



EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

# SYLLABI

Courses for Incoming  
Exchange Students

Bachelor PGE  
Lille

Spring 2021

# Syllabi\_Bachelor PGE\_Lille\_IN\_jan21

As we have moved from one Information System to another in the recent months, some syllabi have not yet been integrated in the new IS (Aurion), and can still be found on the Lille Catholic University Course Catalog.

You can find the direct links to the missing syllabi below.

Libellé.Cours	Nombre de crédits.Co urs	Code.Type de cours	Code.For mat du cours	Code.Filièr e	Syllabi
ACTING FOR RELATIONNAL EFFICIENCY AND SELF AFFIRMATION 1534	2	OE	INT	DEV	NA
ADVERTISING & COMMUNICATION MANAGEMENT 2064	2	OE	INT	MKT	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=71996&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=71996&amp;etb_id=6</a>
FRENCH CONTEMPORARY BUSINESS AND SOCIETY 1535	2	OE	INT	ITC	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72823&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72823&amp;etb_id=6</a>
INITIAL PUBLIC OFFERINGS 2061	2	OE	INT	FIN	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=71899&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=71899&amp;etb_id=6</a>
TECHNOLOGY AND STRATEGY_2062	2	OE	INT	MIS	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72603&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72603&amp;etb_id=6</a>

FINANCIAL ANALYSIS 0199		
2021 - 2021	Credit : 3.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ACC_0199	ACC

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S4	L / P	

<b>Lecturer(s)</b>	ALLES RODRIGUES Alexandre / ANSARAM Karishma / COMPAGNIE Vincent / DESAGRE Christophe / DESROUSSEAUX Mohélie / DESSAIN Jean / ESLAHI Mohammadehsan / KINON Valérie
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### Prerequisites

Students should have basic knowledge of accounting principles and in particular the structure of the balance sheet, the income statement, and the cash flow statement. It is also imperative that they are willing to prepare and read the required material on their own before each session. The ability to participate, interact and ask critical questions is essential for success in this course.

### Learning objectives

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

- 1) understand, at a basic level, the key concepts and techniques used in financial analysis;
- 2) analyse and compare the financial statements of real-life companies by only applying their knowledge of analytical techniques acquired in the course;
- 3) demonstrate a basic understanding of the application of the subject knowledge for making effectual decisions as lenders, equity analysts, or external consultants charged with monitoring or advising on corporate performance.

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

1. Introduction, including a lesson on how to read annual reports of companies
2. Strategy analysis
3. Balance sheet analysis, including working capital analysis
4. Income statement analysis
5. Cash flow statement analysis
6. Ratio analysis (assessing the operating, investment, and financial management of companies)

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Midterm exam	Group project	Multiple choice	Participation							
Number of hours if written	2.0	1.5										
2nd session	true											

Coefficient	40.0	25.0	20.0	10.0	5.0							
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### Recommended reading

A custom textbook comprising of chapters from two different textbooks:

Financial Accounting and Reporting: A Global Perspective - Stolowy, Ding, Paugam (Cengage Learning, 6th Edition, Chapters 14, 15, 17, 18);

Business Analysis & Valuation: IFRS edition - Palepu, Healy and Peek (Cengage Learning, 5th Edition, Chapters 2, 3, 5).

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	21.33
Directed work	2.67
<b>Independent study</b>	
Personnal work	32.0
Collective project	15.0
<b>Independent work</b>	
E-learning	9.0
<b>Total</b>	<b>80.0</b>

The hours attributed to personal work include the preparation time for MCQ tests as well as midterm and end term examinations. They also comprise of the individual study time needed before and after each interactive session for revising the course concepts and working on practical exercises.

FUNDAMENTALS OF HUMAN BEHAVIORS 0333		
2021 - 2021	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_0333	HRM

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	AISSI NAJAR Ines / BADER Carla / FLAMENCOURT Nathalie / PAWLYSZYN Bohdan
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### Prerequisites

None

### Learning objectives

At the end of the course, the student should be able to: 1. Identify concepts of human behavior relevant in organizations 2. Develop an awareness of concepts that help in regulating own behavior 3. Understand concepts that will help in managing others? behavior 4. Develop capability for analyzing managerial situations using OB frameworks 5. Examine issues associated with the application of OB concepts in various settings 6. Develop greater awareness of ethical factors involved while making decisions

4.C Convey powerful messages using contemporary presentation techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

Introduction to OB: Value of systematic study, contingency perspective, challenges and opportunities Emotions at work: Affects, emotions, moods and their importance at work Personality and values: Influencing factors, OB applications, personality models, values Perception and decision-making: Influencing factors, determinants of attribution, shortcuts and biases Motivation: Elements, early and contemporary theories Teams at work: Team effectiveness, importance of teams at the workplace Leadership: Key theories of leadership and importance in organizations Power and conflict: Bases of power, influence tactics, conflict processes

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Participation	Individual	Group project								
Number of hours if written	2.0			15.0								
2nd session												
Coefficient	30.0	25.0	30.0									

### Recommended reading

Essentials of Organizational Behavior ? Global Edition by Stephen P. Robbins and Timothy A. Judge, Pearson Education Limited. - ; You can access essential documents with key information on the course page on IESEG Online. 6 - ; Ieseg Online [www.ieseg-online.com](http://www.ieseg-online.com)

## Work load

Type of course	Number of hours
Interactive courses	24.0
Collective project	11.0
Individual project	10.0
Reading reference manuals	30.0
<b>Total</b>	<b>75.0</b>

Group project

INTRODUCTION TO INFORMATION SYSTEMS 0568		
2021 - 2021	Credit : 3.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MIS_0568	MIS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	CONWAY Christopher / KOTOSZ Balazs / MOHAMMADI Reza / MOUSAVI Reza / MUKHERJEE Anouk
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### Prerequisites

The ability to read, write, speak, and understand information provided orally in English  
 The ability to use personal productivity and communication tools such as MS Office (Word, Excel, Outlook)  
 The ability to apply knowledge to new situations  
 A basic understanding of the different functional areas of an organization  
 A basic understanding of organizational strategic goals

### Learning objectives

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

- describe the components, use, and function of information systems;
- explain the value of data and database systems in the organization;
- identify and understand the high-level concepts surrounding information security;
- debate the role of IS in creating competitive advantage
- explain how business process are impacted by information systems
- identify and describe the different roles of people in information systems
- describe the systems development process
- debate various ethical issues related to information systems
- use various development tools to design a user interface; and
- use common productivity tools to make business decisions.

5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

This course introduces students to the role of information systems in organisations to gain competitive advantage and the impact of information systems on society. Additionally, students will be exposed to the process of systems development, focusing on User Experience and User Interface (UX/UI) design.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Midterm exam	Multiple choice	End of term	Individual	Continuous							
Number of hours if written												
2nd session												
Coefficient	40.0	20.0	15.0	15.0	10.0							

### Recommended reading

Information Systems for Business and Beyond Bourgeois, D.T. Bourgeois, D.T. (2014) Information Systems for Business and Beyond, Available at: <https://bus206.pressbooks.com>, under a Creative Commons Attribution 4.0 International License ; IESEG Online <http://www.ieseg-online.com/>

### Work load

Type of course	Number of hours
Interactive courses	15.5
Personnal work	13.5
Individual project	14.0
E-learning	14.0
Reading reference manuals	18.0
<b>Total</b>	<b>75.0</b>

textbook reading ; 1 introductory session, 4 Labs (2h40ea.) & 2 plenary sessions (1h20 & 2h40) ; projects ; Discussion forums, collating notes, and reviewing material ; online module



MARKETING MANAGEMENT 0666		
2021 - 2021	Credit : 3.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_0666	MKT

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	/ ARON Sandrine / COCCO Helen / DUCHAUSSOY Valérie / FINK Mitchell / PAUWELS Véronique / REFFET Catherine / ROOSE Gudrun / WINTREBERT Laurence
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### Prerequisites

introduction to marketing course

### Learning objectives

Demonstrate an international mindset (L01.A) Understand how the analysis of the environment impacts managerial decisions Understand the core theoretical concepts in Marketing and their application to the real world of industry/practice Propose creative solutions within an organisation (L03.B) Define the marketing mix and develop the marketing plan of a new concept Convey powerful messages and make professional quality oral presentations using contemporary presentation techniques (powerpoint, video, infographie) (L04.C) Communicate effectively in English (L01.C)

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques

### Course description

The objective of the course is to provide an introduction to some key concepts of marketing and to explain its role as a key determinant in any modern business environment. The strategic dimension of marketing is introduced, as well as decisions made by marketing managers (marketing mix). This course consists of E-learning (online sessions and E-book reading) and interactive sessions where students should develop in group the marketing mix for a new product idea. There is an offline kick-off lecture session that introduces the marketing management course and present a real case study from a company. The online lectures and the interactive sessions are structured in the following way: - Session 1: analyse of the environment (chap 1 & 2) - Session 2: understand consumer behavior (chap 3 & 4) - Session 3: segmentation & Targeting & Positioning (chap 5) - Session 4: Product (chap 6) - Session 5: Communication (chap 10 and 11) - Session 6: Prix and distribution (chap 8 and chap 9) - Session 7: final session : video ? marketing plan

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Presentation	Group project	Group report	Multiple choice	Participation						
Number of hours if written	1.5											
2nd session	true											
Coefficient	0.3	0.2	0.15	0.15	0.1	0.1						

### Recommended reading

John Fahy & David Jobber, Foundations of Marketing, 5th Edition McGraw-Hill Education (UK) Ltd. ; Course Website - please check regularly <http://intraieseg> ; leseg online Marketing management leseg online Marketing management

### Work load

Type of course	Number of hours
Lecture	1.3
Interactive courses	18.5
Personnal work	12.0
Collective project	25.0
E-learning	15.0
Reading reference manuals	15.0
<b>Total</b>	<b>86.8</b>

Course is composed of 1,3 offline lecture + online lectures

INTRODUCTION TO OPERATIONS MANAGEMENT 0870		
2021 - 2021	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_OPS_0870	OPS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	MAIGNE Anna / PEREZ ARMAS Luis Fernando / VAN DEN BROEKE Maud
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### Prerequisites

Students may want to review an introductory level book to business and management to support.

### Learning objectives

- Understand tradeoffs in managing operations of a company
- Understand the impact of operations management on the competitive success and profitability of the modern organization.
- Understand the influence of operations on other major functional activities of the organization.
- Apply and adapt the knowledge acquired during the course to different fields of operations management.
- Use different computer software and simulation tools (such as Microsoft Project, Legin, and Excel) to solve various managerial problems.
- Have a good understanding of the role and importance of information sharing in a supply chain through an educational supply chain game.
- Thoroughly examine complex problems that operations managers face and solve them with the appropriate methodology and techniques such as CPM, facility location methods, EOQ, TOC and scheduling rules.
- Work in different teams and autonomously on providing efficient solutions.

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

### Course description

The course provides an introduction to:

- Project management and scheduling
- Location decisions
- Inventory management
- Production planning and scheduling
- Capacity planning (Theory of Constraints)
- Role of information in a supply chain (Bullwhip Effect)

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Case study	Case study	Individual	Group project	End of term						
Number of hours if written						2.0						

2nd session												
Coefficient	20.0	10.0	10.0	5.0	5.0	50.0						

### Recommended reading

Heizer B. & Render J.H. (20xx). Operations management. Pearson (class book)

Chopra S. & Meindl P (2010). Supply Chain Management, Strategy, Planning and Operations. Pearson (for the interested reader)

Pinedo M. (2012). Scheduling theory, algorithms, and systems, Springer (for the interested reader)

Hopp W.J. & Spearman M.L. (2011). Factory physics. McGraw-Hill (for the interested reader)

### Work load

Type of course	Number of hours
Interactive courses	10.67
Directed work	5.33
Personnal work	24.0
Collective project	20.0
E-learning	2.0
<b>Total</b>	<b>62.0</b>

CORPORATE FINANCE 0200		
2021 - 2021	Credit : 3.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_FIN_0200	FIN

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S6	L / P	

<b>Lecturer(s)</b>	DAHER Hicham / DISSEM Sonia / LASHEEN Shady / LEFEBVRE Jérémie / REKIK Sabrina / SALZMANN Astrid / TARNAUD Albane / WIENBELT Johan
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### Prerequisites

-Notions related to time value of money (discounting, compounding, net present value, internal rate of return) -Analysis of financial statements -Basic finance knowledge on publicly listed corporations (stocks and their valuation, bonds and their valuation)

### Learning objectives

This is an introductory course on corporate finance with emphasis on a company's financing and investment decisions and the impact of these decisions on firm value: At the end of this course, students should be able to: -Decide whether or not to invest in a new project using capital budgeting techniques. -Use proper investment decision rules (NPV, IRR, payback rule). -Decide how to finance new investments (debt vs. equity) based on the effect on firm value. -Decide about the company's payout policies (dividend vs. stock repurchase).

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.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

The course covers several chapters of the book Corporate Finance, by Berk and DeMarzo (see reference below): chapters 7, 8, 14, 15, 16, 17 and 18. For each chapter, students will work in teams to apply the notions to a real company (case studies and oral presentations). Students will review the theory and make exercises using the online platform MyFinanceLab.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	Presentation	End of term									
Number of hours if written			2.0									
2nd session												
Coefficient	30.0	30.0	40.0									

### Recommended reading

Berk, DeMarzo, Corporate Finance, 3rd Global Edition, Pearson (other editions are possible) ; MyFinanceLab

Work load	
Type of course	Number of hours
Interactive courses	24.0
Personnal work	10.0
Collective project	10.0
E-learning	15.0
Reading reference manuals	15.0
Total	74.0

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 0334		
2021 - 2021	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_0334	HRM

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	AISSI NAJAR Ines / LOTS Sylvie / MARESCAUX Elise
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### Prerequisites

none

### Learning objectives

1. Answer the question 'what is human resource management (HRM)?'; explain why knowing HRM concepts and techniques is important; be aware of trends in HRM and the role of (HR) strategy and the importance of managing HR globally 2. Explain the main techniques used in employment planning, recruitment and selection 4. Explain the purpose, methods and potential problems of performance appraisal 3. List and briefly explain the training process including the assessment of training needs and developing, implementing and evaluating a training program 5. List the basic factors determining pay rates; define and explain job evaluation; name and discuss different types of incentive schemes 6. Have greater understanding of the labor relations and how to separate and retain employees 7. Have greater awareness about topics related to ethics and corporate social responsibility such as the importance of diversity in the workplace, fairness and the ways in which HR management can influence ethical behaviour at work

1.A Demonstrate an international mindset / 2.A Assess the values of the organization in which they work / 4.B Compose constructive personal feedback and guidance / 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

This is an introductory course on human resource management (HRM). It explores several specific themes including HRM, Strategy and managing HR globally (session 1); Employment planning, recruitment and selection (session 2); Performance Management and Appraisal (session 4); training and development (session 4); Pay structures and incentive pay (session 5); Labor relations, separating and retaining employees (session 6) and a wrap up (session 7)

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Multiple choice	Individual report	Group report	End of term							
Number of hours if written												
2nd session												
Coefficient	20.0	15.0	15.0	25.0	25.0							

### Recommended reading

Customized version of Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M. (2016). Fundamentals of Human Resource Management. Sixth edition. International Student Edition. McGraw Hill.

### Work load

Type of course	Number of hours
Interactive courses	19.0
Personnal work	6.0
Collective project	8.0
Individual project	6.0
Reading reference manuals	14.0
Research	3.0
<b>Total</b>	<b>56.0</b>



FUNDAMENTALS OF ORGANIZATION 0335		
2021 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_0335	HRM

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	AFOTA Marie-Colombe / FLAMENCOURT Nathalie / PARROTTA Pierpaolo
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### Prerequisites

None.

### Learning objectives

Acquire the jargon and concepts necessary to discuss organizational issues.  
 Examine organizational choices at different levels and discuss related design models and alternatives.  
 Understand the importance of ethics in stakeholders' decision-making.  
 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 5.D Make effectual organizational decisions

### Course description

Many of the achievements in our world would not have been possible without a sophisticated understanding of how to organize vast amounts of resources and the effort of many people in order to carry out complex tasks. Now more than ever, competitive advantage depends on a company's ability to (re)organize its structure, processes, so as to effectively recognize and realize business opportunities. Managing this complexity requires an understanding of multiple contingent and interdependent factors. This course will provide students with the analytical tools needed to handle the complexity of organizational design in the face of an increasingly globalized and fast-changing business environment. The objective of this course is to provide an understanding on how better organizational choices can be made in complex and dynamic environment. It will provide students with advanced tools to understand how organizations operate, how they can be designed to achieve their goals, and what are the processes and phenomena that affect their functioning. We will do this by combining a rigorous theoretical approach with the discussion of cases and exercises that will enable participants to gain a solid understanding of the complexity of modern organizations.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Exercise	Group report	End of term								
Number of hours if written												
2nd session												
Coefficient	20.0	20.0	30.0	30.0								

### Recommended reading

Daft, Murphy, Willmott. Organization Theory and Design, an international perspective. Third edition.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	15.0
Collective project	15.0
Reading reference manuals	4.0
<b>Total</b>	<b>50.0</b>

MANAGEMENT OF INFORMATION SYSTEMS 0569		
2021 - 2021	Credit : 3.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MIS_0569	MIS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	GONTIER Maryse / KOTOSZ Balazs / LAUWERS Marion / MUKHERJEE Anouk
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### Prerequisites

Basic knowledge in the domain of management, organization, and business. Introductory knowledge about Information Systems is desirable. The ability to ask critical questions and to pursue both independent and collaborative work is essential for success in this course.

### Learning objectives

At the end of the course, the student should be able to: - analyse latest trends of IS-led phenomena and its organizational, global, and societal impacts. - critically evaluate the strategic impacts of IS implementations. - identify critical issues in IS challenges and propose potential solutions.- contribute to strategic conversations about the roles of information systems in organizations

1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation 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 course provides a variety of opportunities for students to learn current IS-led business and strategic issues. Students will learn these strategic issues and critical challenges through, in-class activities, case studies, team projects, and individual assignments. The course covers the following topics: Networked Enterprise, Business analytics, IS implementations, and IS strategies. Examples of the topics covered are as follows: Global E-Business and Collaboration Information Systems, Organizations, and Strategy IS Infrastructure and Emerging Technologies

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	Group project	Individual									
Number of hours if written												
2nd session												
Coefficient	20.0	35.0	45									

### Recommended reading

INFORMATION SYSTEMS FOR BUSINESS AND BEYOND: A look at the technology, people, and processes of information systems David T. Bourgeois, Ph.D. <https://bus206.pressbooks.com/> ; Laudon, J. & Laudon,K. (2018) Management Information Systems: Managing the Digital Firm, eBook, Global Edition, 15th Ed., Pearson. ; Additional readings may be available on the ieseg-online platform

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	5.5
Collective project	25.0
Individual project	25.0
Reading reference manuals	8.0
Research	8.0
<b>Total</b>	<b>87.5</b>

MARKET RESEARCH 0667		
2021 - 2021	Credit : 3.5	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_0667	MKT

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	ASSIOURAS Ioannis / FINK Mitchell / ROOSE Gudrun
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### Prerequisites

none

### Learning objectives

define the research problem and the research questions to write an online questionnaire in qualtrics to understand the different market research designs to extract a sample and collect information for both quantitative research and qualitative research to understand the benefits and drawbacks of online market research/panels to understand the differences in data collection to interpret information to find answers to a research question to integrate various business disciplines and functions (AOL 6.C) to convey powerfull messages by means of a managerial presentation (AOL 4.C.) to solve a problem/opportunity using the appropriate methodology (AOL 3.A) and proposing creative solutions (AOL 3.B)

1.B Successfully collaborate within a intercultural team / 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 / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

The aim of this course is to develop students' understanding of marketing research methodology for better decision-making. Most major marketing decisions made by large manufacturers and service firms are based, at least in part, on the results of marketing research. Only those marketing managers with a solid understanding of research are able to use it effectively. The classes for this module are spread into several sessions. The first sessions provides insights into the basics of the marketing research ?architecture?: problem definition, research design and sampling. The last sessions explores specific data analysis applications of marketing research: quantitative research. This course enables students to execute a marketing research project in collaboration with other students (international)(AOL 1B). Students will be able to understand the differences in research techniques and will learn how to select the right research method for the underlying problem or opportunity (AOL3.A/3.B/6.C). In addition, students will have to present in a managerial way (AOL 4.C) Students are also requested to take part of two behavioral studies this in order to learn how research is done and how to build a questionnaire/experiment. Learning by doing.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	End of term	Group project									
Number of hours if written		2										
2nd session		true										

Coefficient	10.0	50.0	40.0									
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### Recommended reading

Andy Field, Discovering statistics using SPSS

### Work load

Type of course	Number of hours
Interactive courses	20.0
Coaching	14.0
Collective project	32.0
Individual project	30.0
E-learning	4.0
<b>Total</b>	<b>100.0</b>

INTRODUCTION TO NEGOTIATION 0811		
2021 - 2021	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0811	NEG

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	BARRAGAN DIAZ Adrian / PAWLYSZYN Bohdan / POLIAKOVA Elena / STORME Martin
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### Prerequisites

No

### Learning objectives

Students will develop both a theoretical as well as a practical understanding of the dimensions of successful negotiation. Students will not only utilise traditional negotiation skills established in a conventional business environment but will also utilise skill sets from other disciplines to reinforce and supplement the more traditional business aspects of negotiation. The main objective of this course is to introduce students to negotiation and the fundamental aspects it entails. Students will also work on teams with the aim of: Work efficiently in a team and provide contributions Make consistent decisions and take responsibility Manage in pro-active way

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 2.C Generate sustainable solutions for organizations / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

The essence of the subject is to introduce students to the world of negotiation and explain its structure and detail. Whilst centred in business negotiation theory, the subject also draws on other areas such as game theory , conflict resolution and learning styles theory). The essential business negotiation dimensions include : Planning and preparation Strategies that underly good negotiation Negotiation tactics Negotiation stance (eg. Win/win strategies) Post negotiation

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Individual	Group project	Multiple choice								
Number of hours if written				1.0								
2nd session												
Coefficient	20.0	20.0	40.0	20.0								

### Recommended reading

Fisher, R., Ury, W. L., & Patton, B. (2011). Getting to yes: Negotiating agreement without giving in. Penguin ;

Work load	
Type of course	Number of hours
Lecture	16.0
Collective project	6.0
Individual project	6.0
E-learning	3.0
Reading reference manuals	4.0
Research	3.0
<b>Total</b>	<b>38.0</b>



INDUSTRIAL REALITIES 0871		
2021 - 2021	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_OPS_0871	OPS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S5 / S6	L / P	

<b>Lecturer(s)</b>	LIECKENS Kris / NEWLANDS David
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### Prerequisites

Students should have completed an introductory level course in operations management. Students may wish to review an introductory level book to business and management to support their study.

### Learning objectives

"his course is flipped learning - read, listen to recordings and prepare for class. It provides planning and control tools for management of operations. Materials requirements planning, rank order clustering, to-from analysis and just in time are introduced. (AOL-5C) At the end of the course, the student should be able to: - Calculate an MRP sheet and understand the significance of "lowest level code" (AOL-5A). - Grasp the difficulties of maintaining accurate MRP data and understand the differences between raw data and calculated requirements (Forrester Effect) (AOL-5C). - List and describe the elements of Just-in-Time, analyse existing products and processes to determine effective clusters of processes, define efficient layouts and identify wastes (AOL-3B) - Have prepared and tested a corporate diagnostic aid (AOL-3A)"

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

### Course description

The course provides an introduction to: Materials Requirements Planning sheets, Lot for Lot, EOQ & Part Period Balancing methods Describes how MRP fits into MRPII Identifies problems with MRP use Short time period versions of MRP data to close the gap to heijunka Defines Mass production, Lean manufacturing and JIT (JIT1, JIT2, JIT3,) and agile/mass customization Identifies wastes and philosophies of lean Conduct a supply chain game three times (mass production mode, JIT3 mode and agile/mass customization mode Identify wastes in context and action kaikaku radical change initiatives to prove the change is viable. Visit a company and review their operations via a gemba walk, propose a series of remedial actions to improve flow and efficiency, raise quality, lower cost and ensure delivery.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group report	Participation	Group project	Individual	Individual report							
Number of hours if written												
2nd session				true	true							

Coefficient	20.0	35.0	45.0	40.0	60.0							
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### Recommended reading

End to End cases for Mass production, Just in Time 3, and Agile Mass Customization ; Russel and Taylor, Operations Management, pdf 7th edition ; APICS JIT, Supply Chain Management and Production Planning and Control (pdf) via ieseg-online ; Heizer B. & Render J.H. latest edition. Operations management. Pearson. (class book) ; Materials are provided on IESEG on-line ; Buckingham MRP Trainer Manual ; Materials are provided on IESEG Online <http://www.ieseg-online.com/> ; Youtube How it's made short videos Youtube How it's made short videos

### Work load

Type of course	Number of hours
Interactive courses	4.0
Directed work	12.0
Collective project	25.0
Individual project	9.5
E-learning	12.0
<b>Total</b>	<b>62.5</b>

End to End Game ; Group company visit & report 10 hours, 15 hours minimum Participation Grade Effort ; Class lecture recordings, slides reviewed ; E2E report based on How it's made cases ; Come to class already familiar with slides, having listened to lecture recordings, & reflected on the issues

FUNDAMENTALS OF STRATEGY 1003		
2021 - 2021	Credit : 3.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_STR_1003	STR

Level	Year	Semestre	Campus	Language of instruction
Bachelor	3	S6	L / P	

<b>Lecturer(s)</b>	ESPER Susana / HUDSON Bryant / LEPRINCE Xavier / MERCIER Guillaume / MONTENS-LATAIRE David / ROUX Benoît
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### Prerequisites

This is a foundation course in strategy which introduces the main concepts of strategy analysis, choice and implementation. Business Exploration from year 1 is a helpful course as a preparation for this course.

### Learning objectives

1. Understand the main concepts that drive strategy in organisations 2. Apply strategic management frameworks to real organisations 3. Analyse real organisations strategy and its impact on performance 4. Evaluate critically the key strategic choices of real organisations 5. Create ethical managerial strategies  
 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 / 5.C Employ state-of-the-art management techniques / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

Sessions Title Topics 1 An introduction to strategy Definition, Mission/vision Strategic Segmentation 2 & 3 Strategic Analysis External environment Internal analysis 4, 5 & 6 Strategic choices Generic strategies Business Models Corporate Strategy 7 Final Presentations

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Group project	Participation	Multiple choice								
Number of hours if written												
2nd session												
Coefficient	40	30	20	10								

### Recommended reading

An edited collection of texts will be provided at the beginning of the course. Readings will be suggested. ; IESEG Online <http://www.ieseg-online.com/>

## Work load

Type of course	Number of hours
Interactive courses	18.6
Personnal work	20.0
Collective project	20.0
Reading reference manuals	16.0
<b>Total</b>	<b>74.6</b>

ECONOMIE INTERNATIONALE CONTEMPORAINE 0114		
2021 - 2021	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ECO_0114	ECO

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	EL BIYAD Yousra / SANTOS Joel
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### Prerequisites

A fair understanding of the matters related to international trade is strongly recommended. Knowing and understanding the classical theories of international trade (see the course of International Economics I) is a prerequisite for this class.

### Learning objectives

At the end of the course, the student should be able to : - explain the contemporary patterns of trade by using the theories studied in International Economics (Bachelor 1) and this year (Bachelor 2): - understand the role of economies of scale in the development of international trade - understand the role of trade policies in determining the patterns of trade - provide arguments in favor of and against both restrictive trade policies or free trade policies using economic arguments as well as social and humanistic ones - analyze the arguments of political parties in the public debate regarding these matters - have greater awareness about ESRS topics such as what's a responsible trade policy and what are the social and ethical limits to liberalization

1.A Demonstrate an international mindset / 2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation / 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

Part I - Determiners of International Trade Classical theories of international trade (how to explain international trade by differences in technology, productivity and factors' endowment), new theories of international trade (how to explain international trade by economics, of scale, imperfect competition and intra-industry trade), introduction to International Finance (how to explain international trade by foreign exchange rates) Part II - Trade policies, from protectionism to liberalism Protectionist tools, economic consequences of protectionism, economic benefits of liberalism, major trade disputes over the last years, limits to liberalism

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Individual report	Participation									
Number of hours if written	2.0		20.0									

2nd session	true	true										
Coefficient	50.0	30.0										

### Recommended reading

Economie Internationale Paul R. KRUGMAN, Maurice OBSTFLED, Marc J. MELITZ 9e edition (Global Edition), Pearson Ed.  
; Ouvrage de référence Economie Internationale ; IESEG online <http://www.ieseg-online.com/>

### Work load

Type of course	Number of hours
Interactive courses	20.0
Personnal work	10.0
Individual project	10.0
<b>Total</b>	<b>40.0</b>

Recherches personnelles sur des exemples contemporains pouvant illustrer le contenu théorique du cours - à préparer avant le cours, et seront notés en fonction de la pertinence de l'exemple et de la qualité de l'information fournie

CONJONCTURE ET FLUCTUATIONS ECONOMIQUES 0115		
2021 - 2021	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ECO_0115	ECO

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S4	L / P	

<b>Lecturer(s)</b>	GUYOT Marianne
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### Prerequisites

Macroeconomics and Microeconomics

### Learning objectives

Define and discover concepts connected to conjuncture, through ?situations-problems?. Understand and improve these concepts. Sense interactions between the different concepts. Be able to efficiently work in a team, lead meetings and manage conflicts: empathy and respect, ability to persuade? Apply a solving problem?s methodology. Demonstrate critical thinking and creativity. Handle oral and writing elementary mechanics

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 2.C Generate sustainable solutions for organizations / 4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 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

1 Inflation and unemployment 2 Monetary policy 3 Fluctuations and cycles 4 Speculation and crisis

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Continuous	Participation									
Number of hours if written	2.0											
2nd session	true											
Coefficient	45.0	28.0	27.0									

### Recommended reading

IESEG Online <http://www.ieseg-online.com/>

Work load	
Type of course	Number of hours
Interactive courses	12.0
Directed work	14.0
Personnal work	24.0
<b>Independent work</b>	
E-learning	0.0
Reading reference manuals	12.0
<b>Total</b>	<b>62.0</b>

lecture d'un chapitre : 4\*3 ; présentation des recherches de PBL ; interaction directe prof/étudiant



DROIT DES AFFAIRES 0553		
2021 - 2021	Credit : 3.5	<b>IESEG - School of Management</b>
Class code :	2021_SYL_LAW_0553	LAW

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	CAPELLARI Lucille / FOX Marjorie
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### Prerequisites

Good knowledge of personal property rules and liability rules (acquired in the first year course)

### Learning objectives

Understand the underpinning of principles governing businesses in France, UK and US; Be able to understand the role of the "fond de commerce" in civil law countries; Be comfortable with legal terms and be able to identify the pros and cons of each business structure available in a specific country; Know the principles related to business managers, directors liability and partners and shareholders (including criminal liability) Identify the initiatives to prevent or limit the risks when a business is facing troubles; Understand the framework in which a business is working and therefore be able to identify some unfair practices; Comparing legal systems to show the different approaches to similar legal problems (AOL1.A) Know some compliance issues related to the topics afforded in class Apply legal principles to concrete scenarios autonomously and in groups. The students must demonstrate an international mindset in their legal approach.

1.A Demonstrate an international mindset

### Course description

The course will cover both general and special aspects of Company law, Antitrust and Criminal Law

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	Multiple choice	Multiple choice	Midterm exam	End of term	Participation						
Number of hours if written				1.0	2.0							
2nd session					true							
Coefficient	10.0	10.0	10.0	30.0	30.0	10.0						

### Recommended reading

documents téléchargés sur léseg on-line

Work load	
Type of course	Number of hours
Interactive courses	32.0
Personnal work	32.0
Reading reference manuals	36.0
<b>Total</b>	<b>100.0</b>

Preparation of case studies and of exams / préparations exposés, cas pratiques, examens

TECHNIQUES DE VENTE 0810		
2021 - 2021	Credit : 1.5	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0810	NEG

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S3 / S4	L / P	

<b>Lecturer(s)</b>	OSWALD Amélie
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### Prerequisites

None.

### Learning objectives

"This course is an introduction to selling techniques and negotiation. It provides the student with a "tool box" including the most commonly used sales techniques in a company. It leans upon proven methods recognised in most large companies. It also allows students to be prepared for their commercial internship at the end of the Second Year. At the end of the course, the student should be able to: - Control the basic techniques of a sales meeting and its different phases: face to face meeting, making appointments on the phone - Tackle the sales environment - Identify the different commercial roles and their evolution - Reveal relational skills, linked with the relationship with the customer."

4.C Convey powerful messages using contemporary presentation techniques / 6.A Thoroughly examine a complex business situation

### Course description

I) The selling environment - The evolution of the trade - Motivation, virtues and objectives of a good seller - The different behaviour of a seller: Product selling / Sales Advice II) Main selling steps - Making appointments on the phone - Confidence and relationship building - Discovering customer needs - questioning plan - the mental card - Different types of buyers and their motivation to purchase (SPICES) - Solution presentation - the argumentation (FAB) - Objections - Disproving objections - The price - Incentives and conclusions - After sales main principles III) Personal development tests - Creativity - Pressure

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Group project	End of term									
Number of hours if written			1.5									
2nd session		true	true									
Coefficient	0.35	0.35	0.3									

### Recommended reading

SELL 5 Ingram + Laforge + Avila + Schwepker + Williams SELL 5 - Ingram + Laforge + Avila + Schwepker + Williams (Cengage Learning) ; Les techniques de vente qui font vendre Marc Corcos & Stéphane Mercier Les

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	10.0
Reading reference manuals	10.0
Outside training	
Company visit	4.0
Total	50.0

INTRODUCTION A L'ANALYSE DE DONNEES 0951		
2021 - 2021	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_QMS_0951	QMS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S4	L / P	

<b>Lecturer(s)</b>	BUISINE Matthieu / CERIANI-BAILLIF Clarisse / DESOUCHE Émilie
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### Prerequisites

Knowledge in descriptive and inferential statistics (hypothesis testing)

### Learning objectives

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

Understand the usefulness of data reduction methods and classification methods in management and in a professional context

Select a research question and master the appropriate techniques (factorial and classification analyses)

Use the statistical analysis software SPSS

Interpret data, assess the relevance of the results and make consistent decisions to tackle managerial issues

Produce a professional quality document and make a professional quality oral presentation

3.A Breakdown complex organizational problems using the appropriate methodology / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

I. Introduction to multivariate data analysis

II. Factorial analysis methods

III. Classification / Clustering methods

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	End of term	Group project									
Number of hours if written	1.5	2.0										
2nd session												
Coefficient	30.0	40.0	30.0									

### Recommended reading

Iéseg Online <http://www.ieseg-online.com/>

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	7.0
Collective project	7.0
Reading reference manuals	6.0
Research	2.0
<b>Total</b>	<b>38.0</b>

9 séances d'1h50 ; Approfondissement du cours ; Lecture de documents de cours + exercices

INTRODUCTION A L'ECONOMETRIE 0952		
2021 - 2021	Credit : 1.5	<b>IESEG - School of Management</b>
Class code :	2021_SYL_QMS_0952	QMS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S4	L / P	

<b>Lecturer(s)</b>	BUISINE Matthieu / TURMUNKH Uyanga
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### Prerequisites

Basic knowledge of Excel (graphs, formulas?) Basic statistical knowledge: scatter Plots, mean, standard deviation, linear correlation Reading a statistical table (Standard Normal, Student and Fisher Tables) Inferential Statistics: hypothesis testing, confidence interval on the mean.

### Learning objectives

At the end of the course, the student should be able to: - Understand how econometrics are used in each functional area of business, select a relevant research question or thesis statement and choose a relevant model. - Use the simple or multiple regression analysis to predict the value of a dependant variable, evaluate assumptions of the regression analysis, understand advantages and drawbacks of the Ordinaly Least Squares method. - Identify outliers or influencial points, use a dummy variable. - Use a statistical software or an Excel statistical package. - Build a relevant model: being able to linearize a model, select the most relevant variables, understand multicollinearity. - Assess the model quality using the  $R^2$ , and the Fisher Test

4.A Appraise the performance of a team / 5.B Construct expert knowledge from cutting-edge information / 6.A Thoroughly examine a complex business situation

### Course description

Chapter I Simple Linear Regression: basics on sampling, graphs, correlation and linearizing, the OLS, assess model quality: SCE,  $R^2$ , hypothesis of the SLR, checking assumptions using graphs, inference about the slope, confidence Intervals on the forecasted value Chapter II: Multiple Linear Regression: the multiple regression model, F Test for overall significance, multiple Regression Assumptions, inference about the slope, Dummy variables Chapter III: Multiple Regression Model Building: quadratic Regression Model, introduction to Logistic Models, model Building: stepwise, best subset, VIF?

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Group project	Multiple choice									
Number of hours if written	1.5		1.0									
2nd session												
Coefficient	40.0	40.0	20.0									

### Recommended reading

Basic Business Statistics, 13/E (Mark L. Berenson, David M. Levine, Timothy C. Krehbiel), Pearson, 2014 ;

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	10.0
Reading reference manuals	6.0
Total	38.0



INTRODUCTION AUX METHODES D'OPTIMISATION 0953		
2021 - 2021	Credit : 1.5	<b>IESEG - School of Management</b>
Class code :	2021_SYL_QMS_0953	QMS

Level	Year	Semestre	Campus	Language of instruction
Bachelor	2	S4	L / P	

<b>Lecturer(s)</b>	BUISINE Matthieu / NASINI Stefano
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### Prerequisites

L'élève doit avoir quelques notions de base en mathématiques (à savoir, mathématiques de niveau secondaire).

### Learning objectives

At the end of the course, the student should be able to: - model complete problems - master the resolution techniques - interpret the obtained results

### Course description

- Introduction to modeling - Introduction to matrix computations - Linear programming and resolution of problems using the Excel Solver - Manual resolution methods: Graphical method, Simplex method

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Midterm exam	Written exam	Participation								
Number of hours if written												
2nd session												
Coefficient	0.15	0.3	0.45	0.1								

### Recommended reading

"Hamdy A. Taha (2003) ""Operations Research: An Introduction"", 7th Edition, Prentice Hall ; Mayne Winston (2004) ""Operations Research: Applications and Algorithms"", 4th Edition, Brooks/Cole Cengage Learning Manuel de référence ; Taylor Bernard W. (2007) ""Introduction to management Science"", 9th Edition, Pearson Prentice hall ; Moore, J.H., L.R. Weatherford (2001) ""Decision Modeling with Microsoft Excel"", 6th Edition, Upper Saddle River, Prentice Hall. ; IESEG Online <http://www.ieseg-online.com/>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	15.0
Individual project	6.0
Total	37.0

Introduction to modeling - Introduction to matrix algebra - Linear Programming

FINANCIAL ACCOUNTING AND REPORTING 0025		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ACC_0025	ACC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	VAN DER MEULEN Sofie
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### Prerequisites

None.

### Learning objectives

At the end of this course, students should:

- Have a good knowledge about what is communicated by annual reports elements;
- Know the key principles and building blocks of financial reporting;
- Know the logics and mechanics of financial statements, how to read and what to extract from these statements;
- Know how financial statement are linked.

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

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	End of term	Participation									
Number of hours if written		2.0										
2nd session												
Coefficient	35.0	45.0	20.0									

### Recommended reading

None.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Total	

MANAGEMENT CONTROL 0026		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ACC_0026	ACC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ETZOL Pascal
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Prerequisites
financial accounting

Learning objectives
understand how to diagnose a company and manage its operations through cost efficiency

Course description
US Financial statements, US GAAP, Breakeven analysis, standard costing and variances

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

Recommended reading
Corporate Finance Berk and De Marzo

Work load	
Type of course	Number of hours

Lecture	4.0
Interactive courses	4.0
Directed work	8.0
<b>Independent study</b>	
Personnal work	16.0
<b>Total</b>	<b>32.0</b>

ACCOUNTING TECHNIQUES 0027		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ACC_0027	ACC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	GOEL Pratik / KARMENI Kerim
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### Prerequisites

The student is highly recommended to have a solid accounting background, as the course is primarily designed for those interested to follow an accounting major in their Master studies.

### Learning objectives

At the end of the course, students are expected to:

- Make accounting entries.
- Make end of the period adjustments
- Be able to set up trial balance and build financial statements (Statement of Financial Position, Income Statement or P&L, Cash Flows Statement)
- Understand the link between financial transactions and their recording in accounts.
- Know the accounting documents and procedures.

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

### Course description

This course is designed to deepen students' knowledge of accounting, with the main focus on bookkeeping.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	End of term	Group project									
Number of hours if written		2.0										
2nd session												
Coefficient	20.0	45.0	35.0									

### Recommended reading

None.

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

Because the course is intensive, some of the personal work can be done as pre-work in the form of reading the material on the course page on ieseg online ; Working exercises in the textbook and recom-mended readings



PERSONAL LEADERSHIP : get to know yourself and emphasize your strengths 0102		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_DEV_0102	DEV

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ASSALI Manon
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### Prerequisites

Ability to commit to a personal work (get to know you better through leadership characteristics)

### Learning objectives

get to know herself/himself and emphasize her/his strengths develop a positive language, know how to set boundaries, embrace her/his most suitable personal leadership, find the habits relevant to her/his personality, enhance her/his own personal leadership and develop uniqueness in management

### Course description

Let's learn how to practice positive language everyday, to develop Self Esteem, to deal with Multiple intelligences, to balance introversion, extraversion and leadership, to say no, to manage your time, to develop uniqueness to contribute to leadership

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Individual	Presentat ion	Participat ion									
Number of hours if written												
2nd session												
Coefficient	40.0	30.0	30.0									

### Recommended reading

The Essential DISC Training Workbook: Companion to the DISC Profile Assessment by Jason HEDGE ; Leading from Your Gut: How You Can Succeed by Harnessing the Power of Your Values, Feelings, & Intuition by John TOWNSEND ; 24 h in your brain : understand emotions and take control over your life by Erwan DEV EZE ; Drive by Daniel H.PINK ; The Art of Contact by Serge GINGER ; Good to Great by Jim COLLINS ; The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book) by Don Miguel RUIZ ; Out of the Box ? E-book  
[https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW\\_Z\\_kAhUJ3BoKHQZSB\\_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false](https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW_Z_kAhUJ3BoKHQZSB_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false) ;  
<http://programmeoctave.com/en/> //programmeoctave.com/en/

Work load	
Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
Total	25.0

Presentation : Quality of content & quality of presenting ; Participation, Commitment

INTERPERSONAL LEADERSHIP : improve your relational ability 0103		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_DEV_0103	DEV

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ASSALI Manon
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### Prerequisites

Ability to commit to a personal work (get to know you better through relationships)

### Learning objectives

improve your relational ability understand and manage your needs, relate with others, support your emotions and the the others? emotions, develop your assertiveness, deal with cultural differences, express to others

### Course description

Let's learn how to listen needs, to help others to be at their best, to adapt leadership to the person, environment and organisation, to guide instead of assisting people, to deal with age differences, cultural differences and relations to emotions, to increase emotional, relational and professional awareness

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Presentation	Participation	Individual report									
Number of hours if written												
2nd session												
Coefficient	30.0	30.0	40.0									

### Recommended reading

The Essential DISC Training Workbook: Companion to the DISC Profile Assessment by Jason HEDGE ; Good to Great by Jim COLLINS ; The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book) by Don Miguel RUIZ ; 24 h in your brain : understand emotions and take control over your life by Erwan DEV EZE ; Leading from Your Gut: How You Can Succeed by Harnessing the Power of Your Values, Feelings, & Intuition by John TOWNSEND ; The Art of Contact by Serge GINGER ; Drive by Daniel H.PINK ; Out of the Box ? E-book  
[https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW\\_Z\\_kAhUJ3BoKHQZSB\\_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false](https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW_Z_kAhUJ3BoKHQZSB_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false) ;  
<http://programmeoctave.com/en/> <http://programmeoctave.com/en/>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
Total	25.0

Presentation : Quality of content & quality of presenting ; Participation, Commitment

COLLECTIVE LEADERSHIP : commitment and creative development 0104		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_DEV_0104	DEV

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ASSALI Manon
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### Prerequisites

Ability to commit to a group work (embrace collective leadership)

### Learning objectives

Arouse commitment and generate creativity, dare uniqueness, take advantage of everybody's uniqueness to create something different, create conditions of motivation, create positivity in a groupe, create conditions of motivation, get your team committed over the years.

### Course description

Let's learn about Bonot's hats, Design thinking, U theotu, the 4 success of transformation, reasons for divestment.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Presentation	Participation	Individual report									
Number of hours if written												
2nd session												
Coefficient	30.0	30.0	40.0									

### Recommended reading

Drive by Daniel H. PINK ; The Essential DISC Training Workbook: Companion to the DISC Profile Assessment by Jason HEDGE ; Good to Great by Jim COLLINS ; The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book) by Don Miguel RUIZ ; 24 h in your brain : understand emotions and take control over your life by Erwan DEV EZE ; The Art of Contact by Serge GINGER ; Leading from Your Gut: How You Can Succeed by Harnessing the Power of Your Values, Feelings, & Intuition by John TOWNSEND ; Out of the Box ? E-book  
[https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW\\_Z\\_kAhUJ3BoKHQZSB\\_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false](https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW_Z_kAhUJ3BoKHQZSB_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false) ;  
<http://programmeoctave.com/en/> //programmeoctave.com/en/

Work load	
Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
Total	25.0

Presentation : Quality of content & quality of presenting ; Participation, Commitment

FRENCH WINE & CHAMPAGNE: a part of the French culture and business 0106		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_DEV_0106	DEV

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	Y	L / P	

<b>Lecturer(s)</b>	VESSE-LETOFFÉ Romain
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### Prerequisites

There is no pre-requires for this course. Students do not need to have a wine culture to follow this course.

### Learning objectives

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

- know wine basics information.
- know most important technics of wine making.
- know specifications of the French wine regions.
- know French wine industry performance.
- know French wine industry organisation.

### Course description

This course will allow you to discover how wine is made in France, what are the French wine regions and its specifications. You will also understand and have an overview of the French wine industry.

This course gives you first reflexes, first knowledge about French wine and its importance for our economy: it is an introduction of this broad subject.

How wine is made?

- Vineyards and grapefruit
- INAO: Institut National des Appellations d'Origine and its labels
- Main French wine competitions and classifications
- Wine making process: white & red wine; sparkling wine
- Aging making process with barrels
- Preservation

French wine regions

- Bourgogne and Beaujolais
- Bordeaux
- Loire
- Alsace
- Vallée du Rhône
- Champagne
- Languedoc and Roussillon

French wine business: a distribution channel including a significant part of exportations

- French wine production
- French wine distribution channel: producers, intermediaries and retailers
- French wine consumption

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Multiple choice	End of term									
Number of hours if written			2.0									
2nd session												
Coefficient	20.0	20.0	60.0									

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	20.0
<b>Total</b>	<b>36.0</b>





ACTING FOR RELATIONNAL EFFICIENCY AND SELF AFFIRMATION 1534		
2021 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2021_SYL_DEV_1534	ITC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L	

<b>Lecturer(s)</b>	ASSALI Manon
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Prerequisites
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None.

Learning objectives
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Course description
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None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

Recommended reading
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None.

Work load	
Type of course	Number of hours
Total	

FINANCIAL ANALYSIS AND VALUATION 0224		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_0224	FIN

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	NIANG Cheikh
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### Prerequisites

Students who sign up for this course should not have prior knowledge of finance. However, it is essential that they are willing to prepare and read the required material on their own before each session. Exercise resolution, participation, and interaction are also essential for success in this course.

### Learning objectives

- construct, analyze, and interpret the main financial statements: (i) statement of cash flows (ii) income statement (iii) balance sheet
  - calculate, analyze, and interpret the major financial ratios
  - evaluate the value of a firm using comparable company
- 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

### Course description

1. Introduction 2. Financial Statements 3. Financial Ratios 4. Company Valuation - Peer Comparison

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Written exam										
Number of hours if written		2.0										
2nd session												
Coefficient	30.0	70.0										

### Recommended reading

Corporate Finance: Theory and Practice Vernimmen, Quiry, Dallochio, Le Fur and Salvi 4th edition ; Business Analysis & Valuation: IFRS Edition Palepu, Healy and Peek 4th edition

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Personnal work	10.0
<b>Independent work</b>	
Reading reference manuals	6.0
<b>Total</b>	<b>32.0</b>

MONEY AND CAPITAL MARKETS 0225		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_0225	FIN

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ERDEMLIOGLU Deniz
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### Prerequisites

Introduction to Finance and knowledge of statistics and/or mathematics is REQUIRED

### Learning objectives

- Familiar with the main characteristics, mechanisms and functioning of financial markets,
  - Acquire fundamental knowledge on the pricing and valuation of major financial assets,
  - Understand the causes and consequences of the global financial crisis (including capital market implications of COVID-19 pandemic) together with the role of monetary policy.
- 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 / 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

The objective of this course is to present the characteristics and roles of financial markets and institutions in a global economy. The course focuses on the principal aspect of money markets, capital markets as well as stock market dynamics. After an introduction to overview of financial system, the course covers the key tools that are necessary for pricing financial assets. The course examines the potential causes of 2007-2009 financial crisis, and further aims to show how to use modern financial practices for analyzing real-world financial decisions.

The course further aims at providing case study and supplementary readings/articles that help students apply the topics learned in the class to real-world situations. These applications cover, for instance, topics in risk premium, stock valuation, empirical asset pricing, excess return measurement techniques and capital risk evaluation (insights) after COVID-19 pandemic.

1. Overview of the financial system (Day I)
2. Debt markets: money markets and bond markets (Days II-III)
3. Stock markets (Days III-IV)
4. Financial crises and financial impact of COVID-19 pandemic (Day IV)

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term											
Number of hours if written	2.0											

2nd session	true											
Coefficient	100.0											

### Recommended reading

Financial Markets and Institutions (recommended not mandatory)

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	16.0
Reading reference manuals	8.0
<b>Total</b>	<b>40.0</b>

4 hours (every day) x 4 = 16 hours of personal work needed. Even though the course is an intensive course, students are strongly encouraged to study about 4 hours outside the class at the end of "each course day". Personal work requires, for instance, solving the problem sets, and includes "article/reference reading" (about 8 hours), as it is required to achieve course learning objectives and for exam preparation.

CORPORATE FINANCIAL MANAGEMENT 0226		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_0226	FIN

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	COGNEAU Philippe
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### Prerequisites

The student should know a little bit the presentation of a balance sheet and of the income statements

### Learning objectives

1.A Demonstrate an international mindset / 6.A Thoroughly examine a complex business situation

### Course description

Financial Management will present the necessary tools required to objectively approach and solve financial problems. The course facilitates the student's ability to synthesize and incorporate the presented tools as well as other academic and professional experiences into a standard yet flexible model for solving financial management problems. This course will discuss and teach the tools required to objectively make: capital budgeting, capital structure and working capital decisions.

Course Outline:

1. Introduction
2. Time value of money
3. Cash flow valuation models,
4. Stock & Bond Valuation
5. Risk and return
6. Funding of a company

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	End of term										
Number of hours if written		2.0										
2nd session												
Coefficient	25	75										

### Recommended reading

""Fundamentals of Financial Management"" Eugène Brigham and Joël Houston, Prentice Hall ; ""Corporate Finance: theory and practice"" Pierre Vernimmen, Pascal Quiry, Maurizio Dallochio, Yann Le Fur and Antonio Salvi, Wiley ; ""Principes of Corporate Finance"" Richard Brealey and Stewart Meyers, Irwin-McGraw Hill "

Work load	
Type of course	Number of hours
Lecture	12.0
Directed work	4.0
Personnal work	30.0
Research	5.0
<b>Total</b>	<b>51.0</b>



INITIAL PUBLIC OFFERINGS 2061		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2061	

Level	Year	Semestre	Campus	Language of instruction
Intensive	P			

<b>Lecturer(s)</b>	HEARN Bruce
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### Prerequisites

None.

### Learning objectives

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

### Recommended reading

None.

### Work load

Type of course	Number of hours
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Total	
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FUNDAMENTALS OF MANAGEMENT 1 - ORGANISATIONAL BEHAVIOR 0359		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_HRM_0359	HRM

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	AISSI NAJAR Ines
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Prerequisites
none

Learning objectives
Understand differences in an international context of human behaviour, perceptions, leadership and motivation.

Course description
To develop an understanding of personality differences, perception and the impact on Decision Making. This will then develop further to look at Power and conflict with international perspectives and differences, along with leadership styles and motivation.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

Recommended reading
OPP OPP ; Personality page Personality page

Work load	
Type of course	Number of hours

Face to face	
Interactive courses	16.0
Independent study	
Personnal work	4.0
Collective project	8.0
Individual project	4.0
Independent work	
Research	8.0
<b>Total</b>	<b>40.0</b>

FUNDAMENTALS OF MANAGEMENT 2 - HRM 0360		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_HRM_0360	HRM

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	AISSI NAJAR Ines
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### Prerequisites

none

### Learning objectives

Understand HR related fields such as recruitment, pay, managing training from a strategic perspective looking at all from an international perspective including legal elements from different countries

### Course description

The course will look at international HR management in the fields of recruitment, pay, training and strategic HR to achieve Business Goals

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

### Recommended reading

CIPD [www.cipd.co.uk](http://www.cipd.co.uk) ; ACAS [www.acas.org.uk](http://www.acas.org.uk)

### Work load

Type of course	Number of hours
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Interactive courses	16.0
Personnal work	4.0
Collective project	8.0
Individual project	4.0
Research	8.0
<b>Total</b>	<b>40.0</b>

FUNDAMENTALS OF MANAGEMENT 3 - LEADERSHIP AND CHANGE 0361		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_HRM_0361	HRM

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	RADON David
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### Prerequisites

None. The course will require some preliminary work before the course starts and/or in between sessions.

### Learning objectives

\* understand the notion of representation, including the keys to team managerial effectiveness and the different roles of the manager  
 \* be aware of the different individual styles of the manager, understand their own style and how to adapt their behavior to the context and their team  
 \* know and use the different tools to inspire and lead a team  
 \* manage change and understand the context surrounding it

1.B Successfully collaborate within a intercultural team / 3.B Propose creative solutions within an organization / 5.C Employ state-of-the-art management techniques

### Course description

This course consists of four major parts: 1. Part 1: The notion of representation: a key to team managerial effectiveness and the different roles of the manager 2. Part 2: The individual style of the manager faced to the context and the team maturity 3. Part 3: Your daily team management toolbox: how to inspire and lead a team 4. Part 4: Managing change: how to understand the context; leaders and the swing of change 5. Part 5: Leaders in action

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Group project	Individual									
Number of hours if written												
2nd session												
Coefficient	30.0	30.0	40.0									

### Recommended reading

None.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
Individual project	10.0
E-learning	5.0
<b>Total</b>	<b>40.0</b>



WORKING EFFECTIVELY IN MULTICULTURAL TEAMS 0438		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ITC_0438	ITC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	HARTMANN-GIBSON Heide
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### Prerequisites

Be open to difference and prepared to embrace diversity in all forms Be prepared to challenge one's own deeply held beliefs and suspend judgment in situations where values may clash It is essential to have attended a fundamental course on Intercultural communication to have a grasp of underlying concepts Reconciling personal and cultural preferences for effective teamwork

### Learning objectives

Have increased self-awareness of the role culture plays on our values and behaviours in the working environment; Analyse potentially conflictual situations and offer constructive and culturally sensitive insights Assess different management styles as impacted by cultural elements and understand how these will affect team dynamics and motivation Understand the importance of trust and how to build it in an intercultural environment Draw constructive and culturally-sensitive conclusions from a wide variety of interactions

1.A Demonstrate an international mindset / 1.B Successfully collaborate within an intercultural team / 1.C Communicate effectively in English

### Course description

A review of basic theoretical concepts and how these impact team working Cultural values self assessment Recognising management styles across cultures Analysing the impact of management techniques on trust, motivation and collaboration Using film, simulation and case studies to apply concepts Acquire an ability to offer constructive and culturally sensitive insights to resolve complex situations

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Individual										
Number of hours if written												
2nd session												
Coefficient	40.0	60.0										

### Recommended reading

Articles on IOL

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	10.0
Research	20.0
<b>Total</b>	<b>46.0</b>

FRENCH CULTURE 0441		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ITC_0441	ITC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	S1	L	

<b>Lecturer(s)</b>	BYRNE Cátriona
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### Prerequisites

Courses taught in English, no pre-requisites are needed in French although it is advised that students register for a French language course. Students should be able to follow the course taught in English. they are required to read 'Au Contraire! Figuring out the French' before the start of the course.

### Learning objectives

Gain an in depth understanding of contemporary French society. Be able to discuss and interact with confidence with native speakers in professional or social contexts.

### Course description

The course follows the following topics: - Paris, a multifaceted city, landmarks, monuments, architecture and near suburbs. - French regions and their specialities including geography, cultural traditions, history, industries, population. - The French political institutions and the role of the State. - French society, the educational system, work ethics, family, religion, leisure depicted in the media and literature. A comparison with students observations. - An exploration of French habits, haute cuisine, regional specialities. - The arts and people who contribute to make France what it is today.

### Assessment / Feedback

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

### Recommended reading

Modern France. A very short Introduction. Schwartz V. (2011) Oxford University Press ; 'Au Contraire! Figuring out the French' Intercultural Press. Asselin, G and Mastron R. (2010), ; Sixty Million Frenchmen can't be wrong Jean Benoit Nadeau and Julie Barlow

## Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	9.0
Collective project	5.0
Reading reference manuals	15.0
Research	5.0
<b>Total</b>	<b>50.0</b>

Films to watch out of class with summaries and questionnaires to be filled in. ; Questionnaires to make and fill in requiring interviews of French students ; The book, 'Au Contraire! Figuring out the French to be studied before the course begins. Work set for the students before the start of the course. Also recommended to read 'Sixty million Frenchmen can't be wrong' ; Summaries of interviews to be included in a P.P

FRENCH CONTEMPORARY BUSINESS AND SOCIETY 1535		
2021 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ITC_1535	ITC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L	

<b>Lecturer(s)</b>	BAKUNDA Pierre-Célestin
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### Prerequisites

None.

### Learning objectives

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

### Recommended reading

None.

### Work load

Type of course	Number of hours
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Total	
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DIGITAL REVOLUTION: DISRUPTIONS IN OUR SOCIETIES AND ECONOMIES 1254		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ENT_1254	ENT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	Y	P	English

<b>Lecturer(s)</b>	THÉVENY Jean-Patrick
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### Prerequisites

Be passionate and willing to learn. No specific skills required.

### Learning objectives

Understand the challenges of the digital economy for companies and individuals: impacts of ICT on our societies, dominant role of the information, transformation of the economy in all its key processes: innovation, production, communication, distribution, consumption ...

Use of a methodological tool allowing the understanding of the value chain notion and its application to the ICT sector, Understand the technological and business innovation aspects of the Digital Economy. This will prepare students for a career in an industrial, commercial or research environment.

Acquire key knowledge regarding the fast-changing digital environment.

Understand the fundamental and significant shifts that firms will need to address over the next coming years.

Understand national and international business contexts.

Assess market conditions relevant for digital businesses.

Identify threats and opportunities for the design of relevant strategies in digital businesses

Identify and understand new business models.

Achieve an up-to-date, critical synthesis that links the various aspects of the digital economy

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

Introduction to ICT + ICT figures

Context: a profound evolution of our society and economies + Central role of the information + Consequences of that revolution

Understanding Millennials and their main expectations

Value chain analysis + Interrelations of the market players: the percolation paths.

8 major impacts and challenges:

1. Technology (Cloud computing, IoT, Big Data, Open Data).

Technology re-imagines : Communication, Transport & Mobility, Business processes, Music consumption, Personalization, Just in time, Commerce, Content, Reviews, Travels, Voice, News

2. Information and knowledge (ICT: new testing ground for innovative teaching formats for the transmission of knowledge),

3. Economy (Internet contributions to sectors using it),

4. Digitalization (Development of new consumption patterns & new business models),

5. Regulation (People & Regulation / Policies should evolve to adapt to a more connected society - GDPR),

6. Human & Social (Permanent connection reconfigures spaces and times: private and family life, professional life, private life and digital identity, social life + health impacts and Digital Detox),

7. Organizational (Changes in company organization, effects of globalization).

8. Cyber security / Data security

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Written exam											
Number of hours if written												
2nd session												
Coefficient	100.0											

### Recommended reading

- Etude: ITU– Measuring the Information Society - <http://www.itu.int/pub/D-IND-ICTOI>
- Etude : La dynamique d'internet - Prospective 2030 - <http://archives.strategie.gouv.fr/cas/content/etude-dynamique-internet-2030.html>
- Diaz M. (2015) Tous digitalisés - Et si votre futur avait commencé sans vous ? Dunod. ISBN-10: 2100738429
- Marketing 4.0 : Le passage au digital, De Boeck Université. ISBN-10: 2807307779
- Delorme P. et Djellalil J. (2015) La transformation digitale : Saisir les opportunités du numérique pour l'entreprise, Dunod. ISBN-10: 2100727354
- Métais E. et Autissier D. (2016) La transformation digitale des entreprises : Les bonnes pratiques. Axa, Pernod Ricard, Sanofi France, Schneider Electric, Les Echos, Eyrolles. ISBN-10: 2212566271
- Westerman G., Bonnet D. et McAfee A., 2014, Leading Digital: Turning Technology into Business Transformation, Harvard Business School Press. ISBN-10: 1625272472
- Schmidt E. & Cohen J. (2013) The new digital age, Knopf ISBN 030794705X

A list of relevant websites is provided to the students during the course.

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Personal work	10.0
<b>Independent work</b>	
Reading reference manuals	5.0
Research	8.0



Total	39.0
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TECHNOLOGY AND STRATEGY 2062		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MIS_2062	

Level	Year	Semestre	Campus	Language of instruction
Intensive	P			

<b>Lecturer(s)</b>	QIN Li
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### Prerequisites

None.

### Learning objectives

7.A Demonstrate an expertise on key concepts, techniques and trends in their professional field

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group report	Individual report										
Number of hours if written												
2nd session												
Coefficient	30	700										

### Recommended reading

None.

### Work load

Type of course	Number of hours
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Collective project	8.0
Individual project	16.0
Reading reference manuals	5.0
Research	5.0
<b>Distance learning</b>	
remote videoconferencing	16.0
<b>Total</b>	<b>50.0</b>

PRODUCT MANAGEMENT 0695		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_0695	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	FINK Mitchell
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### Prerequisites

Basic knowledge of marketing management

### Learning objectives

Master the appropriate techniques of product management and display expertise in this field

1.C Communicate effectively in English / 3.B Propose creative solutions within an organization / 5.B Construct expert knowledge from cutting-edge information

### Course description

This is an 'applied' course where each student group (based on the lecture materials presented in class) and outside readings will: (1) make an assessment of the marketplace, (2) develop a strategy for their chosen product/service, (3) create concrete marketing plans for the critical product lifecycle phase(s) relevant for each product/service, and (4) make presentations to the class. There will not be a mid-term nor final exam.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Continuous										
Number of hours if written												
2nd session												
Coefficient	80.0	20.0										

### Recommended reading

None.

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
Personnal work	12.0
Collective project	8.0
Individual project	10.0
E-learning	4.0
Research	6.0
<b>Total</b>	<b>56.0</b>

GLOBAL BRAND MANAGEMENT 0696		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_0696	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ZEUGNER-ROTH Katharina
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### Prerequisites

Students should already have followed a Principles of Marketing class.

### Learning objectives

Master the basic concepts and theory for planning, implementing, and evaluating global management strategies.  
 Effectively design brand elements.  
 Develop a clear brand positioning strategy and architecture.  
 Know how to enhance brand equity from both a financial and consumer perspective.  
 Master the basic brand communication tools.  
 Draft a clear and effective global brand management strategy.

1.A Demonstrate an international mindset / 1.B Successfully collaborate within an intercultural team / 1.C Communicate effectively in English / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information / 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

This course presents an introduction to (global) brand management. The topics covered in class include an introduction to brands and brand management, the brand elements, brand positioning, brand architecture, brand equity, brand marketing and communication as well as the global brand strategy. In addition to lectures, the course consists of (video) case studies, in which students will have to critically apply the concepts discussed in class and propose their own solutions to the various real-life problems and/or situations. Last but not least, students will be asked to demonstrate their knowledge based on a short MCQ exam at the end of the week. An active, interactive, and critical approach is fundamental for this course.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	End of term	Participation									
Number of hours if written		2.0										
2nd session												
Coefficient	50.0	35.0	15.0									

### Recommended reading

Keller, K.L. (2012), Strategic Brand Management: Building, Measuring and Managing Brand Equity (Fourth Edition), Pearson: Harlow.

Johansson, Johnny K. (2009), Global Marketing - Foreign Entry, Local Marketing, & Global Management (Fifth Edition), McGraw-Hill/Irwin: New York.

Kapferer, J.-N. (2012), The New Strategic Brand Management: Advanced Insights & Strategic Thinking (Fifth Edition), Kogan Page: London.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	5.0
Collective project	9.0
E-learning	2.0
Reading reference manuals	6.0
Research	2.0
<b>Total</b>	<b>40.0</b>

CONSUMER BEHAVIOR: NEW TRENDS 0697		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_0697	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	ROSSI Patricia
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### Prerequisites

None.

### Learning objectives

1. Understand key concepts of consumer behavior in an international environment.
  2. Analyse and solve business problems taking into consideration different markets.
  3. Leverage consumer behavior concepts and theories to identify situational, social and cultural influences on consumers to develop appropriate marketing strategies.
  4. Construct an informed view about key responsible marketing issues towards consumption.
- 1.A Demonstrate an international mindset / 5.B Construct expert knowledge from cutting-edge information

### Course description

- 1 Models of consumer behavior and decision making
- 2 Cultural influences on consumer behavior
- 3 Personal and social influences on consumer behavior
- 4 Psychological influences on consumer behavior
- 5 Responsible marketing a

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Individual										
Number of hours if written												
2nd session												
Coefficient	50.0	50.0										

### Recommended reading

None.



## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	12.0
Individual project	6.0
Research	6.0
<b>Total</b>	<b>50.0</b>

NUDGE MARKETING 0699		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_0699	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	S1	L / P	

<b>Lecturer(s)</b>	BONNARD Jean-Christophe
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### Prerequisites

Marketing principles and a consumer-oriented mindset.  
 Interest for understanding behavioural sciences.

### Learning objectives

Understand Behavioral Economics and Consumer Behavior  
 Understand System 1 and 2: how Nudge =Marketing works  
 Acquire methodology

### Course description

Nudge marketing is based on the researches in Behavioral Sciences + Behavioral Economics and Consumer Behavior.  
 Nudge marketing helps to develop effective initiatives and a positive behavioral change.

Course combines concepts (System 1 and 2; cognitive bias, consumer behavior), in-class cases studies, working group with a methodology in order to develop a nudge project.

Course's sessions:

- #1 Introducing Nudge theory and real life examples.
- #2 Nudge: consumer behavior, nudge in practice using a framework
- #3 The Drivers of influence influencing our behavior
- #4 Nudge Marketing methodology and evaluation,
- #5/6 Nudge Marketing applied and group project.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Multiple choice	Individual	Participation								
Number of hours if written												
2nd session												
Coefficient	40.0	30.0	20.0	10.0								

### Recommended reading

Nudge Marketing changer efficacement les comportements - E. Singler (2015) - French  
 Nudge: Improving Decisions About Health, Wealth, and Happiness. Thaler, R. H., & Sunstein, C. R. (2008).  
 Dan Ariely: Predictably Irrational (2011)

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personal work	8.0
Collective project	8.0
Individual project	8.0
Reading reference manuals	1.0
Research	1.0
<b>Total</b>	<b>44.0</b>

One group assignment presented during the last session ; Various articles and cases studies ; Related to consumer behavior ; 16 hours of interactive sessions (theory, cases). Working sessions to prepare assignments and projects. ; One Individual project (online)

DIGITAL STRATEGY 0702		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_0702	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	THÉVENY Jean-Patrick
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### Prerequisites

Be passionate and willing to learn.. Although no prior knowledge is required, the following skills are relevant in the successful completion of the course: - Basic knowledge of marketing concepts - Interest in digital marketing - Critical thinking

### Learning objectives

Acquire key knowledge regarding the fast-changing digital environment  
 Achieve an up-to-date, critical synthesis that links the various aspects of the digital economy  
 Understand digital marketing notions, players and business models + Have a broad comprehension of their impact on traditional marketing strategies .  
 Be familiar with the economics inherent to digital media  
 Understand national and international business contexts.  
 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

### Course description

Digital Marketing skills have become a must-have in the set of capabilities required to manage brands, communication strategies and business projects.  
 This course will provide you with the culture necessary to understand the new strategic challenges resulting from the explosive growth of digital communication (web-marketing, online communication, mobile marketing, brand content). It will allow you to develop a global understanding of how businesses can leverage digital marketing. You will acquire theoretical notions that will allow you to better comprehend the digital media landscape.  
 You will analyse the KSF of a deployment of digital marketing strategies based on examples of best practices observed in a multi-device ecosystem.  
 The course will especially emphasize the following:  
 Introduction and course description  
 Definitions: search advertising, display advertising, online communication, affiliate marketing., integrated advertising...  
 Key figures  
 Digital advertising strategy as part of the overall brand strategy: integrated advertising, cross-media (multi-channel approach).  
 Influence marketing: Influencer's typology, use of influence marketing by the brands  
 Description of the main online communication tendencies  
 Inbound marketing: introduction to Brand Content

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
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Type of test	Multiple choice	End of term										
Number of hours if written												
2nd session												
Coefficient	40.0	60.0										

### Recommended reading

Marketing 4.0: Moving from Traditional to Digital Philip Kotler, Hermawan Kartajaya, Iwan Setiawan 2016 - ISBN-10: 1119341205, ISBN-13: 978-1119341208 ; Digital Marketing: Strategy, Implementation and Practice Dave Chaffey & Fiona Ellis-Chadwick 2015 - ISBN-10: 1292077611, ISBN-13: 978-1292077611

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Research	6.0
<b>Total</b>	<b>28.0</b>

SOCIAL MEDIA MARKETING 0703		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_0703	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

**Lecturer(s)** ADAMAKI Maria

### Prerequisites

Although no prior knowledge is required, the following skills are relevant in the successful completion of the course: - Interest in digital marketing - Awareness of some existing social media platforms - Critical thinking

### Learning objectives

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

- Assess the values of the organization in which they work (LO2.A)
- Understand the various forms of social media, online communities and viral marketing campaigns
- Comprehend fundamentals and best practices of social media management and advertising with a POEM approach
- Organize change management processes (LO3.C)
- Integrate the transformational role of social media and influencers in marketing strategies and processes
- Define and develop end-to-end social media campaigns from the objectives' definition, KPIs' measurement to the creative design, and operate on-going optimizational changes
- Make effectual organizational decisions (LO5.D)
- Adapt a social media strategy and lead the coordination with transversal teams according to different marketing goals: brand awareness, product information, event promotion, sales and B2B social selling
- Convey powerful messages using contemporary presentation techniques (LO4.C) and Communicate effectively in English (LO1.C)
- Elaborate a content marketing / editorial plan, and develop capacity to promote and present the chosen strategy through team work

1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 3.C Organize change management processes / 4.C Convey powerful messages using contemporary presentation techniques / 5.D Make effectual organizational decisions

### Course description

The course encompasses interactive sessions with learning case studies and group works.

Session 1: Overview of social media platforms, online communities and viral marketing. How do they integrate within an overall marketing strategy?

Session 2: What are the fundamentals and best practice/POEM, according to different goals?

Session 3: How to develop and optimize social media paid and non-paid campaigns? (incl. traffic and ad campaigns management tools)

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

### Recommended reading

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

Macarthy, A. (2018). 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business Facebook, Twitter, Pinterest, Google+, YouTube, Instagram, LinkedIn, and More!. CreateSpace Independent Publishing Platform.

Stokes, R. (2018). eMarketing: The Essential Guide to Marketing in a Digital World 6th ed. Red & Yellow,. - Free PDF on the publisher's website: <https://www.redandyellow.co.za/textbook/>

Fahy J and Jobber D. (2019). Foundations of Marketing Mcgraw Hill Education (6th edition)

<https://growthhackers.com/growth-studies>

<https://www.digitaltrends.com/social-media/>

<https://www.socialmediatoday.com/>

<https://www.socialmediaexaminer.com/> (Free industry report pdf)

### Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	10.0
Individual project	15.0
Reading reference manuals	5.0

Research	4.0
Total	50.0



WEB MARKETING 0704		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_0704	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	MARTEL Eric / RACHEDI Walid
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### Prerequisites

Students should have some general knowledge about Internet, social media and marketing basics.

### Learning objectives

- Have a clearer view of the use of digital marketing levers
  - Better know how to evaluate the potential and challenges of e-business for its business,
  - Know how to integrate the Web dimension into the general policy and marketing strategy of the company,
  - To participate effectively in concrete projects in these fields.
- 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 / 6.A Thoroughly examine a complex business situation / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Digital Strategy Mobile Marketing Social Media Marketing Affiliation, Display and Partnerships Search Engine Optimization User experience

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	Continuous	Midterm exam	Continuous								
Number of hours if written												
2nd session												
Coefficient	30.0	25.0	25.0	20.0								

### Recommended reading

Internet Marketing 2017 EBG ; Marketing digital D. Chaffey, ?. Ellis-Chadwick - Pearson ; e.Commerce 2016 K. C. Laudon, C. G. Traver - Prentice Hall

### Work load

Type of course	Number of hours
Lecture	6.0
Interactive courses	4.0
Directed work	4.0
Collective project	18.0
Research	8.0
<b>Total</b>	<b>40.0</b>

STRATEGIC MARKETING 0706		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_0706	MKT

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	S1	L	

<b>Lecturer(s)</b>	ADAMAKI Maria
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### Prerequisites

Familiarity with the basic principles of Marketing (e.g., the marketing mix) is highly recommendable, although a brief summary, highlighting these basics will be provided at the beginning of the course

### Learning objectives

1. Understand and apply the strategic marketing notions, models and terminology 2. Comprehend the role that marketing can play in the strategy of a business 3. Identify and explain strategic marketing problems in real-life business cases 4. Set up a plan to conduct the necessary strategic analyses (external and internal) to make informed marketing decisions 5. Formulate strategic marketing advice to businesses

### Course description

We start by defining business strategies and positioning the role of marketing therein. Students will learn frameworks and methods to analyze (1) customers, (2) competitors, (3) (sub-)markets, (4) the environment, and (5) the company internally. Students will be familiarized with strategic marketing terminology ? such as ?sustainable competitive advantage?, ?value propositions?, ?brand equity?, ?innovation?, and ?synergy?. These theoretical learnings will enable students to identify strategic options, which are to be implemented on a real-life business case. Students will play the role of Business Consultants, providing a strategic marketing recommended action plan to achieve business targets.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Group project	Multiple choice									
Number of hours if written												
2nd session												
Coefficient	10.0	60.0	30.0									

### Recommended reading

Global Perspectives John Wiley & Sons Ltd. (1st Ed.), (West Sussex, UK), ISBN: 978-0-470-68975-2 ; Strategic Market Management Aaker, D.A. and McLoughlin, D. (2010).

## Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Personnal work	6.0
Collective project	12.0
Research	6.0
<b>Total</b>	<b>40.0</b>

ADVERTISING & COMMUNICATION MANAGEMENT 2064		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_2064	

Level	Year	Semestre	Campus	Language of instruction
Intensive	P			

<b>Lecturer(s)</b>	HENDRY Janine
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### Prerequisites

None.

### Learning objectives

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test												
Number of hours if written												
2nd session												
Coefficient												

### Recommended reading

None.

### Work load

Type of course	Number of hours
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Total	
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INTERNATIONAL PURCHASING & SUPPLY MANAGEMENT 0819		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0819	NEG

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	CHATILA Rima
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### Prerequisites

NO

### Learning objectives

Understand the purchasing context, interrelationships with other stakeholders, core purchasing activities, contributions to strategic and business goals. Can design and undertake a basic supplier benchmarking, comparison and selection process. Have awareness of supplier evaluation, selection and performance improvement processes used by purchasing managers. Able to undertake basic private label projects for tangible products from concept to launching. Understand minority supplier spend obligations. Aware of future trends of purchasing.

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This is an introductory course to purchasing that aims at understanding the concept of purchasing and its impact on organizations. Topic content will include definition of purchasing, relationship between purchasing and strategy of the company; purchasing and supply chain. It explains also the importance and role of purchasing today, the purchasing process model, purchasing procedures, and quality. Criteria of choosing a supplier will be developed including supplier evaluation, and supplier selection / development. This course also aims at explaining the purpose of developing private label products and strategy

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Case study	Group project									
Number of hours if written												
2nd session												
Coefficient	30.0	30.0	40.0									

### Recommended reading

Purchasing and Supply Chain Management Lysons, K. and Farrington B. (2012), , 8th ed. Prentice Hal ;  
 Guideline for the Development of Chinese Suppliers Vodicka, Matthias (2007) VDM Verlag Dr. Muller

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Collective project	16.0
Individual project	4.0
<b>Independent work</b>	
E-learning	3.0
Reading reference manuals	8.0
Research	3.0
<b>Total</b>	<b>50.0</b>



APPLIED NEGOTIATION ESSENTIALS 0820		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0820	NEG

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	YAO Jingjing
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### Prerequisites

NO

### Learning objectives

Students will develop both a theoretical as well as a practical understanding of the dimensions of successful negotiation. Students will not only utilise traditional negotiation skills established in a conventional business environment but will also utilise skill sets from other disciplines to reinforce and supplement the more traditional business aspects of negotiation. The main objective of this course is to introduce students to negotiation and the fundamental aspects it entails. Students will also work on teams with the aim of: Work efficiently in a team and provide contributions Make consistent decisions and take responsibility Manage in pro-active way

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 2.C Generate sustainable solutions for organizations / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

The essence of the subject is to introduce students to the world of negotiation and explain its structure and detail. Whilst centred in business negotiation theory, the subject also draws on other areas such as game theory , conflict resolution and learning styles theory). The essential business negotiation dimensions include : Planning and preparation Strategies that underly good negotiation Negotiation tactics Negotiation stance (eg. Win/win strategies) Post negotiation

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Individual	Group project	Continuous								
Number of hours if written												
2nd session												
Coefficient	20.0	20.0	40.0	20.0								

### Recommended reading

Fisher, R., Ury, W. L., & Patton, B. (2011). Getting to yes: Negotiating agreement without giving in. Penguin -

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	16.0
Individual project	4.0
E-learning	3.0
Reading reference manuals	8.0
Research	3.0
<b>Total</b>	<b>50.0</b>

SALES ESSENTIALS 0821		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_0821	NEG

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	WINTREBERT Laurence
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### Prerequisites

None - this course is suited for beginners

### Learning objectives

"This course aims at giving students some insights in personal selling. It provides the student with a "tool box" including the most common sales techniques. It leans upon proven methods used and values in most companies. At the end of the course, the student should be able to: - describe the seven steps of the call - deliver a credibility-building pitch - explore their customer using the SPIN technique - put forward their proposal using the Feature-Benefit-Proof framework - handle basic objections - deal with the price objection - close a sale"

4.C Convey powerful messages using contemporary presentation techniques / 6.A Thoroughly examine a complex business situation

### Course description

The course will focus on an exploration of the sales process with a practical approach using case studies and many role plays. An active participation is expected from students. Session 1: The 7 steps of a call. Smart prospecting - Pitch Session 2: Pitch ? SPIN ? Active listening - FAB Session 3: FAB ? Handling objections - Closing Session 4: Evaluation ? Role plays and analysis

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Continuous	End of term									
Number of hours if written												
2nd session												
Coefficient	0.35	0.35	0.3									

### Recommended reading

SELL6 Trust Based Professional Selling - Ingram Laforce Avila Schwepker Williams

## Work load

Type of course	Number of hours
Interactive courses	16.0
E-learning	16.0
Reading reference manuals	8.0
<b>Total</b>	<b>40.0</b>

21ST CENTURY GLOBAL SC RELATIONSHIP ERA 2065		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_OPS_2065	

Level	Year	Semestre	Campus	Language of instruction
Intensive	P			

<b>Lecturer(s)</b>	SCOTT Michele
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Prerequisites
a general understanding of supply chain management and International Business

Learning objectives
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Understand the value of global supply chain relationships  
 Understanding of cultures in global supply chain initiatives

1.A Demonstrate an international mindset / 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 / 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.C - BIB- Understand how business and economic cycles could affect organizational strategy / 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 / 6.D Combine new knowledge with hands-on experiences and experiential projects to address organizational challenges / 6.E Draw on professional experience and accumulated knowledge to determine key strategic opportunities to their organization / 6.F Anticipate the implications of top-level decisions for the whole organization / 7.A Demonstrate an expertise on key concepts, techniques and trends in their professional field / 7.B Formulate strategically-appropriate solutions to complex and unfamiliar challenges in their professional field / 7.C Effectively apply in-depth specialized knowledge to take advantage of contemporary opportunities in their professional field

Course description
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Objectives of the Seminar-Course (Course – Provide the participants with):

- A general understanding and review of 21st Century Supply Chain Management in comparison to pre-21st Century Supply Chain Management – what are the major trends that should drive our strategies
- A forum for the identification of Supply Chain Relationships and the roles of relationships in the scope of business – benefits and opportunities. We will use video and paper case studies to engage the students.
- We will gain an understanding of the nuances and values of Global Supply Chain Management Relationships
- The seminar-course will be a venue to discuss Innovative and Cutting Edge Global Supply Chain and Relationship strategies

Assessment / Feedback
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Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Group project	Individual									
Number of hours if written												
2nd session												
Coefficient	15.0	35.0	50.0									

### Recommended reading

<https://6river.com/8-key-benefits-of-effective-supply-chain-management/>  
[https://www.scmr.com/article/the\\_many\\_benefits\\_of\\_supply\\_chain\\_collaboration](https://www.scmr.com/article/the_many_benefits_of_supply_chain_collaboration)  
<https://supplychaingamechanger.com/supply-chain-collaboration-new-way-drive-value/>  
<https://www.supplychainsecrets.com/an-introduction-to-supply-chain-collaboration/>  
<https://veridian.info/supply-chain-collaboration/>  
<https://www.itf-oecd.org/sites/default/files/docs/collaboration-supply-chain-management.pdf>  
[https://www.researchgate.net/publication/235259995\\_Logistics\\_collaboration\\_in\\_supply\\_chains\\_Practice\\_vs\\_theory](https://www.researchgate.net/publication/235259995_Logistics_collaboration_in_supply_chains_Practice_vs_theory)  
<https://www.industryweek.com/leadership/companies-executives/article/21944283/people-the-key-to-successful-supply-chain-collaboration>  
<https://www.intechopen.com/books/supply-chain-management-new-perspectives/vertical-collaboration-in-the-supply-chain>  
<https://www.sc.com/en/feature/clear-logistics-moving-towards-a-fully-transparent-supply-chain/>  
<https://www.unitedgs.com/blog/global-supply-chain-management/the-benefits-of-supply-chain-management-collaboration/>

### Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	4.0
<b>Independent study</b>	
Personnal work	2.0
Collective project	6.0
Individual project	6.0

Total	26.0
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INTRODUCTION TO STRATEGY 1035		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_STR_1035	STR

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	English

<b>Lecturer(s)</b>	BADER Carla / DELPÉRIÉ Jean-Marc
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### Prerequisites

This is a foundation course in strategy which introduces the main concepts of strategy analysis, choice and implementation. No specific prerequisite required, but a basic understanding of how business organisations work is helpful.

### Learning objectives

1. Understand the main concepts that drive strategy in organisations 2. Apply strategic management frameworks to real organisations 3. Analyse real organisations strategy and its impact on performance 4. Evaluate critically the key strategic choices of real organisations  
 5.A Predict how business and economic cycles could affect organizational strategy / 5.D Make effectual organizational decisions

### Course description

Session 1: An introduction to strategy.  
 Session 2: Strategic Analysis: External and internal analysis.  
 Session 3: Business Strategy: Generic strategies, Blue Ocean Strategy, and business model thinking.  
 Session 4: Corporate Strategy.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	End of term										
Number of hours if written												
2nd session												
Coefficient	60.0	40.0										

### Recommended reading

None.



## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Independent work	
Reading reference manuals	8.0
Total	34.0

INTRODUCTION TO BUSINESS ETHICS 1036		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_STR_1036	STR

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	GRESSIEUX Elisabeth
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### Prerequisites

This is a foundation course in business ethics so no specific requirements are asked even if a previous experience in a firm (internship or short contract) would be of high interest to discuss the ethical issues.

### Learning objectives

1. Understand the main concepts of business ethics and make a difference between ethics and compliance 2. Know the main philosophical roots of business ethics 3. Be aware of the psychological and organisational biases that might impair the ethical decision making process 4. Make critical judgement when taking a business decision

1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.C Organize change management processes / 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

Session 1: An introduction to business ethics and the main philosophical traditions to use the right criteria to decide  
 Session 2: understanding what is an ethical dilemma and how to take a "good" decision, understanding the context and the complexity of the situation.  
 Session 3: the psychological biases which can be an obstacle to the responsible and sustainable decision  
 Session 4: the organisational biases and finally, introduction to the moral imagination concept

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project											
Number of hours if written												
2nd session	true											
Coefficient	100.0											

### Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Reading reference manuals	8.0
Total	34.0

CORPORATE SOCIAL RESPONSIBILITY 1037		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_STR_1037	STR

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	L / P	

<b>Lecturer(s)</b>	COLETTI Claire
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### Prerequisites

Although no prior knowledge is required, the following skills are relevant in the successful completion of the course: - Basic knowledge of sustainable development issues (climate change, water depletion, pollution, demography?) - Critical thinking

### Learning objectives

1. Define and understand the concept of CSR 2. Be familiar with major international institutions, texts and laws 3. Be able to identify key environmental, social and governance issues of an organization 4. Identify paths through which business organizations can generate positive social and environmental impact 3. Use concepts and analytical tools to address sustainability issues at different levels of the business organization (sustainable supply chains, ecodesign, ?) 4. Identify relevant KPIs and contents to promote and communicate on a CSR policy

1.A Demonstrate an international mindset / 2.A Assess the values of the organization in which they work / 2.C Generate sustainable solutions for organizations

### Course description

This course will provide you with the culture and the tools necessary to understand the new challenges firms are facing in a world facing major macro challenges: climate change, demography, depletion of raw materials? Today firms are required to minimize their environmental impacts and have to integrate environmental and social considerations into their development and investment strategies. The course will especially emphasize the following: - CSR concepts and history - ecodesign and sustainable supply chains - clean production - Responsible investing (introduction to the banking sector and SRI) - extra-financial reporting The courses will alternate between theory, exercises, case studies, discussions and meetings with CSR managers: Mireille SMEETS (Eurodisney) Guillaume Lascourreges (Clarins) Amandine Penin (Groupe Adeo) Agathe Mouvielle (Camaieu) (to be confirmed, depending on availability)

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Group project	Case study									
Number of hours if written												
2nd session												
Coefficient	20.0	30.0	50.0									

### Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	16.0
Individual project	8.0
Reading reference manuals	4.0
Research	8.0
Total	36.0