussed during the lectures related to e-commerce implementation and engagement.

Déchets

Eau

Modèles d'affaires durables

Energie

Transformation durable des entreprises

Ressources naturel

Droits du travail

Sustainable supply chain management, sustainable product design, fast delivery and free shipping, eco-friendly packaging, fast fashion practices impact, data protection, security issues.

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Individual report	Group project	Exercise										
Nbre heure si examen écrit														



2nd session														
Coefficient	10.0	30.0	50.0	10.0										

### Evaluation

Students will receive formative feedback orally on in-class exercises and activities related to their participation evaluation, Formative feedback orally will be provided for group work on the class group project during each session and summative written feedback on the final group project and final presentation. Students will also receive summative written feedback on their individual class assignment. Additionally, a peer assessment is used for the group work. For the certification exercise, the grade will be based on completion of a certification.

### Recommended reading

- Tanner, L. (2016). \*2024 revised & expanded version: Ecommerce evolved: The essential playbook to build, grow & scale a successful ecommerce business. CreateSpace Independent Publishing Platform.
- Laudon, K. C., & Traver, C. G. (2023). E-commerce 2023: Business, technology, society (17th ed.). Pearson.
- Related academic/practitioner journal articles will be posted on MyCourses by session.
- Mini case studies for class discussions will be posted on MyCourses.

### Work load

Number of hours	Type of course
24.0	Lecture
4.0	Personnal work
25.0	Collective project
8.0	Individual project
5.0	E-learning
5.0	Reading reference manuals
4.0	Research

**Total**

75.0



<b>ADVANCED CORPORATE FINANCE 3684</b>		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3684	FIN

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

### Prerequisites

Digital Corporate Finance

### Learning objectives

After completing this course, students should be able to:

- Demonstrate advanced proficiency in estimating and using the cost of capital, including understanding its implications for investment decisions and company valuation.
- Apply capital budgeting techniques under certainty and uncertainty, to evaluate investment opportunities and make informed decisions that maximize shareholder value.
- Analyze and assess the impact of capital structure decisions on a company's risk profile, cost of capital, and overall financial performance.
- Evaluate mergers and acquisitions, corporate restructuring, and leveraged buyouts using advanced financial modeling techniques and strategic framework.

2.B Solve professional dilemmas using concepts of CSR and ethics

2.C Generate sustainable solutions for organizations

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

### Course description

Advanced Corporate Finance is a core course taught during the first year of the PGE Master's program at IESEG School of Management. This course builds upon the foundational concepts introduced in the third year of the PGE program Corporate Finance, while revisiting and expanding on key topics to provide a deeper understanding of corporate finance principles. It covers advanced topics related to cost of capital, capital budgeting, capital structure, and mergers and acquisitions, preparing students for complex financial decision-making in a corporate setting.

## Environmental and social impacts

This course addresses corporate financial management impacts on the environment and society by integrating Environmental, Social, and Governance (ESG) factors into various aspects of financial decision-making. Specifically, it includes estimating the cost of capital and cash flows using ESG-informed methodologies. By considering ESG risks and opportunities in sensitivity and scenario analyses, students gain insight into the potential impact of sustainability-related factors on investment decisions and financial outcomes. The course emphasizes the influence of transition strategies on cash flows and the cost of capital. Through these approaches, students are equipped to analyze the broader implications of financial decisions on environmental sustainability, social responsibility, and long-term value creation.

Transformation durable des entreprises

Droits du travail

Modèles d'affaires durables

Economie circulaire

Climat

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam												
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	60												

### Evaluation

### Recommended reading

Principles of Corporate Finance, 14th Edition, by Richard Brealey, Stewart Myers, Franklin Allen and Alex Edmans, McGraw-Hill.

Corporate Finance, Global Edition, 6th edition, by Jonathan Berk and Peter DeMarzo, Pearson.

### Work load

Number of hours

Type of course

24.0	Interactive courses
51.0	Personnal work
<b>Total</b>	
	75.0



ADVANCED RISK MANAGEMENT 3679		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3679	FIN

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

### Prerequisites

- Basic financial mathematics (time value of money, discounting, compounding)
- Be familiar with interest rates
- Basic financial securities: options, bonds, swaps.

### Learning objectives

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

- Explain the sources and the nature of corporate default risk.
- Know the basic approaches to predicting default risk.
- Estimate a few basic metrics measuring credit risk (credit spreads, default probabilities).
- Describe the economic function and the mechanics of basic credit derivatives (CDS)
- Analyse the management of credit risk in real-world situations linked to capital markets and/or corporate Finance.

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5.B Construct expert knowledge from cutting-edge information

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5.C Employ state-of-the-art management techniques

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6.A Thoroughly examine a complex business situation

### Course description

This course provides a broad perspective on Market Risk and Credit Risk. These are important topics in financial risk management that are essential for any career in the Finance industry. The course closely follows the learning objectives in Credit Risk of the Financial Risk Manager (FRM 2022) certification, as listed by the Global Association of Risk Professionals (GARP). This course is also an essential follow-up to the Major core courses on DERIVATIVES, DEBT SECURITIES, and RISK MANAGEMENT.

The following contents will be covered:

1. Market risk decomposition: how traders manage their risks (Greeks, P&L attribution)

2. Market risk aggregation: how banks and financial institutions manage market risk (Value at Risk, Expected Shortfall, and coherent risk measures).
3. Introduction to corporate default risk (review of the firm's capital structure and the theory of debt).
4. Default prediction and credit-scoring tools (Altman's Z-score, logistic regression).
5. Credit rating agencies and the rating assignment process (methodology, default rates, migration matrices).
6. Understanding the structural approach to credit risk (Merton model).
7. Estimating default probabilities and credit spreads.
8. Credit derivatives (CDS contracts, securitization, credit indices).
9. Risk management of Credit Risk in financial institutions (institutional details, regulatory framework, portfolio credit risk, credit VaR).
10. Counterparty risk management (estimating and calculating CVA / DVA and other XVAs).

## Environmental and social impacts

This course aims to show students how to analyze the credit risk of a corporate entity whose financial results may suffer because of climate change or whose viability might be threatened. The goal is also to show how market participants can use credit derivatives to manage the credit risk of counterparts by serving two different purposes:

- 1) to hedge future potential losses that would be realized following the occurrence of a catastrophic event (that leads to bankruptcies/defaults);
- 2) to hedge the risk of changes in the market value of ESG/sustainability-linked bonds/loans resulting from market expectations of future potential losses/damages and other market factors

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Transformation durable des entreprises

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Modèles d'affaires durables

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam												
Nbre heure si examen écrit	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 credit risk & risk management
  - quantitative problems and exercises are solved and corrected in class;
  - when possible, 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. Risk Management and Financial Institutions (5th Ed.). Wiley

Class books:

- Vernimmen. Finance d'Entreprise 2020 (18th Ed.). Dalloz ==> Chapters 41 (Politique d'endettement), 49 (LBOs) et 50 (Faillites & Restructurations)

- Hull, J.C. Options, Futures and other Derivatives (11th Ed.) Pearson ==> Chapters 8 (The 2007 Credit crisis), 9 (XVAs), 22 (Value at Risk), 24 (Credit Risk), 25 (Credit Derivatives)

## Work load

Number of hours	Type of course
24.0	Interactive courses
45.0	Personnal work
<b>Independent work</b>	
6.0	Reading reference manuals
<b>Total</b>	<b>75.0</b>

CAREER PROGRAM MASTER PGE 3772		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
Class code :	2425_SYL_PRO_3772	PRO

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

### Prerequisites

Having worked on one's personality, skills, and achievements throughout the previous years of study before entering the MASTER's program for IESEG students.  
 For students entering through parallel admissions, no prerequisites are required.  
 Mandatory digital preparatory work before the course week.

### Learning objectives

Have a clear vision of your career plan: roles, jobs, sectors, types of companies, target companies, and preferred geographic area.  
 Identify the market specifics related to your chosen field.  
 Define a step-by-step action plan to achieve your career goals.  
 Tailor your job/internship search tools to your career plan: CV, cover letter, pitch, LinkedIn profile.  
 Know how to leverage your personal and professional network and conduct informational interviews.  
 Be prepared for job interviews and assessments (including group interviews).  
 Understand the recruitment processes specific to your target companies, in France or abroad.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

2.A Assess the values of the organization in which they work

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

### Course description

The Career Programme aims to help IESEG students build and implement their professional project in line with their aspirations, skills and the socio-economic reality of the market.  
 The objective is to facilitate their integration into the company, in an environment that allows them to develop personally and professionally

- A credited program offered to all students
- A dedicated team of experienced professional coaches
- Overall support: collective credit courses taught by coaches + on demand coaching, for students expressing the need, provided by the CAREER team + a cycle of events creating bridges with companies

### Environmental and social impacts

This course covers career planning and helps students align their values and search for meaning with their desired professional integration. Emphasis is placed on kindness and open-mindedness in peer-to-peer feedback, non-violent communication, and assertiveness.

Diversité, équité et inclusion

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Pre work	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	20.0	30.0											

### Evaluation

Qualtrics survey

### Recommended reading

### Work load

Number of hours	Type of course
16.0	Interactive courses
1.0	Coaching
3.0	E-learning



Total

20.0



CONTRACT LAW AND NEGOTIATION 3750		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_NEG_3750	NEG

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

### Prerequisites

Interest in acquiring a legal perspective of contracts. Motivation to participate in class and invest time in private study.

### Learning objectives

At the end of this course, the student should understand how the law of contracts functions in commercial negotiations and relationships in order to negotiate more effectively, to anticipate contract-related problems and to know when and how to liaise with legal counsel. In particular, students should:

- Have a practical understanding of the legal system.
- Understand the purpose, basic legal elements and terms of a contract and understand how contracts are made.
- Be familiar with the legal framework for contracts.
- Identify an unenforceable contract and understand the legal remedies in the event of a dispute.

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1.B Successfully collaborate within a intercultural team

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2.A Assess the values of the organization in which they work

---

3.A Breakdown complex organizational problems using the appropriate methodology

---

5.A Predict how business and economic cycles could affect organizational strategy

### Course description

A skilled negotiator must have a solid understanding of contract law, which lies at the heart of all commercial activity. This foundational course will provide students with insight into the key elements of contract law and negotiations so that they can better manage their commercial relationships and projects. Through in-class discussion and case study analysis as well as take-home assignments, students will learn theory and real-life practice. The course topics will include the legal framework surrounding contracts and the basics thereof such as the formation, performance, breach, termination and interpretation of a contract and the significance of contract towards the parties thereto and third parties. Students will also be introduced to the do's and don'ts of contract drafting.

## Environmental and social impacts

This course enhances understanding of contract law by integrating sustainability considerations into contract negotiations and agreements. Students will learn to manage conflicts related to resource allocation and develop legal frameworks that support sustainable practices. Additionally, the course provides training for stakeholders to negotiate effectively, ensuring contracts reflect evolving environmental and social standards.

Transparence et reporting

Climat

Droits du travail

Déchets

Diversité, équité et inclusion

Ressources naturel

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Group project											
Nbre heure si examen écrit		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

## Evaluation

In class discussions

Case-study analysis feedback

Assignments

## Recommended reading

In-class readings

Internet references to read

## Work load

Number of hours

Type of course

24.0	Interactive courses	
<b>Independent study</b>		
16.0	Personnal work	
20.0	Collective project	
15.0	Reading reference manuals	
<b>Total</b>		75.0

SUSTAINABLE ACCOUNTING, REPORTING & ETHICS 3670		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ACC_3670	ACC

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

### Prerequisites

none

### Learning objectives

The learning objectives are to develop knowledge and skills useful to understand and critically analyze corporate sustainability reporting key notions, drivers, and impacts. To do so, this course provides a critical analysis of current practices in business sustainability reporting and analysis, as well as an overview of the institutional setting and the major reporting initiatives at a global level.

Topics covered include:

- non-financial reporting practices
- regulatory requirements
- reporting frameworks
- reporting standards
- ESG rating agencies
- investment products
- activist investing
- NGOs

At the end of the course, students should be able to assist a company in the implementation of sustainability reporting.

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1.C Communicate effectively in English

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2.B Solve professional dilemmas using concepts of CSR and ethics

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5.B Construct expert knowledge from cutting-edge information

### Course description

The company cannot carry out its activities without considering, both in its operating mode and through the products or services it markets, the sustainable dimension.

Core focus:

- Preparers of sustainability reports for external stakeholders

- > Identify the material sustainability issues for a business.
- > Mandatory versus voluntary sustainability reporting.
- > Analyze and critically evaluate a corporate sustainability report.

Sustainability-related information is demanded by a variety of stakeholders seeking to promote sustainable development.

Core focus:

- Users of sustainability reports

- > The role of sustainability reporting in efficient resource allocation

- > Purpose of sustainability reporting “protecting humanity”
- > Intermediaries aiding users (e.g., Rating Agencies)

## Environmental and social impacts

This course equips students to assess a company's environmental impact and navigate the regulatory frameworks surrounding climate-related risk disclosures, reflecting the growing integration of sustainability in accounting.

Transparence et reporting

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	50.0	50.0												

### Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually. Personalized 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

Dechow and Sloan (2024). Business Sustainability Reporting & Analysis. First Edition. Cambridge Business Publishers.

Laine, Tregidga and Unerman (2022). Sustainability Accounting and Accountability. Third Edition. Routledge.

### Work load

Number of hours	Type of course
24.0	Interactive courses

33.0	Personnal work
18.0	Reading reference manuals
<b>Total</b>	
	75.0



COMPUTER-BASED PROBLEM SOLVING IN ARM 3682		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3682	FIN

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

### Prerequisites

### Learning objectives

Successfully integrate AI assistance to solve complex challenges, taking a step back when necessary.

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1.B Successfully collaborate within a intercultural team

---

1.C Communicate effectively in English

---

2.B Solve professional dilemmas using concepts of CSR and ethics

---

3.B Propose creative solutions within an organization

---

4.B Compose constructive personal feedback and guidance

---

5.B Construct expert knowledge from cutting-edge information

### Course description

### Environmental and social impacts

This course features missions designed to cover carbon markets, ESG funds, and the environmental and societal impact of cryptocurrencies, providing participants with essential insights into these timely topics.

Climat

Ressources naturel

Energie

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual project													
Nbre heure si examen écrit														
2nd session														
Coefficient	100.0													

### Evaluation

### Recommended reading

### Work load

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

12.0	E-learning
9.0	Research
<b>Total</b>	
75.0	



PERSONAL DATA PROTECTION & MANAGEMENT 3774		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	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.

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Développement social

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Transparence et reporting

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Modèles d'affaires durables

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Droits humains

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Education

N/A

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Written exam												
Nbre heure si examen écrit		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

### Work load

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



CONTRACT MANAGEMENT 3704		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_GMSC_3704	GMSC

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

### Prerequisites

Basic knowledge of any legal system (criminal law, torts, contracts, property rights, etc.). Fluency in English is required.

### Learning objectives

- Adopt a proactive contracting mindset.
- Understand contract law basics.
- Use contracts to support the business strategy.
- Learn to manage the contracting lifecycle.

1.C Communicate effectively in English

2.B Solve professional dilemmas using concepts of CSR and ethics

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.B Construct expert knowledge from cutting-edge information

### Course description

- Proactive Law and Proactive Contracting.
- Contract Law. Essential Elements. Principles. Defects. Main types. Usual clauses in business.
- Managing the contract lifecycle.
- Contract design and language.

- Contract negotiation and renegotiation.
- Managing relationships and stakeholders. Sustainability clauses and CSR.
- Contract analytics. AI and contracts.

## Environmental and social impacts

This course helps students to understand and reflect on the international sustainability legal framework and to design CSR strategies and contracts to promote sustainability and the respect of human rights in the business context.

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Droits humains

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Economie circulaire

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Modèles d'affaires durables

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	40.0	40.0											

## Evaluation

The instructor will provide individual and summative feedback to the students either individually or collectively, orally or in writing. The format and timing in which individual and summative feedback are given is left at the instructor's discretion.

## Recommended reading

Documents uploaded by the instructor on IÉSEG online.

Learning resources by the World Commerce and Contract (WCC), the global leader in commercial practice and contract management, will be provided by the instructor. The students will be able to join these and other resources via a free account to WCC Student Connect. The top two students of the class will have the opportunity to sit for free for WCC's Fundamentals of Commercial and Contract Management Certification (the normal price of the certification is EUR 595.00).

## Work load

Number of hours	Type of course
24.0	Lecture

8.0	Collective project
6.0	E-learning
6.0	Reading reference manuals
6.0	Research
<b>Total</b>	
50.0	



INTERNAL CUSTOMER MANAGEMENT 3739		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3739	MKT

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

### Prerequisites

### Learning objectives

Identify the elements of diversity to learn how to respect and reconcile individual differences and relational inclusion for team performance.

Analyse critical incidents in teams and provide solutions to manage micro (individual), meso (team) and macro (organisational) level of conflict under the complexity of diversity over cultural differences, social styles, expertise and operation of organizational transformation.

Overcome individual obstacles in team building and propose how to work productively with diverse expertise.

Team Activities:

Objective: Assess barriers to intercultural team building and global team development.

Method: Engage students in diverse team-building exercises and simulations that reflect real-world organizational scenarios.

Case Studies:

Objective: Diagnose conflicts among stakeholders with individual characteristics and responsibilities for work performance.

Method: Analyze real-world case studies and participate in role-playing exercises to explore conflict dynamics and resolution strategies.

Solution Plan Design:

Objective: Design solution plans of caring and fairness to stimulate stakeholder engagement in the organization.

Method: Conduct team activities and group discussions to develop practical, fair, and inclusive strategies for enhancing stakeholder engagement and organizational performance.

- 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
- 4.A Appraise the performance of a team
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

**Course description**

**Environmental and social impacts**

This course incorporates DEI to elevate the awareness of participants regarding the engagement of employees in the organization and learn how to promote a more inclusive workplace culture via team engagement activities. The course comprises a series of team activities and uses case studies designed to enable participants to recognize:

- Implicit Bias: Help team members recognize and address their unconscious biases
- Inclusive Leadership: Train managers and team leaders on how to foster inclusive environments and manage diverse teams effectively.
- Cultural Competency: Enhance understanding and respect for different cultures and practices among team members.
- Communication Channels: Establish channels for employees to provide feedback on DEI issues and experiences within the team.
- System Development: Create applicable systems to recognize and reward employees who actively contribute to DEI efforts within the team.
- Employee Resource Group (ERG) development: Support the formation of ERGs that focus on various aspects of diversity and inclusion.

Diversité, équité et inclusion

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Exercise												
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	50.0												

## Evaluation

Peers to their team performance feedback: evaluate the matching/mismatching of teamwork strategy and team performance via in-class exercises.

During the course: giving oral feedback on team effectiveness and efficiency after performing in-class team activities.

Peer assessment: assessing peer contribution in a case study.

Group project: formative and summative feedback on group project via auron.

## Recommended reading

AnneM. Smith & Terry O'Sullivan. (2012) Environmentally responsible behaviour in the workplace: An internal social marketing approach. *Journal of Marketing Management* 28:3-4, pages 469-493.

Jingqi Qiu, Achilleas Boukis & Chris Storey. (2022) Internal Marketing: A Systematic Review. *Journal of Marketing Theory and Practice* 30:1, pages 53-67.

Ahmed Shahriar Ferdous & Michael Polonsky. (2014) The impact of frontline employees' perceptions of internal marketing on employee outcomes. *Journal of Strategic Marketing* 22:4, pages 300-315.

YT Huang (2020) Internal Marketing and Internal Customer: A Review, Reconceptualization, and Extension. *Journal of Relationship Marketing* 19:3, pages 165-181.

Bartel-Radic, A. (2006) Intercultural learning in global teams. *Management International Review*. 46, pages 647–678.

## Work load

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

<b>Total</b>	75.0
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In each course session, students are organized into different teams (small size of 3-5 people and large size of 10-12 people) to experience different teamwork activities to avoid identical teammates throughout the sessions. The size of the team creates the level of complexity for interaction in terms of diverse opinions in a large team and individual social style differences in a small team. The diversity in a large team encourages students to learn how to respect individual differences (cultural differences) and to learn how to include those who are not active in the team. The small size of the team forces students to learn how to communicate across different social styles and distribute responsibilities to increase team productivity.

Using a case study in the group project drives students to design operational plans to facilitate corporate transformation and promote fairness and equity in distributing resources, opportunities, and benefits at the individual, team, and organizational levels. Students are also required to provide contingency and long-term solutions to conflict management and rebuild social capital within the team to enhance organisational performance.

CLIMATE LAB 3782		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_STS_3782	STS

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

### Prerequisites

### Learning objectives

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Climate change is a paramount and cross-cutting issue for the upcoming decades. Lots of knowledge and know-hows are needed to grasp a full picture of the challenge for our societies and economies. This covers fundamental science and philosophy, policy and politics, business and macroeconomics, welfare and equity, lifestyle and technology, and a strong societal perspective at global scale.

The Climate Lab course proposes a practical deep dive in the topic through a concrete problem-solving exercise, in real scale, via a simulation or crisis exercise approach. This real-world principle will be addressed in the form of a student-led project, with a concrete objective/deliverable. The definition of the project will be determined conjointly by the students and the professor. The project, anchored in real questions from the ground, will provide the students with a material understanding of what they can do down-to-earth at their own scale, in an attempt to tackle the incommensurability of the climate challenge. This does not preclude projects to have a significant leverage via their potential impact. But the projects will be designed, and controlled by the faculty, to be “at reach” and doable in a pragmatic way.

The main principle of the Climate Lab is that students will have to engage 100% in the course, because they will somehow be in charge to ‘run’ the course. Indeed, students will have their say in the main share of the content, by leading the project work that must be produced, and by defining how the professor and the faculty can help and contribute to their work, typically by requiring specific lectures or workshops they identify necessary for the conduct of their project. The professor will provide the frame, the rules, and the necessary support, and will act as both a coach and a referee. The professor will also facilitate the interaction with internal and external stakeholders, where appropriate and when possible. In particular, depending on project(s) and number of participating students, the course will be articulated with the school’s alumni and partners. Typically, each student enrolled in the course will be ‘mentored’ by a voluntary alumnus, who will be invited to contribute to the project, through their expertise, goodwill, or network.

### Environmental and social impacts



This course is genuinely related to sustainability, as centred on Climate Change. Climate Change is a core issue in sustainability, both central and cross-cutting, which makes it almost inevitable whatever the sustainability perspective taken. The precise content of the course is not fully known in advance, though, as most of it is project-based and will be determined by the students themselves, during the framing phase. Beyond the 'climate change' entry point, many related issues can therefore be addressed, fully or partially, directly or indirectly. That is the reason why all keywords are checked hereafter. This does not mean that all these themes will be comprehensively covered, but that all can be covered, depending on the class/groups focus.

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Déchets

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Eau

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Modèles d'affaires durables

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Droits humains

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Education

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Transformation durable des entreprises

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Biodiversité

---

Communautés

---

Transparence et reporting

---

Ressources naturel

---

Energie

---

Climat

---

Economie circulaire

---

Santé

---

Démocratie

---

Droits du travail

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Diversité, équité et inclusion

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Développement social

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Presentation	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	20.0	20.0											

## Evaluation

The interaction between the professor and the students will be fostered throughout the course. Each session will be planned to offer each group feedback with the professor and/or the external mentor(s). Individual feedback, face to face meetings, will be proposed to the students, both during and after the course and final evaluation.

## Recommended reading

It is essential to be familiar with the “general knowledge” about climate change, from its origin to its impact. Important to read regular Climate Change news from LeMonde, TheGuardian, TheFinancialTimes, etc.

In addition, specific fundamental knowledge can be grasped from

- IPCC summaries for policy makers (working groups I,II,III), and/or synthesis report , e.g. <https://www.ipcc.ch/report/ar6/syr/>
- The Paris Agreement (official text, Wikipedia page), [https://unfccc.int/files/meetings/paris\\_nov\\_2015/application/pdf/paris\\_agreement\\_english\\_.pdf](https://unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf)
- State and trends of carbon pricing 2024, <https://openknowledge.worldbank.org/entities/publication/b0d66765-299c-4fb8-921f-61f6bb979087>
- European Green Deal, [https://ec.europa.eu/clima/eu-action/european-green-deal\\_en](https://ec.europa.eu/clima/eu-action/european-green-deal_en)

## Work load

Number of hours	Type of course
8.0	Interactive courses
8.0	Coaching
5.0	Personnal work
20.0	Collective project
<b>Independent work</b>	
4.0	Reading reference manuals
5.0	Research
<b>Total</b>	<b>50.0</b>

The envisaged timing of the course consists in a series of four 4-hour sessions in intensive mode. It will involve continuous engagement and communication via a dedicated online forum or similar tool. Students will have to work in group on their projects between each session to advance the content and prepare for the following session with the professor. The work will involve interaction with other stakeholders related to the project, from e.g. academia, professionals, administrations, students, experts.



INTELLECTUAL PROPERTY & OPENNESS: USING LEGAL TOOLS TO ENHANCE INNOVATION, CREATIVITY & RELATED INVESTMENTS 3718		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3718	ENT

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

### Prerequisites

Trademark Law (Semester 3 Bachelor)

### Learning objectives

- 1.A Demonstrate an international mindset

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- 1.B Successfully collaborate within a intercultural team

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- 1.C Communicate effectively in English

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- 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.B Propose creative solutions within an organization

---

- 5.B Construct expert knowledge from cutting-edge information

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- 6.A Thoroughly examine a complex business situation

### Course description

The course discusses the evolution of IP regimes at the global level. It then quickly recap the protection of distinctive signs. It focuses on the protection of innovation with a focus on patents and trade secrets. It then switches to the protection of creativity via copyright. Different forms of creativity will be discussed (from literary and artistic works to AI generative material). It concludes on contractual issues and focuses on open licences as a market strategy.

### Environmental and social impacts

This course kicks-off with an historical perspective on IP at the global level, it stresses on the different needs related to market, education, access to drugs in different markets. It refers to the impact of climate change on Geographical indications and certification trademarks. It discusses how the morality clause may affect the protection of inventions and the subsequent economic impact of that. It refers to different legal approaches and present the chance to think about which ones are more democratic than the others. It discusses the risks and opportunities of cutting-edge technologies in the perspective of business inclusion, democracy and non discrimination.

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Climat

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Education

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Droits du travail

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Droits humains

---

Diversité, équité et inclusion

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Modèles d'affaires durables

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Santé

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Individual project	Multiple choice questions											
Nbre heure si examen écrit	1.0													
2nd session	true													
Coefficient	50.0	40.0	10											

### Evaluation

Students receive collective oral feedback in class and individual written feedback to any of their assignment.

### Recommended reading

### Work load

**Number of hours**

**Type of course**

24.0	Interactive courses
20.0	Personnal work
10.0	Individual project
16.0	Reading reference manuals
<b>Total</b>	
75.0	



NEGOTIATIONS IN M&A 3753		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_NEG_3753	NEG

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

### Prerequisites

1. Students should be familiar with the basic concepts of negotiations (e.g., distributive vs. integrative bargaining, position vs. interest-based negotiation, the difference between merger and acquisition, etc.).
2. Familiarity with case study-based teaching.
3. Familiarity with role-play exercises.

### Learning objectives

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

- apply negotiation theories to high-stakes negotiation scenarios, such as M&A.
- identify and evaluate M&A opportunities, effectively negotiate, and make informed decisions before, during, and after the M&A.
- acquire and master advanced negotiation techniques to maximize values, mitigate risks, and foster sustainable collaborative relationships between merging entities.
- address the cultural and organizational issues that may arise during or after the M&A and how to effectively handle them through negotiation.
- promote ethical decision-making and sustainability in M&A negotiations.

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1.A Demonstrate an international mindset

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1.C Communicate effectively in English

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5.A Predict how business and economic cycles could affect organizational strategy

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6.A Thoroughly examine a complex business situation

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6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

## Course description

This course is a mix of theories and applications of the theories through real-world case studies, simulation, and role-play exercises. The goal is to provide students with a theoretical understanding of negotiation strategies, the dynamics of M&A deals, and the practical skills needed to negotiate these complex transactions successfully. This course focuses on developing students' ability to analyze and learn from real-world M&A cases, emphasizing successful and unsuccessful negotiations to identify the best practices and common pitfalls. The course aims to help students understand and develop various tools, methods, and skills to effectively negotiate merger and acquisition transactions. It could help students in developing and implementing negotiation strategies that maximize value, mitigate risks, and foster sustainable collaborative relationships between merging entities. To ensure that students grasp the course concepts and can relate them to real-world strategic negotiations in M&A, guest speakers with relevant experience in M&A negotiation are invited to share practical insights.

## Environmental and social impacts

This course places a strong emphasis on how business decisions, especially mergers and acquisitions, can impact the environment and society. The goal is to help students gain a deeper understanding of the ethical, social, and environmental aspects of business negotiation and to learn how to minimize the adverse effects of M&A on the environment and society through effective negotiations. For instance, downsizing is one of the negative consequences of M&A, adversely affecting the executioners, victims, and survivors of downsizing, as well as society in general. This course educates students on how to effectively negotiate to minimize such negative effects of M&A. Additionally, this course also highlights the importance of ethical decision-making during negotiations, understanding the interests of all stakeholders, including employees, shareholders, customers, suppliers, communities, and the environment, and the significance of establishing sustainable relationships in the business world.

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Transformation durable des entreprises

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Modèles d'affaires durables

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Droits du travail

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Presentation	Written exam										
Nbre heure si examen écrit				1.5										
2nd session														
Coefficient	20.0	15.0	15.0	50.0										

## Evaluation

Students receive continuous feedback on their performance in role-play exercises and case study presentations throughout the course. Moreover, students also receive feedback on their performance in the final exam.

## Recommended reading

(1) Lecture slides (provided at the beginning of the course)

<b>Work load</b>	
<b>Number of hours</b>	<b>Type of course</b>
20.0	Interactive courses
4.0	Coaching
15.0	Personnal work
15.0	Collective project
15.0	Reading reference manuals
6.0	Research
<b>Total</b>	<b>75.0</b>

<b>BUSINESS DEVELOPMENT IN B2B SALES 3738</b>		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3738	MKT

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

### Prerequisites

### Learning objectives

- 
- 1.B Successfully collaborate within a intercultural team
- 
- 2.A Assess the values of the organization in which they work
- 
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 
- 6.A Thoroughly examine a complex business situation
- 
- 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

Realise the unique business development challenges inside the B2B setting  
 Define the business opportunities open to a business of any size through the application of business development methods  
 Implement defined action plans to create additional business development opportunities in the business  
 The

Business Development (BD) function in any business is now critical to an organization's long-term success. Companies spend significant time and resources to improve BD efficiency and effectiveness. The course is designed to provide a "hands on", application-oriented approach to understanding BD function with a focus on, real world examples, case studies and projects. This course will:

- 1) Define the BD function and identify key challenges/opportunities in developing a successful BD strategy
- 2) Identify the differences between a BD strategy for (1) product vs. service and (2) large-medium-small businesses
- 3) Develop a BD strategy that integrates across all areas of a business
- 4) Integrate a BD strategy withing a broader marketing plan and identify relevant metrics for assessing the effectiveness of a BD strategy

### Environmental and social impacts

This course takes a strong CSR focus to help students understand the development of B2B sales strategies in the context of CSR values including employee satisfaction and rights. In addition, it focuses on the impact of



Développement social

Droits humains

Transparence et reporting

Transformation durable des entreprises

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Group project	Individual report	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	40.0	10.0										

### Evaluation

Write and Oral feedback is provided to the students

### Recommended reading

Sales Force Management, 13e, Mark Johnston and Greg Marshall, Routledge Publishing

Work load	
Number of hours	Type of course
12.0	Lecture
12.0	Coaching

12.0	Personal work
12.0	Collective project
13.0	Individual project
13.0	Research
<b>Total</b>	
75.0	

The course is a mix of individual and group projects designed to encourage research, collaboration and reinforcement of learning objectives



AGILE PROJECT MANAGEMENT 3767		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3767	OPS

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

### Prerequisites

- The students should be familiar with Traditional waterfall project management methodologies.
- The student should have follow a previous course on project management.
- Basic algebraic operations
- A basic understanding of statistics and probability theory might come in handy.
- Basic notions of computer programming might help as well.

### Learning objectives

- Understand the major difference between Agile and Traditional project management
- Understand how to Initiate an Agile project
- Apply effectively Agile project planning and estimation techniques
- Evaluate the balance between projects, duration, budget, scope and quality
- Apply effectively the tools and techniques for correct Agile project execution
- Apply effectively the tools and techniques for correct Agile project monitoring and control

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.D Make effectual organizational decisions

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

According to the Project Management Institute (PMI), project management is the application of knowledge, skills, and techniques to execute projects effectively and efficiently. It is a strategic competency for organizations, enabling them to tie project results to business goals, and to better compete in their markets.

The course is divided into the following parts:

- Basics of traditional Project Management
- Fundamentals of Agile Project Management
- Fundamentals of Scrum
- Fundamentals of Kanban

The course is delivered in an interactive and fun way. Students are required to make exercises and their knowledge will be continuously assessed by means of project management business games

## Environmental and social impacts

This course teaches students about Agile project management, a sustainable and efficient approach for projects with high scope uncertainty. According to a 2017 McKinsey study, over \$150 billion USD is lost annually in the US information and technology sector due to failed projects, with 17% failing so catastrophically they ruin the entire company. A significant portion of this waste can be prevented with the right methodology. With its origins based upon lean manufacturing theory, Agile project management prioritizes waste reduction. This course focuses on improving project management practices, especially for digital projects, and creating a more sustainable project environment.

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Education

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Transformation durable des entreprises

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Modèles d'affaires durables

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Santé

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Diversité, équité et inclusion

Scrum, Kanban, Prototyping, App, FIGMA, JIRA, Trello, Asana, MVP.

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Case study	Midterm exam										
Nbre heure si examen écrit				1.0										
2nd session														
Coefficient	20.0	50.0	15.0	15.0										

## Evaluation

Formative feedback would be delivered personally and on daily basis. Summative Feedback would be delivered via email, individualized, and more detailed summative feedback would be coordinated via zoom meetings by request of the students

## Recommended reading

- Heizer B. & Render J.H. (20xx). Operations management. Pearson. (the chapter on project management).
- Project Management Institute (2021). Project Management Body of Knowledge. PMI. (for the interested reader).
- Hubbard D.W. (2009). The failure of risk management: why it's broken and how to fix it. Wiley. (for the interested reader).
- Taleb N.N. (2007). The black swan: the impact of the highly improbable. Random House. (for the interested reader).
- Sunden, Joakim, and Marcus Hammarberg. Kanban in Action. Simon and Schuster, 2014. (for the interested reader)
- Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business. (for the interested reader)
- Kamriani, Felicia, and Krishnendu Roy. App Inventor 2 Essentials. Packt Publishing Ltd, 2016. (for the interested reader)

## Work load

Number of hours	Type of course
24.0	Interactive courses
21.0	Personnal work
30.0	Collective project
<b>Total</b>	75.0

Students are assessed based on:

- participation in class
- Performance during the Agile Project
- A written midterm exam
- A case study taken in class

ENTREPRENEURIAL FINANCE 3687		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_FIN_3687	FIN

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

### Prerequisites

accounting and finance

### Learning objectives

1.C Communicate effectively in English

5.A Predict how business and economic cycles could affect organizational strategy

6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

### Environmental and social impacts

This course utilize case studies that address real-world social and enviromental problems, the course illustrates how financial principles can be applied to create solutions that are both economically viable and socially/enviormental responsible. Students learn to evaluate and manage ventures not only for their financial performance but also for their contributions to society and the environment.

Climat

Droits du travail

Ressources naturel

Développement social

corporate finance, accounting, valuation

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type d'épreuve	Case study	Participation	Written exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	10.0	50.0											

**Evaluation**

The assessment methods include case studies (40%) and 10% of the grade will be based on participation, which will be evaluated by both myself and through peer-to-peer assessments. The course will conclude with a final exam. (50%)

**Recommended reading**

Smith J.K., Smith R.L., Bliss R.T., Entrepreneurial Finance. Strategy, valuation & deal structure; Standford University Press.  
 The student website to accompany the text is:  
[www.sup.org/entrepreneurialfinance](http://www.sup.org/entrepreneurialfinance).

**Work load**

Number of hours	Type of course
24.0	Lecture
11.0	Personnal work
25.0	Collective project
<b>Independent work</b>	
5.0	Reading reference manuals
10.0	Research

Total

75.0



PRODUCT INNOVATION FOR INTERNATIONAL MARKETS 3737		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3737	MKT

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

### Prerequisites

Fundamentals of Marketing, Design Thinking, Brand Management, Market Research

### Learning objectives

- Understand the critical role of innovation in New Product Development Process for companies, as well as analyzing the opportunities and challenges
- Create and elaborate on an offer holistically, considering value-creation opportunities in a customer-centric world. Develop an effective business model to address this opportunity
- Create and present a practical marketing plan that links marketing fundamentals with a company's innovation strategy
- Address global social and environmental issues by incorporating real-case sustainability goals and constraints into the marketing plan

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation 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 will lay out the foundations of how to develop a new offer in international markets, with a focus on understanding the innovation process and value-creation activities. It will cover the following aspects:

- 1 Innovation process and customer-driven value creation
- 2 Developing successful international product concepts \*\*
- 3 Business Modelling Innovation and revenue model strategies: Building invincible (sustainable) companies

4 Value Proposition design and co-building with users

5 Benefit ladder: Developing consumer- and customer-driven narratives

6 Go-to-Market strategies: 360-degree approach activation plan to secure successful international launch in a geography of students' choosing (outside Europe)

## Environmental and social impacts

This course will invite students to develop an effective means for simultaneously creating value for people, society and companies.

Through finding innovative solutions which are international in scope (not country specific), students will develop opportunities to drive sustainable impact in their offer creations for global markets.

Specifically, this course will follow two axes: "bottom of the pyramid" (via including lower income demographics into a current product or service innovation strategy) and "sustainable business models" (via requiring students to think laterally when addressing current predatory or bad business behaviors in developing "super value propositions")

Diversité, équité et inclusion

Modèles d'affaires durables

Sustainable Business Models,  
Social development (Bottom of Pyramid),

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Written exam	Group project											
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	30.0	30.0	40.0											

## Evaluation

This course will use a sequence of exercises conducted both in- and outside of class. These will be graded in sequence, providing cumulative oral or written feedback from the professor. In addition, the course will end with a sit-down paper-based exam held in person, resulting in summative written feedback.

Oral collective in-class feedback will be provided by the professor regarding exercises done in class and at home when presented in class. This will be used to calibrate the understanding of the topic and will be mostly used on Group projects.

Last: Written feedback will be also given via marking grids used by the professor to assess completed work according to specific criterion sent to individuals by email and written peer evaluation will be used to calibrate the internal contributions of each member on group projects.

## Recommended reading



Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation.  
Value proposition design: Osterwalder, A. and Pigneur  
The Invincible Company (The Strategyzer Series) Paperback – April 14, 2020

Articles

Design for Action How to use design thinking to make great things actually happen by Tim Brown and Roger Martin  
Enlightened Experimentation The New Imperative for innovation by Stefan Thornke

Case study:

La Roche-Posay: Growing L'Oréal's Active Cosmetics Brand (9-520-035 REV: DECEMBER 13, 20 1)

Work load	
Number of hours	Type of course
24.0	Lecture
16.0	Personnal work
12.0	Collective project
12.0	Individual project
4.0	Reading reference manuals
7.0	Research
<b>Total</b>	<b>75.0</b>

MULTINATIONAL FINANCIAL MANAGEMENT 3686		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3686	FIN

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

**Prerequisites**

Finance fundamentals, math

**Learning objectives**

International Taxation, Political and Economic Risk, Working Capital in MNCs, Multinational Capital Structure and Cost of Capital, Capital Budgeting for Multinational projects.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

2.A Assess the values of the organization in which they work

4.B Compose constructive personal feedback and guidance

**Course description**

**Environmental and social impacts**

Understand the country level climate risk

Climat

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercice	End of term exam												
Nbre heure si examen écrit														
2nd session														

Coefficient	40	60																		
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**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course
24.0	Interactive courses
24.0	Personnal work
50.0	Reading reference manuals
<b>Total</b>	
	98.0

CORPORATE GOVERNANCE 3688		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3688	FIN

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

### Prerequisites

Students should be able to use Excel to implement a linear regression  
 Students should be familiar with the event study methodology

### Learning objectives

Know the governance mechanisms that allow managing the relationships between stakeholders and mitigating associated risks.

Understand the risks of inadequate governance and the benefits of effective governance.

Know the limitations of current corporate governance models from the perspective of addressing ecological issues and the proposed evolutions (e.g., the concept of a mission-driven company).

Analyze the governance model of a company in relation to the goals it pursues.

Understand the main principles and limits of multi-stakeholder governance, inclusive governance, and commons governance (through examples of companies governed by these principles).

Develop the ability to adapt to work with actors from different cultures: unions, public authorities, elected officials, associations, other companies, etc.

### Course description

This course, addressing the topic of corporate governance, is structured around four main areas: -1- the fundamentals of corporate governance (as notably defined by the CFA Institute), -2- aligning different types of governance with the pursuit of the United Nations Sustainable Development Goals, -3- existing regulatory aspects and international codes of good conduct in governance, -4- practitioners' perspectives on the concept of shared governance and the specifics of family businesses.

### Environmental and social impacts

Use of the textbook "Ecological Money and Finance"

1 session dedicated to "The limitations of Shareholder Governance in the Context of Sustainability"

1 session dedicated to "Partnership and Alternative Governance for the Pursuit of SDGs"

1 session dedicated to "Regulatory aspects (EU shareholder's right directive or stewardship codes, CSRD)"

Students will have to implement an event study that concern an event that relates to an ecological issue

Eau

Droits humains

Santé

Climat

Education

Droits du travail

Biodiversité

Diversité, équité et inclusion

Energie

Economie circulaire

Développement social

Modèles d'affaires durables

Démocratie

Transparence et reporting

Déchets

Communautés

Transformation durable des entreprises

Ressources naturel

Event studies

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Continuous assessment												
Nbre heure si examen écrit	3.0													
2nd session	true													
Coefficient	60	40												

### Evaluation

In-class individual feedback during the event study exercise (in-class group work).  
Written common feedback after the final exam.

### Recommended reading

CFA Institute 2024. "CFA Curriculum Level I", Volume 2, Learning Module 3  
Lagoarde-Segot, 2023. "Ecological Money and Finance"

### Work load

Number of hours	Type of course
12.0	Lecture
12.0	Directed work
20.0	Personnal work
11.0	Collective project
20.0	Reading reference manuals
<b>Total</b>	75.0

DIGITAL BRANDING 3726		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3726	MKT

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

### Prerequisites

Marketing fundamentals (Marketing management and Market research courses)

### Learning objectives

- 1) Students will memorize branding fundamentals (course topics related to brand identity, brand image, brand equity, etc.)
- 2) They will seek and synthesize the information about the company/case study they will work on (course topics on the different steps to build a strategy)
- 3) They will have to be critical when analyzing a brand strategy (course topics on the different steps to build a strategy)
- 4) Thanks to their accumulated knowledge and their professional experience, they will propose improvements to the brand strategy in the digital context (see impacts of digital on brand management, apply the different steps to build a strategy, build a brand content strategy)
- 5) They will need to be convincing when presenting their strategy and formulate appropriate solutions

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1.A Demonstrate an international mindset

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2.A Assess the values of the organization in which they work

---

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.B Construct expert knowledge from cutting-edge information

---

5.D Make effectual organizational decisions

### Course description

In a fast-paced world where consumers are increasingly volatile and less loyal and where environmental issues are becoming ever more pressing, brands need to give meaning to their activity for their customers, their employees, and their partners. This course will present brand management fundamentals and pillars (such as brand values, brand vision and mission, brand positioning, brand platform ...). It will provide students with insights to build a consistent brand strategy while addressing digital challenges and, to a certain extent, environmental concerns that companies are facing.

The main topics that will be discussed during the course will be brand management fundamentals, how to design a brand platform, steps to build your brand strategy, impacts of digital on brand management, start-up brands management, and steps to run a brand content strategy.

### Environmental and social impacts

- Waste: digital communication can be a good alternative to avoid raw materials (like paper) wasting / Discussion on the impact of digital on the environment will be addressed
- Sustainable successful business models: many brands support sustainability concerns in their values and

mission. As examples, Chipotle, Patagonia, Lush, and The Body Shop (among others) will be presented to the class. / Sustainability and branding: some examples of non-relevant or inappropriate practices will also be discussed.

- Diversity, equity, and inclusion: Dove is an emblematic case of a successful brand content strategy for its self-esteem program; the case will be presented to the class.

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Climat

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Diversité, équité et inclusion

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Modèles d'affaires durables

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Transformation durable des entreprises

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Déchets

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Group project											
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	10.0	40.0	50.0											

### Evaluation

Students will receive formative feedback:

- In-class coaching sessions will be organized in order to help students improve their work on the company project (oral feedback)
- Oral feedback will be given for each final group presentation (company project)
- Individual and written feedback will be available on each student's copy (final exam)

They will also receive summative feedback thanks to:

- Grading of individual written exam
- Grading of individual participation in the course
- Grading of group project for a chosen company
- Group project will also be peer-assessed

### Recommended reading

- Michel, G. (2022). *Au coeur de la marque: Les clés du management des marques* (4th ed.). Dunod.
- Keller, K. L., & Swanimathan V. (2019). *Strategic brand management*, Global edition (5th ed.). Pearson.
- Kapferer, J.-N. (2012). *The new strategic brand management* (5th ed.) Logan.
- Tuten, T. L. (2023). *Principles of marketing for a digital age* (2nd ed.). Sage.
- Joy, A., Zhu, Y., Peña, C., & Brouard, M. (2022). Digital future of luxury brands: Metaverse, digital fashion, and nonfungible tokens. *Strategic Change*, 31(3), 337-343.
- Steenkamp, J. B. E. (2020). Global brand building and management in the digital age. *Journal of International Marketing*, 28(1), 13-27.
- Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: Imperatives for transforming born-digital startups into successful corporate brands. *Journal of Marketing Management*, 36(11-12), 981-



<b>Work load</b>	
<b>Number of hours</b>	<b>Type of course</b>
24.0	Interactive courses
20.0	Personnal work
21.0	Collective project
10.0	Reading reference manuals
<b>Total</b>	<b>75.0</b>

INTERNATIONAL MARKETING FOR SUSTAINABILITY 3735		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MKT_3735	MKT

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

### Prerequisites

Students need basic knowledge of CSR, sustainability and circular economy. They also need basic knowledge of Consumer Behavior, marketing mix, marketing strategy, and corporate communications.

### Learning objectives

Ability to understand the key concepts in CSR and Sustainability, apply them to marketing, and visualize the changes needed in marketing to adapt both to the complexities of international markets and of realizing new corporate behaviors.

This course will help students to develop their critical thinking (via workshops, debates, and other tools ), their ability to analyze a complex CSR situation, their ability to provide innovative solutions, and their ability to use knowledge from different disciplines.

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3.C Organize change management processes

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2.A Assess the values of the organization in which they work

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1.A Demonstrate an international mindset

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3.A Breakdown complex organizational problems using the appropriate methodology

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3.B Propose creative solutions within an organization

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6.B Synthesize multifaceted information from various sources across different functional fields

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6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

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1.B Successfully collaborate within a intercultural team

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6.A Thoroughly examine a complex business situation

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1.C Communicate effectively in English

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2.B Solve professional dilemmas using concepts of CSR and ethics

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2.C Generate sustainable solutions for organizations

### Course description

This course first reminds students of the background that led to the need of a transformation of business, then covers changes needed across different marketing fields to facilitates brands' compliance with sustainability standards. Students learn through many examples, cases, videos, group work and class discussion, as well as receiving coaching.

Students will need to mix their knowledge of both Marketing and Sustainability. They will acquire new competencies through the group project, exercises and in-class discussions which require them to manage a marketing strategy, the marketing mix, a company's overall corporate communications and a new relationship with consumers in line with the sustainability goals. Students will also gain concrete insight into the changes which can be mad regarding the 4P's, and how to engage consumers in a new era of

consumption.

In terms of scope, students must think globally during their group work. They must choose an international company, then rethink its strategy and marketing mix through the lens of CSR and sustainability. In terms of the social dimension of the group project, students must identify a social dimension as well as developing communication via advertising which can succeed across cultures. Finally, the course will include debates/discussions on the redefinition of the supply chain and its possible externalities as well as how to engage consumers in an era emphasizing consuming less but better....

### Environmental and social impacts

We are going to cover: circular economy, climate change, biodiversity loss, waste, energy, natural resources, sustainable business models, sustainable transformation of companies, diversity, transparency

Economie circulaire

Climat

Modèles d'affaires durables

Diversité, équité et inclusion

Biodiversité

Transformation durable des entreprises

Ressources naturel

Transparence et reporting

Déchets

CSR, SUSTAINABILITY, CIRCULARITY, MARKETING STRATEGY, MARKETING MIX, INTERNATIONAL MARKETS, INTERNATIONAL COMMUNICATION, CONSUMER BEHAVIOR

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	Individual project											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	20.0	30.0	50.0											

### Evaluation

ORAL/ WRITTEN. Use of Challenge me to avoid free riding. Coaching during each session to help students finalize their group project and also help them improving their critical thinking

### Recommended reading

Farri & al 2022 : How sustainability efforts fall apart, Harvard Business Review

Atasu & al 2021 : The circular Business Model , Harvard Business Review

Sehnm & all 2021 : disruptive innovation and circularity in starts up : a path to sustainable development, Business strategy and environment

Nguyen and all 2023 : A regenerative economic model- the circular economy- is starting to help companies create more value while reducing their dependence on scarce resources, Remakingthe industrial economy Mc Kinsey

Hannon and all 2016 : developing products for a circular economy, Mc Kinsey

Almquist and &ll 2016 : the elements of value, measuring –and –delivering what consumers really want, Harvard Business Review

Work load	
Number of hours	Type of course
10.0	Interactive courses
10.0	Directed work
4.0	Coaching
20.0	Personnal work
10.0	Collective project
6.0	Individual project
3.0	Reading reference manuals
12.0	Research
<b>Total</b>	
	75.0

students will have to make personal research both for the group work but also for the preparation of debates, and their individual essay

PRODUCTION PLANNING AND CONTROL 3765		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3765	OPS

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

### Prerequisites

Mathematics, particularly algebra and probability theory. Operations Management concepts such as inventory considerations and process analysis Operations Research, i.e., mathematical optimization via linear and integer programming

### Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

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

### Course description

This course aims to provide students with a comprehensive understanding of fundamental concepts in Production Planning and Control.

Session 1: The course begins by highlighting the role and significance of the manufacturing sector in an international context. To deepen their understanding of manufacturing planning and control, students watch video material on different manufacturing processes, and the importance of planning and controlling these processes is discussed.

Sessions 2-3: Students explore various forecasting techniques, including simple, trend-based, seasonal, and causal methods such as multivariate linear regression. They gain practical experience implementing these techniques using MS Excel.

Session 4: Sourcing for manufacturing firms will be discussed to identify potential supply risks. We will discuss methods to identify high-risk parts and potential remedies and appropriate actions for procurement.

Sessions 5: The course covers an introduction to sales and operations planning, typically dependent on long-term forecasting, using both manual (pen-and-paper) and mathematical programming approaches. Student apply the latter to solve a small case study.

Sessions 6-7: Students are introduced to various shop floor concepts, including job shops, cellular manufacturing, and assembly lines. The benefits and applications of each concept are discussed. Furthermore, techniques and methods to design such manufacturing plants are studied. Students implement optimization methods for some of these techniques.

Session 8: The course emphasizes the critical role of forecasts in production planning and introduces material requirements planning, linking it to the domain of lot-sizing approaches such as Part-period balancing and Silver-Meal heuristics. Students learn to solve these problems both manually and using linear programming techniques.

Sessions 9-10: Students are introduced to the concept of process variability in a manufacturing context with an introduction to queuing theory. The course covers how to manage variability using different buffer types. Additionally, students learn about push-based, pull-based, and hybrid production control methods and their relationship to variability, reinforced by playing an in-class game.

If time allows the course will concludes with scheduling and order release approaches for manufacturing facilities. Order release approaches such as CONWIP, CONLOAD, KANBAN, and Starvation Avoidance are discussed. For scheduling, priority rules are studied, followed by advanced planning methods such as Johnson's scheduling and Moore's scheduling algorithms, as well as mathematical programming approaches. Discussions focus on job characteristics, their implications for scheduling, and their suitability across different contexts.

### Environmental and social impacts

We discuss how effective planning reduces waste and the use of natural resources.

Déchets

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Group project												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	80.0	20.0												

### Evaluation

Each session, students will practice their understanding by completing various exercises. Afterwards, some students will present a valid approach. Students will be graded for their engagement in working on the exercise. After the course, a paper-based end-of-term exam will be written, covering the entire course material. Feedback will be provided upon request in one-on-one in-person meetings.

### Recommended reading

Work load	
Number of hours	Type of course
12.0	Lecture

12.0	Interactive courses
35.0	Personnal work
10.0	Reading reference manuals
6.0	Research
<b>Total</b>	
	75.0



M&AS AND CORPORATE RESTRUCTURING 3694		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_FIN_3694	FIN

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

### Prerequisites

### Learning objectives

By the end of the course, students should:

- Be able to identify motives for M&A transactions;
- Understand the role of various parties in the transactions, including investment banks and private equity
- Know how to estimate the value of deal synergies and perform event studies;
- Understand the implications of different payment method choices and deal structures;
- Understand merger arbitrage and the role of arbitrageurs in the M&A processl
- Understand tactics for friendly negotiations, hostile transactions, and anti-takeover defenses;
- Understand the role of the legal environment in the M&A process;
- Understand the role that social, ethical, environmental, and governance factors play in firm M&A decisions and deal structure;
- Understand leveraged buyouts (LBO), LBO structure, modeling, and value creation.
- Be able to present and defend your M&A pitchbook proposal in front of an audience.

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3.B Propose creative solutions within an organization

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4.C Convey powerful messages using contemporary presentation techniques

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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

The format of the class: a combination of lecture and discussion. The classes are designed to be interactive and lively: I will ask questions (sometimes on a random basis) and implement in-class exercises (that will be done in small groups) and article discussions. I expect all students to actively participate in these activities and respond to questions.

### Environmental and social impacts

We incorporate the discussion of the impact of CSR/ESG considerations in the M&A process along the following dimensions: a) The role of corporate governance (board directors and institutional investors in particular); b) Target selection and pre-merger due diligence; c) Acquisition Financing; and d) Post-merger Integration. We will use a case study (from Harvard Business Publishing) dealing with the Microsoft-Activision Blizzard transaction for our discussion of the increasingly important role of CSR/ESG issues in the selection and evaluation of target companies in the M&A process.

Modèles d'affaires durables

Développement social

mergers; acquisitions; leveraged buyouts; corporate restructuring; synergy; value creation; pitchbook; ESG; deal structure; antitrust; anti-takeover defences.

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	50.0	50.0												

### Evaluation

- 1) Group project and presentation: develop an original pitch book for a proposed corporate merger and make an oral presentation in class: 50 percent of the course grade;
- 2) Final examination: 50 percent of the course grade.

### Recommended reading

- Main source: Class notes (PowerPoint slides), which are available on the class site. Additional material, such as assignments and newspaper articles, will sometimes be distributed in class as well.
- Two case studies from the HBS : a) Call of Fiduciary Duty: Microsoft Acquires Activision Blizzard; b) Elon Musk's Twitter Deal: valuation and financing of the leveraged buyout
- Recommended textbook: Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 5th edition.

### Work load



Number of hours	Type of course	
24.0	Lecture	
11.0	Personnal work	
13.0	Collective project	
8.0	E-learning	
10.0	Reading reference manuals	
9.0	Research	
<b>Total</b>		75.0

DECISION MAKING UNDER UNCERTAINTY 3763		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_OPS_3763	OPS

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

### Prerequisites

Although the level of math used in this course is relatively simple, familiarity with probability, basic statistical and calculus concepts would be required. Familiarity with Excel is also desirable. Students should be interested in using quantitative analytical tools.

### 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:

- Grasp the concept and purpose of the decision analysis techniques
- Identify the basic elements of a decision problems
- Modelling uncertainty using Decision tree and Influence diagram
- Use sensitivity analysis tools in the iterative decision
- analyse complex decision models using Monte Carlo simulation

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2.C Generate sustainable solutions for organizations

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3.A Breakdown complex organizational problems using the appropriate methodology

---

5.B Construct expert knowledge from cutting-edge information

---

5.C Employ state-of-the-art management techniques

---

5.D Make effectual organizational decisions

### Course description

- Introduction to decision analysis and elements of decision problems
- Structuring decisions using Decision trees and Influence diagram along with using the PrecisionTree software
- Making choices using decision Trees, Influence diagrams and risk profiles
- Monte carlo Simulation

### Environmental and social impacts

With the tools covered in this course, students should be able to discuss how decision models can evaluate environmental consequences (e.g., carbon emissions, waste generation). Also, these tools have the potential to consider ethical dilemmas in uncertain decision contexts (e.g., fair labor practices, community well-being).

In terms of transformations in the discipline, trends such as eco-friendly sourcing, carbon footprint reduction, and social impact measurement can be explored in the decision making process.

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Energie

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Economie circulaire

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Transformation durable des entreprises

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Développement social

Déchets

Decision tree, influence diagram, Monte-carlo simulation, risk management

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	40.0	60.0												

### Evaluation

### Recommended reading

Making Hard Decisions with DecisionTools, Robert T. Clemen and Terence Reilly, 3rd edition

Operations Management, Heizer, Render, Munson 11th-12th edition

Practical Management Science, Wayne L. Winston and S. Cjristian Albright, 6th edition

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

Total

75.0



CASH MANAGEMENT & FINANCIAL ENGINEERING 3669		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ACC_3669	ACC

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

### Prerequisites

financial markets

### Learning objectives

- Apply centralization mechanisms.
- Distinguish between different types of financing and investment.
- Implement ethics, compliance, and the ethical organization of financial institutions.
- Managing the exchange risk and interest rate risk
- Apply regulations for combating money laundering and terrorism financing.

1.A Demonstrate an international mindset

5.A Predict how business and economic cycles could affect organizational strategy

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

### Course description

In today's extremely competitive environment, the need to improve free cash flow is gaining more and more importance. In many industries, access to equity or debt capital is difficult and the need for generating funds from within is on the rise.

Besides, companies not only have to make profits but must also be able to distribute it amongst the business owners and shareholders. An efficient cash flow management is therefore inevitable for the financial health of the company

At the end of the course, the participants will have a better understanding of the ways to optimize free cash

flow, maintain a fine balance of working capital, and investment of surplus funds to increase shareholders' value.

## Environmental and social impacts

cash management  
Financial engineering

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam												
Nbre heure si examen écrit														
2nd session														
Coefficient	30	70												

### Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually. Personalized 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

### Work load

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

6.0	Collective project
<b>Total</b>	



ERP 3666		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ACC_3666	ACC

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

### Prerequisites

- Understanding the notion of KPI
- Being able to design KPIs
- Knowing the main strategies that a company can use to enter a market

### Learning objectives

- Identify the different stages of a strategic diagnosis.
- Implement methods for analyzing the external and internal environments of the entity.
- Characterize the various modalities of development.
- Identify the different strategies of an organization.
- Understanding what an ERP system is.
- Understanding the importance and impact of ERP systems on organizations.
- Providing practical exposure to a real ERP system, allowing to reach an intermediate level of comfort in using SAP ERP software.
- Choosing a strategy for an organization.
- Learning to adapt the business strategy to market realities and make appropriate changes in the SAP system to execute your business strategy.
- Developing the right indicators to track your strategy.

### Course description

Through the use of a simulation running an ERP, students will have to handle all aspects of an enterprise to make it thrive and survive in a competitive close market. To do so, they will have to decide to follow different strategies.

Provide the essential elements of strategic analysis and place the organization in its environment to formulate strategic choices.

- Reminder of the main elements of strategic diagnosis and the concept of value chain.
- The concept of the business model.
- Strategic, organizational, and operational risks.
- Criteria for economic, financial, social, and environmental performance.

Strategic choices: strategic segmentation and identification of strategic business areas :

- Generic strategies: cost strategy and experience effect,
- differentiation strategy,
- focus strategy.
- Competition and collaboration.
- Refocusing, diversification.

Modes of development: internal growth, external growth, relational strategies, and alliances.

This course is also an introduction to accounting and information system. It covers :

- Accounting information systems definition
- What are enterprise resource planning systems and the link with management systems

## Environmental and social impacts

ERP  
SAP  
Business Intelligence

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Continuous assessment	Oral assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	30.0	30.0											

### Evaluation

Feedback will be given throughout the different sessions, so that the students can learn from their mistakes, both on SAP and on the implementation of the strategy, and move forward in the simulation.

Feedback will also be given on interim reports and following the final presentation.

### Recommended reading

### Work load

Number of hours	Type of course
24.0	Interactive courses
10.0	Personnal work
31.0	Collective project
<b>Independent work</b>	
10.0	Reading reference manuals
<b>Total</b>	
75.0	



GAME THEORY 3964		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ECO_3964	ECO

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

**Number of hours**

**Type of course**

**Total**

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<b>BUSINESS MODEL DEVELOPMENT IN NEW VENTURES 3781</b>		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3781	ENT

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

### Prerequisites

### 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).

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1.C Communicate effectively in English

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3.A Breakdown complex organizational problems using the appropriate methodology

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3.B Propose creative solutions within an organization

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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

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6.B Synthesize multifaceted information from various sources across different functional fields

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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

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Participation	Presentation											
Nbre heure si examen écrit														
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

Number of hours	Type of course
<b>Face to face</b>	
16.0	Interactive courses
<b>Independent study</b>	
5.0	Personnal work

25.0	Collective project
<b>Independent work</b>	
4.0	Research
<b>Total</b>	
	50.0



BANKING & FINANCIAL INTERMEDIARIES 3780		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
Class code :	2425_SYL_FIN_3780	FIN

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course

Total



B CORP CERTIFICATION: TOWARD SUSTAINABLE TRANSFORMATION 3779		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_GMSC_3779	GMSC

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course
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Total



CAREER DEVELOPMENT 2090		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_HRM_2090	HRM

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

### Prerequisites

### Learning objectives

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

- understand career development theory
- understand career management from an HRM perspective
- understand career development practices in companies
- understand emerging career development trends in HRM
- gain insights into their own career

4.A Appraise the performance of a team

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

### Course description

This subject will emphasize the active participation of students through discussion, presentations, collaborative exercises, and a workshop. The classes will be carried out in an active learning style thus students are expected to participate by discussing their own views.

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Individual report	Group report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	25.0	40.0	15										

### Evaluation

### Recommended reading

Greenhaus, J. (2009). Career Management, 4th ed., SAGE Publications.  
 Harrington, B. and Hall, D. (2007). Career Management & Work-Life Integration. SAGE Publications.  
 Swanson, J. and Fouad, N. (2014). Career Theory and Practice: Learning Through Case Studies, 3rd ed., SAGE Publications.

### Work load

Number of hours	Type of course
<b>Face to face</b>	
10.0	Lecture
6.0	Interactive courses
<b>Independent study</b>	
4.0	Personal work
10.0	Collective project
10.0	Individual project
<b>Independent work</b>	

10.0	Research	
<b>Total</b>		50.0



STORY TELLING FOR LEADERS 1947		
2024 - 2025	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ITC_1947	ITC

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

### Prerequisites

There are no intercultural pre-requisites for the course, but an upper intermediate level in English is necessary to follow the course.

### Learning objectives

In working with emerging leaders, our goals are to:

- Illuminate why storytelling is an essential leadership competency, and why storytelling is essential in the modern workplace.
- Help emerging leaders understand their own personal narrative, including the stories that have hindered them and the stories that reflect their core values and deepest motivations.
- Support emerging leaders in understanding how to be strategic in organizations and use their stories to speak to different stakeholders in different business contexts.
- Empower students to deliver leadership narratives in a thoughtful and compelling way to connect with others, motivate teams, and tout their leadership ability.

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4.B Compose constructive personal feedback and guidance

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4.A Appraise the performance of a team

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4.C Convey powerful messages using contemporary presentation techniques

### Course description

Course Presentation

The course is designed to help students a) become aware of their core values, b) discover their leadership story and style, c) deliver their leadership narrative in a powerful way, and d) use their leadership narrative to address organizational dynamics with different stakeholders.

The class will involve dyad work, small group discussion, individual reflection, and experiential learning. The course is broken into four elements: 1) Understanding the power of story and personal narratives, 2) Discovering our Personal Narrative, 3) Constructing and Delivering our Personal Narrative, and 4) Sharing Our Personal Narrative in the Organization. Feedback Modalities

## Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Individual project	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	40	30	30											

### Evaluation

Students will be assessed on their ability to think creatively and engage in self-exploration. Additionally, students will also be assessed on their ability to demonstrate authentic leadership through their writing and publicly speaking skills. Students will be assessed in their ability to apply the concepts in class to the organizational context. At their request, students will receive individual feedback from the professor on a case-by-case basis through email or video conferencing.

### Recommended reading

Bibliography

"Your Professionalism is Killing Me," by Christina Harbridge. "  
 "Start With Why," by Simon Sinek.

### Work load

Number of hours	Type of course
16.0	Interactive courses

16.0	Personnal work
18.0	Individual project
<b>Total</b>	
50.0	



SUSTAINABILITY AND INFORMATION SYSTEMS 3784		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_MIS_3784	MIS

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course

Total



BUSINESS GAME MASTER PGE 3771		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_IDP_3771	IDP

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

Number of hours	Type of course
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Total



DATA VISUALIZATION 3773		
2024 - 2024	Crédit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_MIS_3773	MIS

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

### Prerequisites

### 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

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Midterm exam	Presentation	Written exam										
Nbre heure si examen écrit		1.0		2.0										
2nd session														
Coefficient	10.0	30.0	10.0	50.0										

### Evaluation

### Recommended reading

### Work load

Number of hours	Type of course
<b>Face to face</b>	
16.0	Lecture
<b>Independent study</b>	
5.0	Personnal work
5.0	Collective project
<b>Independent work</b>	

24.0	Research	
<b>Total</b>		50.0



ENTREPRENEURIAL SELLING 3716		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_ENT_3716	ENT

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

### Prerequisites

### Learning objectives

- 1.B Successfully collaborate within a intercultural team

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- 2.A Assess the values of the organization in which they work

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- 2.B Solve professional dilemmas using concepts of CSR and ethics

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- 2.C Generate sustainable solutions for organizations

---

- 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

### Course description

At the end of the course, the student should be able to build, manage and conduct an effective sales effort in an entrepreneurial organization.

- Understand the connections and similarities between problem solving and selling in order to transform sales calls into problem solving opportunities in the entrepreneurial environment
- Build meaningful relationships with customers, clients, prospects and other key players in the development of the business
- Use state of the art skills associated with needs determination including questioning, listening,

interpreting, reframing, and understanding non- verbals

- Make effective presentations to customers, financial backers and other people involved  
incontributing to the business;

## Environmental and social impacts

Diversité, équité et inclusion

Modèles d'affaires durables

Transparence et reporting

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Individual project	Case study	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	40.0	20	10.0										

## Evaluation

written and oral feedback

## Recommended reading

Contemporary Selling, 6e, Mark Johnston and Greg Marshall, Routledge Publishing.

## Work load

Number of hours	Type of course
12.0	Lecture
10.0	Interactive courses

10.0	Personnal work	
14.0	Collective project	
12.0	Individual project	
10.0	E-learning	
7.0	Research	
<b>Total</b>		75.0

MULTI-ASSET PORTFOLIO MANAGEMENT 3678		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_FIN_3678	FIN

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

**Number of hours**

**Type of course**

**Total**

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COMPUTER-BASED PROBLEM SOLVING IN CIB 3695		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_FIN_3695	FIN

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**



**Recommended reading**

**Work load**

**Number of hours**

**Type of course**

**Total**

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INTERNATIONAL BUSINESS DEVELOPMENT 3702		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_GMSC_3702	GMSC

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

**Number of hours**

**Type of course**

**Total**

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WRITING AN EFFECTIVE BUSINESS CASE 3707		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_GMSC_3707	GMSC

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

### Prerequisites

The student should possess basic knowledge of:

- the functioning and management of organizations;
- the functioning of people in organizations;
- the relevance of entrepreneurial skills

### Learning objectives

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

- Understand the basic mechanisms of business case development,
- Evaluate the strategic fit of the business case, in line with the overall innovation portfolio of the firm,
- Define the essential components of developing an effective business case,
- Propose creative solutions through the business case,
- Analyze (market) information and make informed recommendations,
- Critically evaluate and improve real business cases,
- Understand how thinking from a 'business case perspective' can be useful in different management domains,
- Understand the techniques to present the business case and recommendations to a client firm.

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3.B Propose creative solutions within an organization

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5.C Employ state-of-the-art management techniques

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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 course introduces students to the principles and practices of adequate business case development and presentation. As such, it covers all essential elements of writing an effective business case. Hence, participants learn about how to develop a business case that responds to strategic challenge(s) of a company (i.e., the client firm), how to summarize a business idea, how to describe the key elements of a business case, how to perform the required internal and external analyses, how to develop financial forecasting, how to initiate relationships with (internal) investors and how to bring an attractive presentation to the client firm.

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Participation	Presentation											
Nbre heure si examen écrit														
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.

- Barringer, B.R. (2015). Preparing Effective Business Plans: An Entrepreneurial Approach. Upper Saddle River (NJ): Prentice Hall.
- Melissa Schilling (2020), Strategic Management of Technological Innovation, 6th edition, McGraw-Hill Education
- Alexander Osterwalder & Yves Pigneur (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons
- Additional articles will be available on My IÉSEG (IÉSEG Intranet)

### Work load

Number of hours	Type of course
<b>Face to face</b>	
24.0	Interactive courses
<b>Independent study</b>	
10.0	Personnal work
35.0	Collective project
<b>Independent work</b>	

6.0	Research	
<b>Total</b>		75.0



TEAM MANAGEMENT 3754		
2024 - 2025	Crédit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_NEG_3754	NEG

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

### Prerequisites

- Basic knowledge in organizational behavior
- Basic knowledge in leadership
- Sensitivity to human relations

### Learning objectives

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

- Identify and reflect on team issues in your own and business life
- Understand the key processes in which teams engage and how they impact performance
- Frame unknown problems using academic modelling
- Apply theories of team effectiveness to practice by formulating concrete implications for the management of teams
- Successfully collaborate within a intercultural team
- Thoroughly examine a complex business situation

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1.B Successfully collaborate within a intercultural team

---

4.A Appraise the performance of a team

---

4.B Compose constructive personal feedback and guidance

---

6.A Thoroughly examine a complex business situation

---

6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Everyone who has experienced small group work can recall an instance in which they have been part of a team that performed exceptionally well, enhanced its processes over time and whose members emerged greater, fulfilled, and more competent. However, teams can be loaded with exceptionally smart individuals or highly-skilled students, but still fail to achieve their objectives, improve performance and come away from the experience more frustrated. More crucially, many examples of air crashes, medical errors and disasters have been caused by breakdowns of team collaboration. These extreme cases as well as situations in which

team members fail to engage in effective teamwork and exhibit poor team performance raise questions of interest. For example, what are the properties of effective teams? What are the most powerful factors that allow teams to build up their power as a collective entity? Besides explaining why some teams thrive and others disappoint, it is important to question possible ways to achieve behavioral changes. What can team managers do to prevent a downward spiral in performance and help team engage in crucial behaviors that will drive them to success? These questions are at the top of the agenda of this course. The course ends with a team consultancy project including the analysis of a real team management situation and the formulation of recommendations.

## Environmental and social impacts

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Droits humains

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Communautés

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Développement social

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Diversité, équité et inclusion

## Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group report	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	40.0	40.0											

## Evaluation

Participation (also based on peer assessment in the team) Reflective blog entries (feedback received on the blog based on criteria written in the syllabus) Team consultancy project (feedback received before sending the report to the client based on criteria written in the syllabus)

## Recommended reading

List of articles and book chapters to choose from a list on ieseg online (course syllabus and the references in the syllabus) ; IESEG online <https://www.ieseg-online.com/>

## Work load

Number of hours	Type of course
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28.0	Interactive courses	
2.0	Coaching	
15.0	Personnal work	
20.0	Collective project	
10.0	Reading reference manuals	
<b>Total</b>		75.0



LEAN SIX SIGMA GREEN BELT CERTIFICATION 3768		
2024 - 2025	Crédit : 3	<b>IÉSEG - School of Management</b>
Class code :	2425_SYL_OPS_3768	OPS

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

**Prerequisites**

**Learning objectives**

**Course description**

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient														

**Evaluation**

**Recommended reading**

**Work load**

**Number of hours**

**Type of course**

**Total**

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PREPARATION AU DELF B1 ET B2 0520		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_0520	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

### Prerequisites

FRENCH Level B1

### Learning objectives

At the end of the course, the student should be able to : Organise thoughts and thus an argument based on a written or audio document. Make a written or oral presentation on a given theme. Level B1 or/and B2

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

### Course description

Listening, Reading, Speaking and Writing exercices

### Environmental and social impacts

A partir de la presse orale et écrite, et notamment des sujets d'actualité.

Développement social

Transformation durable des entreprises

Diversité, équité et inclusion

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Digitalization	Participation	End of term exam										
Nbre heure si examen écrit														
2nd session														

Coefficient	30.0	15.0	15.0	40															
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## Evaluation

Detailed and regular individual feedback will be provided by professors to students to help them in their progression and help them if necessary

## Recommended reading

Réussir le DELF B2, éditions DIDIER ; Réussir le DELF B1, éditions DIDIER ; Intranet de l'école [www.ieseg-online.com](http://www.ieseg-online.com)

## Work load

Number of hours	Type of course
<b>Face to face</b>	
14.6	Interactive courses
<b>Independent study</b>	
9.2	Personnal work
<b>Independent work</b>	
1.6	E-learning
<b>Total</b>	
25	

Readings in order to deepen your understanding of themes done in class as well as written and oral comprehension. A written expression on IESEG-ONLINE with feedback ; Research for presentations and preparation of the exercices

FRENCH AS FOREIGN LANGUAGE (LEVEL 4) 3460		
2025 - 2025	Crédit : 2.0	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_3460	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

Niveau B1+

### Learning objectives

At the end of the course, the student should be able to: \*Referring to the learning goal of school : - Work in an international and intercultural environment - Demonstrate an intercultural open mindset - Produce professional quality documents (appropriate to the language level ) - Make professional quality oral presentations using adapted tools \*Referring to the Common European Framework of Reference for Languages and depending on the level: - Understand key points when clear and regular language is used while discussing familiar subjects -understand everyday language in written texts, descriptions of events, expressions of feelings and wishes in personal letters - Express themselves in an uncomplicated way when describing experiences and events, hopes and objectives in the context of explaining projects and opinions -writing a simple and coherent text about familiar subjects, as well as personal letters that describe experiences and impressions - Master both oral and written French which can be used in the world of work - Master both oral and written French which can be used in everyday communication in the business world

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1.A Analyse and evaluate the factors and cultural variables influencing relationships, communication and

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1.A Demonstrate an international mindset

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1.A Demonstrate an international mindset

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1.A Successfully manage an intercultural team

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1.B Develop their personal intercultural skills

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1.B Successfully appreciate various forms of diversity in society

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1.B Successfully collaborate within a intercultural team

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1.C Successfully engage with diverse world views and collaborate within an intercultural team

### Course description

Themes on Society and work environnement  
 Gramar level B1 and B2

### Environmental and social impacts

Le cours traitera en partie de l'angle environnemental et des discriminations au sein du monde des affaires.

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Développement social

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Education

Droits humains

Droits du travail

Diversité, équité et inclusion

Démocratie

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Continuous assessment	Oral assessment	End of term exam	Participation									
Nbre heure si examen écrit				1.5										
2nd session														
Coefficient	15.0	15.0	30.0	30.0	10.0									

### Evaluation

A detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

### Recommended reading

GRAMMAIRE PROGRESSIVE DU FRANÇAIS/CLE INTERNATIONAL ; IESEG Online <http://www.ieseg-online.com/>

### Work load

Number of hours	Type of course
16.5	Interactive courses
31.66	Personnal work

1.84	E-learning
<b>Total</b>	
	50.0



ATELIER INTERCULTUREL DE CONVERSATION 3318		
2024 - 2025	Crédit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_3318	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L / P	French

**Prerequisites**

Students with A2 level in French.

**Learning objectives**

Be more at ease to participate on a number of formal and informal conversations.

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1.A Demonstrate an international mindset

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1.B Successfully collaborate within a intercultural team

**Course description**

**Environmental and social impacts**

Nombreuses conversations sur des sujets sociétaux

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Déchets

---

Climat

---

Communautés

---

Biodiversité

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Individual project	Exercise	Oral assessment										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30	20.0	30.0										

### Evaluation

### Recommended reading

### Work load

Number of hours	Type of course
14.6	Interactive courses
9.2	Personnal work
1.2	Individual project



Total

25.0



BIEN PRONONCER LE FRANCAIS 0521		
2024 - 2025	Crédit : 1	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_0521	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

### Prerequisites

no prerequisite

### Learning objectives

At the end of the course, the student should be able to understand mechanisms and the functioning of the French pronunciation, that will enable them to have greater competence in listening and speaking and even writing thanks to the link between written and spoken forms.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

### Course description

> Theoretical part : discovering the sounds, the phonatory organs used and comparison with the students' native languages.  
> Practical part : speaking exercises, listening, simultaneous and deferred repetition, role-plays... We will use authentic documents: songs, clips...

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Continuous assessment	Digitalization	Oral assessment										
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	15.0	30.0	40.0										

### Evaluation

Continuous assessment : 60% (listening test 15%, written test 15%, interview 30%)

Final exam : 40%

### Recommended reading

### Work load

Number of hours	Type of course
14.83	Interactive courses
8.34	Personnal work
<b>Independent work</b>	
1.83	E-learning



FRENCH AS FOREIGN LANGUAGE (LEVEL 1) 3457		
2025 - 2025	Crédit : 2.0	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_3457	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

None

### Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level BEGINNER +. At the end of the course, students should reach BEGINNER + level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives,

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

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1.A Demonstrate an international mindset

---

1.B Successfully collaborate within a intercultural team

---

1.B Develop their personal intercultural skills

### Course description

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : Introducing himself-herself/ Buying in food shops/ Ordering and take away in a restaurant

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Oral assessment	Participation	Exercise	Exercise									
Nbre heure si examen écrit	1.5													
2nd session	true													
Coefficient	30.0	30.0	10.0	15.0	15.0									

### Evaluation

Detailed and regular individual feedback will be provided by professors to students to help them in their progression and help them if necessary.

### Recommended reading

Provided by the course lecturers.

### Work load

Number of hours	Type of course
16.5	Interactive courses
27.5	Personnal work
6.0	E-learning

Total

50.0

Active participation during the lessons is required



FRENCH AS FOREIGN LANGUAGE (LEVEL 2) 3458		
2025 - 2025	Crédit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2425_SYL_LAN_FRE_3458	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

LEVEL 1 : Can understand and use familiar, everyday expressions and very simple statements aimed at satisfying concrete needs. Can introduce themselves or someone and ask questions about them - for example, where they live, their relationships, what belongs to them, etc. - and can answer the same type of questions. Can communicate in a simple way if the interlocutor speaks slowly and distinctly and is cooperative.

### Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an INTERMEDIATE level.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

### Course description

Students will work on the 4 skills : listening, reading, speaking and writing. Topics such as introducing oneself and presenting one's hobbies, being able to express oneself at the doctor's and being able to communicate in different places of the city will be studied.

### Environmental and social impacts

### Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Oral assessment	End of term exam	Continuous assessment	Participation									
Nbre heure si examen écrit	1.0		1.5											
2nd session														
Coefficient	20	25.0	25.0	20	10									

### Evaluation

Detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

### Recommended reading

Provided by the teacher

### Work load

Number of hours	Type of course
16.5	Interactive courses
31.5	Personnal work
2.0	E-learning

Total

50.0



FRENCH AS FOREIGN LANGUAGE (LEVEL 3) 3459

2025 - 2025

Crédit : 2.0

**IESEG - School of Management**

**Class code :**

2425\_SYL\_LAN\_FRE\_3459

LAN\_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

**Prerequisites**

Level A2- achieved

(Common European Framework of Reference for Language (CEFR) – global scale:

<https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=090000168045bc7b>)

**Learning objectives**

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

- give their opinion on a variety of subjects;
- present their personal and/or professional projects.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

**Course description**

This A2+/B1- level course aims to enable international students to meet the communicative needs encountered in their daily life in France. In-class and out-of-class activities will enable students to develop their skills in the four language activities (listening, speaking, reading, and writing), with a focus on speaking and interaction.

**Environmental and social impacts**

**Assessment / Feedback**

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	Exercise	Exercise	Oral assessment	End of term exam									
Nbre heure si examen écrit					1.5									
2nd session														
Coefficient	20	15.0	15.0	25.0	25.0									

### Evaluation

Each oral or written test is graded using a grading grid, communicated to students in advance. For written production exercises, the type of error (syntax, conjugation, vocabulary, spelling, etc.) is indicated to encourage self-correction. In addition to individual written feedback, time is allocated to provide collective oral feedback and answer individual questions if necessary.

### Recommended reading

### Work load

Number of hours	Type of course
16.5	Interactive courses
31.5	Personnal work
2.0	E-learning



Total

50.0