



EMPOWERING CHANGEMAKERS FOR A BETTER SOCIETY

# SYLLABI

Courses for Incoming  
Exchange Students

Master PGE  
Paris

Spring 2021

# Syllabi\_Master PGE\_Paris\_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
ALTERNATIVE SOURCES OF FUNDING 1780	2	OE	INT	FIN	NA
BUSINESS ETHICS IN COMMERCE 2097	2	IE	INT	NEG	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72056&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72056&amp;etb_id=6</a>
CAREER DEVELOPMENT 2090	2	IE	INT	HRM	<a href="http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=71918&amp;etb_id=6">http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=71918&amp;etb_id=6</a>
CLOSED-LOOP SUPPLY CHAINS & REVERSE LOGISTICS 1201	2	OE	INT	OPS	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72803&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72803&amp;etb_id=6</a>
DECISION TOOLS IN OPERATIONS MANAGEMENT 2230	2	IE	INT	OPS	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72611&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72611&amp;etb_id=6</a>
DOING BUSINESS IN MENA REGION 1755	2	OE	INT	IBE	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72891&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72891&amp;etb_id=6</a>
ECONOMICS & BUSINESS ETHICS 1752	2	OE	INT	IBE	NA
FUNDAMENTALS OF AUDITING 1762	2	OE	INT	ACC	NA
GLOBAL MARKETING OF HEALTHCARE PRODUCTS AND SERVICES 2093	2	IE	INT	MKT	<a href="http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72809&amp;etb_id=6">http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72809&amp;etb_id=6</a>
MARKET RISK MANAGEMENT 2085	2	IE	INT	FIN	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72887&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72887&amp;etb_id=6</a>
MARKETING OF ARTS AND CULTURAL INDUSTRIES 1712	2	OE	INT	MKT	NA
PRACTISING 360 DEGREE INNOVATION 1098	2	OE	INT	ENT	<a href="http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72887&amp;etb_id=6">http://univ.univ-catholille.fr/formations/Fiche-Cours.asp?langue=1&amp;cours_id=72887&amp;etb_id=6</a>
SUSTAINABILITY FOR COMPETITIVE ADVANTAGE 2082	2	IE	INT	ACC	<a href="http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72834&amp;etb_id=6">http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72834&amp;etb_id=6</a>
SUSTAINABILITY MANAGEMENT & REPORTING 1092	2	OE	INT	ENT	<a href="http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72231&amp;etb_id=6">http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72231&amp;etb_id=6</a>
THE ECONOMICS OF ADVERTISING 2091	2	IE	INT	IBE	<a href="http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72193&amp;etb_id=6">http://univ.univ-catholille.fr/schools-colleges/lesson-details.asp?langue=2&amp;cours_id=72193&amp;etb_id=6</a>

POSITIVE LEADERSHIP DEVELOPMENT 1652		
2021 - 2021	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_1652	HRM

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

<b>Lecturer(s)</b>	ALIBAY Sheila / BOUCLIER Olivier / CLAEYS Johannes / COULATY Bernard / DESCHAMPS Amélie / EL HOWEYEK Pierrete
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### Prerequisites

To participate in this course students should have knowledge of basic concepts in organizational behavior of which an introduction to leadership theory should be an integral aspect. In other words, as this is an advanced class, students are expected to have basic knowledge/understanding of leadership and OB-concepts and theory. Students enlisting for this course should have the ambition to improve their leadership skills, but more specific should be willing to engage in reflection and feedback (giving and receiving).

### Learning objectives

4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions

### Course description

The aim of this class is to develop leadership potential and sharpen leadership competencies through experiential learning: through a series of lectures and exercises. This class develops leadership knowledge, skills, and attitudes in four important leadership domains: task-oriented, relation-oriented, change-oriented, and ethics-oriented leadership. We use a 3D model for leadership development (Leroy-Claeys) that will function as a compass for effective leadership behavior, but will also allow to gain confidence in one's abilities and posture as a positive leader.

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

### Recommended reading

The professors will give specific literature for every module, but as a general suggestion we refer to the world our model relies on

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. The academy of management perspectives. Vol. 26. The academy of management perspectives (pp. 66–85). .  
<https://doi.org/10.5465/amp.2012.0088>

Yukl, G., Gordon, A., & Taber, T. (2002). A hierarchical taxonomy of leadership behavior: Integrating a half century of behavior research. Journal of Leadership & Organizational Studies, 9, 15–32. <https://doi.org/10.1177/107179190200900102>

Leroy, H. et al.(2018), Managing people in organizations: Integrating the study of HRM and leadership. HRMR 28/3, 249-257.

Work load	
Type of course	Number of hours
Face to face	
Lecture	22.0
Independent study	
Personnal work	10.0
Collective project	27.0
Individual project	20.0
Independent work	
E-learning	15.0
Outside training	
Outside visit	6.0
Total	100.0

MANAGING FIRM CONSTRAINTS WITH ACCOUNTING DECISION TECHNIQUES 2081		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ACC_2081	ACC

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

**Lecturer(s)** HARRISON David

### Prerequisites

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

### Learning objectives

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

1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions

### Course description

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

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

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Continuous	Individual	Exercise	Individual report	Group project	Group report	Participation				
Number of hours if written	2.0											
2nd session												
Coefficient	25.0	15.0	5.0	3.0	7.0	26.0	15.0	4.0				

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

Work load	
Type of course	Number of hours
Lecture	16.0
Personal work	3.0
Collective project	10.0
Individual project	3.0
Reading reference manuals	2.0
Research	2.0

Total	36.0
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SUSTAINABILITY FOR COMPETITIVE ADVANTAGE 2082		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ACC_2082	ACC

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

<b>Lecturer(s)</b>	LEWELLYN Patsy
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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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GAME THEORY IN BUSINESS 2083		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ENT_2083	ENT

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

<b>Lecturer(s)</b>	CHANDRANI Prem
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### Prerequisites

This is an advanced course and students should have a good understanding of the basic functional courses like marketing, finance and operations. Students who sign up for this course, should also have, at the very least a basic knowledge of the key concepts of strategic management. The course requires considerable out of the box thinking and therefore a good grounding in rational thinking and a natural ability to do extensive analysis will be a distinct advantage. It is imperative that they are willing, and able, to study (and then analyze) academic texts on their own. The ability to ask critical questions and to pursue independent work is essential for success in this course.

### Learning objectives

At the end of the course, the student should be able to: understand the role of game theory in development of business strategies

- identify key issues and predict outcomes in rational situations
- structure business situations using game-theoretic models which could be used in the decision making process
- work through higher levels of complexity of thinking, analyzing and reasoning
- understand the dynamics of inter-firm interactions
- enhance their ability to think critically

3.B Propose creative solutions within an organization / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

Classification of games and use of game theory in business strategy Distinguishing games from decisions  
 Extensive form games and rollback equilibrium  
 Prisoners' Dilemma  
 Zero sum games Nash Equilibrium  
 Commitment and Credibility  
 Private and Public auctions

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

## Recommended reading

Martin Osborne "An Introduction to Game Theory" OUP (optional)

A set of articles and reading material will be provided

## Work load

Type of course	Number of hours
Face to face	
Interactive courses	18.0
Independent study	
Personnal work	4.0
Independent work	
Reading reference manuals	18.0
Total	40.0

ADVANCED STRATEGY & NEW MANAGEMENT THEORIES 2084		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ENT_2084	ENT

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

<b>Lecturer(s)</b>	KLEYMANN Birgit
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### Prerequisites

Students will be required to do a considerable amount of reading and to contribute intelligently to class discussion. Students should have knowledge of the basics of organisation theory and have taken at least (!) one introductory course to strategy. Another imperative prerequisite is a willingness to read, and discuss, a set of articles and book chapters. Good knowledge of current business and political events is definitely helpful for success in this course.

### Learning objectives

after completion of the course, students will...

- understand the notion of dynamic, complex organisational systems
- breakdown complex organisational problems using the appropriate methodology
- predict how business and economic cycles could affect organisational strategy
- thoroughly examine a complex business situation
- discuss the "new" meanings of control, management, and strategymaking
- realise the limits of any notions of "strategy" and "planning"

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 5.A Predict how business and economic cycles could affect organizational strategy / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

The post-modern business environment makes it increasingly difficult for managers to pursue the kind of strategies that might have been the base for a firm's success ten or twenty years ago. This course will investigate the meaning of a hyper-dynamic environment both inside and outside the organisation, and will critically discuss the implications for strategy-making, "muddling through", and the role of the individual in such a demanding, and ultimately unpredictable, environment. This course will introduce students to the principles of process thinking and draw heavily on the tenets of Systems Theory.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Individual report											

Number of hours if written												
2nd session												
Coefficient	100.0											

### Recommended reading

Stacey, Ralph D.; Strategic Management and Organizational Dynamics. The Challenge of Complexity. Fifth Edition. Prentice-Hall, (reference copies in library Bâtiment B)

Stacey, R. D. (1995). The Science of Complexity: An Alternative Perspective for Strategic Change Processes. Strategic Management Journal (1986-1998), 16(6), 477.

Cunha, M. P. e., & Cunha, J. V. d. (2006). Towards a complexity theory of strategy. Management Decision, 44(7), 839-850.

### Work load

Type of course	Number of hours
Interactive courses	18.0
Individual project	10.0
E-learning	7.0
Reading reference manuals	3.0
<b>Total</b>	<b>38.0</b>

THE LARGE SCALE INVESTMENTS 1114		
2021 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_FIN_1114	FIN

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

<b>Lecturer(s)</b>	DAGUET Patrick
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### Prerequisites

Required skills include:

- Practice of financial modeling in Excel
- Exposure to valuation techniques
- Reading and interpreting financial statements and ratios
- Knowledge of financial markets and derivatives
- Prior basic knowledge of project finance

### Learning objectives

At the end of the course, participants will know how to:

- develop analytical skills on complex, multi-faceted transactions that include aspects of finance, marketing, strategy and structured finance
- argue and debate about case studies by acting as the protagonists and experiencing real-life situations where compromise is oftentimes the only route
- manage other forms of finance, apart from traditional corporate finance courses taught at business schools and therefore be better positioned in the structured finance industry

6.A Thoroughly examine a complex business situation

### Course description

Course Content

Four basic modules, each containing 2 case studies:

- structuring projects
- valuing projects
- managing project risks
- financing projects

The syllabus includes cases, technical notes, newspaper articles, and readings from professional journals.

The case protagonists are corporate managers from a range of industries including mining, energy, telecommunications, and transportation.

The course consists of 8 sessions plus a written paper on a mutually-agreed topic (done individually or in small groups).

Regular class preparation, attendance and participation are required for this course. Resources will be made available to assist students in writing their paper.

Module 1: Structuring Projects

Class #1 Case: Chad-Cameroon Petroleum Development and Pipeline Project (A)

Class #2 Case: Calpine Corporation: The Evolution from Project to Corporate Finance

Module 2: Valuing Projects

Class #3 Case Airbus A3XX: Developing the World's Largest Commercial Jet

Class #4 Case: Contractual Innovation in the UK Energy Markets: Enron Europe, The Eastern Group, and the Sutton Bridge Project,

Module 3: Managing Project Risks

Class #5 Case: Petrolera Zuata, Petrozuata C.A

Class #6 Case: Financing the Mozal Project

Module 4: Financing Projects

Class # 7 Case: Restructuring Bulong's Project Debt

Class # 8: Case: The International Investor: Islamic Finance and the Equate Project

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	Multiple choice	Multiple choice	Multiple choice	Multiple choice	Multiple choice				
Number of hours if written												
2nd session												
Coefficient	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5				

Recommended reading
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None.

Work load	
Type of course	Number of hours
Personnal work	24.0

E-learning	24.0
Total	48.0



THE CDO GAME 2086		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2086	FIN

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

<b>Lecturer(s)</b>	DAGUET Patrick
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### Prerequisites

- preferably, having completed successfully the Introduction to CDO Game
- have a good mastery of corporate finance concepts

### Learning objectives

- understand the concepts attached to CDO arbitrage transactions
- acquire a working knowledge of practical real-life situations faced by a CDO asset manager

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

### Course description

I / Origination Phase

1. Source a portfolio of bonds and loans in the market (HYB et Leveraged Loans)
2. Proceed to collateral analysis and rating
3. Tranching and structuring: the portfolio will be tranching and the risks redistributed in various slices
4. Marketing and selling the tranches
5. Costing & profitability: an SPV is setup and fees are taken

II / Management Phase > This phase involves several unexpected shocks that will hurt the portfolio. The manager will take appropriate actions to counter these shocks.

III / Wind Down Phase > This phase involves selling and winding the portfolio down and giving the money back to investors. It is also the time to draw the line on the management of the portfolio and its performance.

### Assessment / Feedback

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

Coefficient	40.0	60.0										
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Recommended reading

None.

Work load	
Type of course	Number of hours
Personnal work	30.0
E-learning	20.0
Total	50.0

THE PROJECT FINANCE GAME 2087		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2087	FIN

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

<b>Lecturer(s)</b>	DAGUET Patrick
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### Prerequisites

Students should have a global understanding of finance and its fundamentals  
 Having successfully completed the Introduction to Project Finance Course is a plus.

### Learning objectives

1. Acquire Fundamental skills in Project Finance.
2. Convince and argue when fund raising.
3. Develop multi-tasking skills from structuring to modeling to oral presentation.

The course will cover the fundamentals aspects of Project Finance. It will be paced by hurdles to overcome to reach project financial close.

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

### Course description

The course will address the rationale for infrastructure finance and its fundamental building blocks and examine project risks, risk mitigation strategies, financing options, and structuring aspects. It will also address cash-flow modeling concepts for Project Finance but will not engage in the mechanics of modeling techniques.

After a quick appraisal of the rules of the game, each student will be assigned a project (whose sector and geography will be his/her choice).

The student will then structure his project, model the charges and the revenue base, identify and manage the risks. Student's ultimate goal will be to convince lenders to finance his/her project.

Instruction will be a mixture of online content (once per level) and review and study of materials available on IESEG Online dedicated space

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	Case study	Group project									
Number of hours if written												
2nd session												

Coefficient	30.0	40.0	30.0									
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Recommended reading

None.

Work load	
Type of course	Number of hours
Personnal work	30.0
E-learning	20.0
Total	50.0

MARKET RISK MANAGEMENT 2085		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2085	FIN

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

<b>Lecturer(s)</b>	AKOUN Hervé
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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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OPERATIONAL RISK MANAGEMENT 2088		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2088	FIN

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

<b>Lecturer(s)</b>	LANNOY David
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Prerequisites
knowledge of risk management and high-level understanding of the financial industry

Learning objectives
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1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 4.B Compose constructive personal feedback and guidance / 5.B Construct expert knowledge from cutting-edge information / 5.D Make effectual organizational decisions / 6.B Synthesize multifaceted information from various sources across different functional fields

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

- Have a view on main principles of operational risk management
- Understand the nature of operational risk
- Grasp the main concepts related to Operational Risk and specifically the notions of causes, events, and impacts
- Explain the operational risk management framework and its main components
- Understand the importance of support, monitoring, and control functions in mitigating operational risks.

The course covers the following topics:

Definition and drivers of operational risk management  
 The operational risk management framework  
 Operational risk governance  
 Culture and awareness  
 Policies and procedures  
 Risk appetite Internal loss data & external loss data  
 Risk and control self-assessment  
 Key risk indicators

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Individual report										

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>	
Lecture	8.0
Interactive courses	6.0
Coaching	2.0
<b>Independent study</b>	
Personnal work	10.0
Collective project	20.0
<b>Independent work</b>	
Research	5.0
<b>Total</b>	<b>51.0</b>



CAREER DEVELOPMENT 2090		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_HRM_2090	HRM

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

<b>Lecturer(s)</b>	FIRKOLA Peter
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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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THE ECONOMICS OF ADVERTISING 2091		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_IBE_2091	IBE

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

<b>Lecturer(s)</b>	FERRIER Gary
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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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ENVIRONMENTAL MARKETING 2075		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_2075	MKT

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

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

None.

### Learning objectives

1.C Communicate effectively in English / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

None.

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

### Recommended reading

Kollock, P (1998), Social Dilemmas: The Anatomy of Cooperation, Annual Review of Sociology, Vol 24,183– 214  
 Steg.L, Dreijerink.L, Abrahamse.W (2009) Factors influencing the acceptability of energy policies: A test of VBN theory, Journal of Environmental Psychology 25 (2005) 415–425

Stern, N (2006) Stern Review Final Report: The Economics of Climate Change - (full executive summary)

Summary for Policymakers - IPCC (2007, In: Climate Change 2007: Fourth Assessment Report of the IPCC, 2013, Working Group I Contribution to the IPCC Fifth Assessment Report. Climate Change 2013: The Physical Science Basis. Summary for Policymakers

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Lecture	10.0
Interactive courses	6.0
<b>Independent study</b>	
Personnal work	11.0
Collective project	10.0
<b>Independent work</b>	
Reading reference manuals	4.0
Research	4.0
<b>Total</b>	<b>45.0</b>

GLOBAL MARKETING OF HEALTHCARE PRODUCTS AND SERVICES 2093		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_2093	MKT

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

<b>Lecturer(s)</b>	HUPPERTZ John
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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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SPORT MARKETING 2094		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_2094	MKT

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

<b>Lecturer(s)</b>	DALAKAS Vassilis
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### Prerequisites

While it is not compulsory for you to have completed any advanced units in marketing before attempting this course, it is strongly recommended that a basic knowledge of marketing principles, including but not limited to, the concepts of the marketing mix, positioning, segmentation, consumer behaviour, branding and marketing research, is necessary to extract value from undertaking this course

### Learning objectives

- Specify and analyze markets for specific sport offerings;
- Prepare, communicate and justify marketing mixes for sport-based organisations;
- Demonstrate a sound understanding of the similarities and differences in sport-based and non-sport-based marketing activities, including knowledge of the additional components of the sport marketing mix.

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information

### Course description

The course content will be relatively dynamic and fluid dependant upon topical developments and the needs and interests of class participants. However, the core contents will generally touch on the following areas:

- The Special Nature of Sport Marketing;
- The Marketing Management Process in Sport;
- Sport Consumer Behaviour;
- The Role of Research in Sport Marketing;
- Market Segmentation;
- Sport Marketing Mix Strategies
- Sponsorship
- Specific Contemporary Sport Management Issues and Opportunities

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Written exam										
Number of hours if written		2.0										
2nd session												
Coefficient	50.0	50.0										

### Recommended reading

Specific resources will be advised. You will also be directed to particular readings depending upon chosen interests and investigative areas. You will be given directed readings which will be expected to be completed during in preparation for class discussion and learning.

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Personnal work	8.0
Collective project	12.0
<b>Independent work</b>	
Reading reference manuals	4.0
<b>Total</b>	<b>40.0</b>

Working in a group, you will select a sport/event or related organisation and prepare a marketing audit of its operation. This will be presented to the class in an engaging and interactive manner and written feedback will be provided. You will also undertake an examination at the end of the week. Both of these assessment tasks will be worth 50% of the final overall score.

NEGOTIATION AND PURCHASING IN AN INTERNATIONAL ENVIRONMENT 2077		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_2077	NEG

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

<b>Lecturer(s)</b>	FAURE Jean-Robert
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### Prerequisites

None.

### Learning objectives

This course will present the main aspects of Purchasing and Negotiation in an international environment. Today's business strategies are becoming more and more globalized and international. Today's managers need to understand how the Purchasing/Buying function is crucial in establishing an international business strategy.

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

- understand how Purchasing ties in with the other main business functions in the firm.
- master the key variables in Purchasing: price, quality, delivery and transportation...
- set up, improve and review an effective Purchasing strategy according to the Firm's global policy.
- link the buying strategies with Negotiating scenarios
- understand what makes International Negotiation and Purchasing specific and challenging.

1.A Demonstrate an international mindset / 1.A - EMBA - Analyse and evaluate the factors and cultural variables influencing relationships, communication and negotiation styles across national borders / 1.A - MSDF - Successfully manage an intercultural team / 1.B - MSDF - Develop their personal intercultural skills / 1.B Successfully collaborate within a intercultural team / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.A - EMBA - Plan the tools and leverages necessary to lead organizational change management initiatives / 3.A - MSDF - Breakdown complex organizational projects using the appropriate methodology / 3.B - EMBA - Organise the elements needed to nurture an innovative culture / 3.B - MSDF - Organize change management processes / 3.B Propose creative solutions within an organization / 3.C - BIB- Contribute to change management processes / 3.C - EMBA - Apply a changemaker's mindset to create an innovation to a given situation / 4.A Appraise the performance of a team / 4.A - EMBA - Articulate, using theory and self-awareness, one's own leadership strengths and challenges and reach self-confidence / 4.A - MSDF - Leverage the collective performance of a team / 4.B Compose constructive personal feedback and guidance / 4.C - EMBA - Draw from own experience reflexively to express one's own style of leadership / 5.A - BIB - Employ state-of-the-art management techniques / 5.A - EMBA - Make culturally informed choices that rely on an understanding the stakes of international business expansion / 5.B - EMBA - Draw from professional experience and accumulated knowledge to create strategic recommendations resting on a responsible strategic mindset / 5.C - EMBA - Analyse and evaluate corporations strategies and business situations with a critical perspective / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B - MSDC- Negotiate effectively in complex environments / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities / 6.C - EMBA- Devise actionable recommendations to address organisational or business challenges / 6.C - MSDC- Create value by offering creative and differentiating solutions to customers / 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 / 7.D Be a reference point for expertise-related questions and ambiguities

### Course description

Introduction to Purchasing/ Buying  
 Purchasing organizations and supply processes  
 How to manage the price aspect in buying negotiation process.  
 Supplier selection, identification and evaluation  
 Global Supply: what is really behind that concept?  
 Research in the field of Purchasing and Negotiation: a general update.  
 International Purchasing strategies: large organisation vs small operates.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Case study	Participation									
Number of hours if written			20.0									
2nd session												
Coefficient	60.0	20.0										

### Recommended reading

- Purchasing Management- K LYSON , Publisher: Prentice Hall
- Negotiation- R. EWICKI, Publisher: M MCGRAW HILL

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	4.0
Collective project	10.0
Individual project	10.0
Reading reference manuals	6.0
Research	4.0

Total	50.0
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INTERNATIONAL CONFLICT MANAGEMENT AND PEACE BUILDING 2095		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_2095	NEG

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

<b>Lecturer(s)</b>	DA ROCHA Pascal
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### Prerequisites

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

### Learning objectives

Identify entry points for peace and security in war-affected societies;  
 Develop an awareness on how business as a peace actor can provide opportunities for peacebuilding and change.

1.A Demonstrate an international mindset / 2.C Generate sustainable solutions for organizations / 3.C Organize change management processes / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.D Combine new knowledge with hands-on experiences and experiential projects to address organizational challenges / 7.A Demonstrate an expertise on key concepts, techniques and trends in their professional field

### Course description

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

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Individual report	Case study									
Number of hours if written												
2nd session												
Coefficient	40.0	40.0	20.0									

### Recommended reading

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

### Work load

Type of course	Number of hours
Lecture	16.0
Interactive courses	20.0
Directed work	0.0
Coaching	0.0
Reading reference manuals	10.0
Research	10.0
<b>Distance learning</b>	
remote videoconferencing	16.0
remote seminar	2.0
<b>Total</b>	<b>74.0</b>

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

BUSINESS ETHICS IN COMMERCE 2097		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_2097	NEG

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

<b>Lecturer(s)</b>	JOHNSTON Mark
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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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DECISION TOOLS IN OPERATIONS MANAGEMENT 2230		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_OPS_2230	OPS

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

<b>Lecturer(s)</b>	ESKANDARPOUR Majid
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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 AUDITING 1762		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ACC_1762	ACC

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

<b>Lecturer(s)</b>	MC CLAIN Guy
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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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CONTEMPORARY ISSUES IN FINANCIAL MANAGEMENT CONTROL 1763		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ACC_1763	ACC

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

<b>Lecturer(s)</b>	ABELA Mario / HERTZ Hélène / LIGONIE Marion / MOREAU Virginie / REDON Marie
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### Prerequisites

Basic knowledge in management control (cost calculation, budgeting...)  
 Knowledge and use of accounting softwares  
 Professional ethics and compliance

### Learning objectives

Know about, and analyze, the latest issues/debates in management control and accounting.  
 Guide decisions under uncertainty and manage risks  
 Analyze data, implement and use IT tools to improve the performance  
 Behave with integrity and ethics

### Course description

The evolution of the French CFO's since the 1980s: competencies, roles and interlocutors  
 Decision making under uncertainty: use problems framing tools and incorporate probabilistic thinking into business decisions  
 financial models.  
 Digital transformation: role of finance in the management of digitalization + digital in finance operations  
 CSR: Measurement of environmental and social impacts/performance (commensuration issues) + Social and organizational difficulties in controlling CSR

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	Digitalization	Participation									
Number of hours if written		1.0										
2nd session												
Coefficient	6.0	3.0	1.0									

### Recommended reading

None.

## Work load

Type of course	Number of hours
Face to face	
Interactive courses	16.0
Independent study	
Personnal work	16.0
Collective project	10.0
Total	42.0

SUSTAINABILITY MANAGEMENT & REPORTING 1092		
2020 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ENT_1092	ENT

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

<b>Lecturer(s)</b>	DE COLLE Simone
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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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PRACTISING 360 DEGREE INNOVATION 1098		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_ENT_1098	ENT

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

<b>Lecturer(s)</b>	CHEEK Dennis
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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
----------------	-----------------

Total	
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WRITING EFFECTIVE BUSINESS PLANS 1102		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_ENT_1102	ENT

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

<b>Lecturer(s)</b>	MICHELI Maria Rita
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### Prerequisites

The student should possess basic knowledge of:

- the functioning and management of organizations;
- the functioning of people in organizations;
- the relevance of entrepreneurial skills

### Learning objectives

- Understand the basic mechanisms of business plan writing;
- Understand the techniques to present the business plan to different audiences;
- Define the essential components of effective business plans;
- Critically evaluate and improve real business plans;
- Understand how thinking from a 'business plan perspective' can be useful in different management domains;
- Propose creative solutions through the business plan;
- Analyze market information and make informed decision for the business

### Course description

The course introduces students to the principles and practices of adequate business planning. It covers all essential elements of business plan writing. Participants learn about how to present a company within the context of a business plan, how to summarize a business idea, how to describe the key elements of a company, how to perform the internal and external analysis, how to develop financial forecasting, how to evaluate strategic options, how to initiate relationships with investors. Moreover, students learn how to use the mechanisms behind business planning strategies to solve various management problems.

### Assessment / Feedback

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

## Recommended reading

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

Barringer, B.R. (2008). Preparing Effective Business Plans: An Entrepreneurial Approach. Upper Saddle River (NJ): Prentice Hall.

Stutely, R. (2012). The Definitive Business Plan: The Fast Track to Intelligent Planning for Executives and Entrepreneurs, 3rd Edition. Prentice Hall.

Lawrence, S. & and Moyes, F. (2009). Writing a Successful Business Plan.

Katz, J. & Green, R. (2017). Entrepreneurial Small Business.

Additional articles will be available on IESEG ONLINE

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Personnal work	12.0
Collective project	16.0
<b>Independent work</b>	
Research	6.0
<b>Total</b>	<b>50.0</b>

FUNDAMENTALS OF BANKING & INSURANCE 1107		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_1107	FIN

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

<b>Lecturer(s)</b>	KOWALEWSKI Oskar
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### Prerequisites

Finance fundamentals, Introduction to financial markets

### Learning objectives

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

- understand the structure and the evolution of both the banking and insurance industries (AACSB Learning Goal)
- define the role of banks and insurance firms in the financial system and in the economy (AACSB Learning Goal)
- understand the different types of risk that banks and insurance firms face
- appraise suitable qualitative and quantitative data or characteristics to assess banks and insurance firms' performances and risks
- develop a critical view of the banking industry and assess the current issues related to two industries (AACSB Learning Goal).

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

### Course description

This course delivers an introduction to the economics of banks and insurance firms. The structure puts particular emphasis on the modus operandi of commercial banks, whereas it provides a more general overview of the functioning of both investment banks and insurance firms. It is structured around three main topics. It starts with a general description of financial intermediaries (types, role in managing information asymmetry issues, exposure to risks). The second topic is dedicated to the analysis of banks and insurance firms' balance sheets, as well as some specific banking activities such as loan commitments and securitization. Lastly, the course tackles the different types of risk in banking with a focus on interest risk, credit risk, and liquidity risk. A companion analysis is provided for insurance firms.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12

Type of test	Multiple choice	Group report	End of term									
Number of hours if written			1.5									
2nd session			true									
Coefficient	30.0	30.0	40.0									

### Recommended reading

Casu, B. Girardone, C. and Molyneux P. (2015). Introduction to Banking. Pearson Education, 2nd edition.  
 Saunders, A. (2015). Financial Markets and Institutions. McGraw-Hill Education, 6th edition.  
 Mishkin, F. (2013). The economics of money, banking, and financial markets. Pearson Education Inc./Addison-Wesley, 10th edition.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	20.0
Reading reference manuals	14.0
<b>Total</b>	<b>50.0</b>



CORPORATE GOVERNANCE 1110		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_FIN_1110	FIN

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

**Lecturer(s)**

MAZUR Mieszko

**Prerequisites**

basics of corporate finance and accounting

**Learning objectives**

The objective of the course is to familiarize students with the underlying theories and empirical evidence from the area of corporate governance. The course focuses primarily on different governance systems around the world, boards of directors, executive compensation, shareholder activism, and institutional investors. Students will be assigned case studies that raise some of the most crucial corporate governance issues. The selected cases illustrate real world situations and therefore should provide class participants with the fuller understanding of the concepts discussed during the lecture. Each team will be asked to demonstrate their understanding of corporate governance problems introduced in the case study as well as to explain the impact of the breakdown of corporate governance on the business environment and the economy as a whole.

1.A Demonstrate an international mindset / 2.B - BIB - Assess professional dilemmas using concepts of CSR and ethics / 4.B Compose constructive personal feedback and guidance / 4.C - EMBA - Draw from own experience reflexively to express one's own style of leadership

**Course description**

Theoretical framework  
 Ownership structure  
 Board of directors  
 - CEO  
 - CEO duality  
 - Independent directors  
 - Director identity  
 - Board committees  
 - Busy directors  
 - Board interlocks  
 - Director networks  
 - Board size  
 - Board diversity  
 Managerial incentives  
 Corporate debt as a governance mechanism  
 Shareholder activism  
 Mergers and acquisitions



### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	Case study	Case study	Participation								
Number of hours if written												
2nd session												
Coefficient	20.0	20.0	50.0	10.0								

### Recommended reading

All the readings and course materials will be provided directly to students before the beginning of the course

### Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	25.0
Reading reference manuals	1.0
Research	8.0

Total	50.0
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WORKING CAPITAL MANAGEMENT 1112		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_FIN_1112	FIN

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

<b>Lecturer(s)</b>	CHAMBERLAIN Trevor
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### Prerequisites

Knowledge of present value and future value; risk assessment and measurement; basic familiarity with financial statements. Typically, a student taking this course would have taken basic courses in financial accounting, managerial finance and statistics

### Learning objectives

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

1. Analyze the effects of working capital policies on equity value and default risk.
2. Design asset-specific working capital policies (cash, inventory, etc) given the characteristics of the industry and firm
3. Determine the best ways to raise and invest short-term funds
4. Design a comprehensive optimal working capital policy for the firm

3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 5.D Make effectual organizational decisions

### Course description

None.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Oral assessm	Written exam	Case study	Group project								
Number of hours if written												
2nd session												
Coefficient	10.0	40.0	30.0	20.0								

### Recommended reading

Short-term Financial Management, 5th Edition, Terry S. Maness and John D. Zietlow, Cognella Publishing, 2017 ISBN 0324202938

A course package will be provided to student

## Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	24.0
Research	10.0
Total	50.0

AUDITING OF INVESTMENT FIRMS 1775		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_1775	FIN

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

<b>Lecturer(s)</b>	DESROUSSEAUX Luc
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### Prerequisites

The course builds on the concepts and methods covered in basic financial markets, financial analysis and accounting/auditing courses. As such, it is at the crossing of finance and audit fields. Student should be familiar with common financial products, reading annual reports, accounting concepts such as historical cost vs fair value, and the systems of internal/external audits. Students should have general knowledge of risk management, stock markets and the business cycle, and statistical analysis. No specific knowledge of the investment management sector is required, as the concepts will be introduced in due time.

### Learning objectives

1.C Communicate effectively in English / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations

### Course description

The following topics will be covered during the elective:

- key actors inside/outside an investment management firm
- the changing regulatory landscape surrounding investment management firms
- financial, operational & compliance risk assessment, reporting and monitoring
- investment valuation issues
- performance measurement issues
- investor reporting
- prevention and detection of conflicts of interest
- professional standards and best practices related to the investment management services
- fraud cases and fraud detection techniques in the investment industry
- ESG issues

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

Coefficient	20.0	25.0	15.0	40.0								
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Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	16.0
Collective project	34.0
Total	50.0

REGULATION OF FINANCIAL INSTITUTIONS 1779		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_1779	FIN

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

<b>Lecturer(s)</b>	BRAOUEZEC Yann
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### Prerequisites

Financial markets. Basic notions of accounting. Basic notions of probability theory.

### Learning objectives

Understand how risks are defined for a bank  
 Understand the balance sheet of a universal bank  
 Understand the foundations of financial regulation : micro and macro prudential regulations  
 Understand the basics of Basel regulation and its evolution, Basel 1,2,3  
 Understand how capital surcharge are defined for systemic banks (case studies)  
 Understand what are stress tests (case studies)

5.B Construct expert knowledge from cutting-edge information / 6.A Thoroughly examine a complex business situation

### Course description

This course is devoted to financial regulation for (universal) banks. It explains the most recent financial regulation (Basel 3) in a world where banking regulation is more stringent than before. Cases studies will be given to the students.

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												
Coefficient	100.0											

### Recommended reading

John Hull Risk Management and financial institutions, Wiley, Fifth edition.

## Work load

Type of course	Number of hours
Lecture	10.0
Directed work	6.0
Personnal work	15.0
<b>Independent work</b>	
Reading reference manuals	15.0
Research	4.0
<b>Total</b>	<b>50.0</b>



ALTERNATIVE SOURCES OF FUNDING 1780		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_1780	FIN

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

<b>Lecturer(s)</b>	NGUYEN Anh
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### Prerequisites

The student should have some knowledge in Accounting and finance (corporate and market finance, including basic firm valuation methods).

### Learning objectives

1.A Demonstrate an international mindset / 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.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This elective course is part of the Financial Transactions and Corporate Strategy major and will focus on sources of funding a company might use.

Topic covered (indicative list) will include the following

- Equity Private placement: how an entrepreneur should start raising equity ? Would include Sponsors, LMBO, financing series (seeds, serie A,...)
- Financing sources for Corporate Ventures (who are the investors ? crowdfunding, franchising, joint-venture, Licensing,...)
- short-term financing (Working Capital Management and how to make short-term Financial plannings)
- long-term equity and alike financing (IPO, Secondary, ICOs,...) on its processes and valuation issues
- Long-term debt financing (including bank and bonds, subordinated debt, high yield, vulture funds, Green and social bonds, Hybrid bonds..)
- Leasing: is that a good alternative?
- Real estate: how to value and invest in this alternative to generate funding ?

### Assessment / Feedback

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

## Recommended reading

None.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	14.0
Reading reference manuals	10.0
<b>Total</b>	<b>50.0</b>

BLOCKCHAIN FOR BUSINESS 2089		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_FIN_2089	FIN

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

<b>Lecturer(s)</b>	VERHELST Jean-Luc
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### Prerequisites

None

### Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 5.B Construct expert knowledge from cutting-edge information / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

- Cryptographic concepts
- Consensus mechanisms
- Token types and features
- Smart-contracts
- Different types of blockchains
- Existing business use-cases
- Business and regulatory implications
- Security aspects
- Development of own or proposed use case

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Continuous	Group project									
Number of hours if written												
2nd session												
Coefficient	60.0	10.0	30.0									

### Recommended reading

None.

## Work load

Type of course	Number of hours
Lecture	16.0
Collective project	20.0
Research	14.0
<b>Total</b>	<b>50.0</b>

STRATEGY FOR INTERNATIONAL BUSINESS DEVELOPMENT 1130		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_IBE_1130	IBE

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

<b>Lecturer(s)</b>	BONNET Guillaume
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### Prerequisites

Students should have at successfully passed undergraduate economics and marketing course in order to understand basic economic and marketing concepts. Notions of geopolitics are required as well as exposure to international news.

### Learning objectives

Globalization and digitalization on the economy are leaving companies with no choice: they must go international. Large corporations integrated this strategic priority. Still, large number of entrepreneurs are still not comfortable making this strategic move: how and where to sell products or services abroad? This course is dedicated to explore the challenges for going international, the strategies and tools to be implemented to start exporting and then gain additional territories and market shares through channeled partners.

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.C Generate sustainable solutions for organizations / 3.B Propose creative solutions within an organization / 5.A Predict how business and economic cycles could affect organizational strategy / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

Course is following a chronologic logic: 1- Going International: What are the export new comers challenges to be addressed 2- International Business development strategic plan construction 3- Identification of channeled partners 4- Building a B to B partnership abroad 5- Ending a partnership: from channeled sales to local implantation

### Assessment / Feedback

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

### Recommended reading

Euler Hermes <http://www.eulerhermes.com> ;  
 World Economic Forum <https://www.weforum.org/reports>

Authors  
Hollensen  
Kotler  
De Mooij  
Hofstede

Work load	
Type of course	Number of hours
Interactive courses	16.0
Coaching	12.0
Collective project	16.0
Research	6.0
Total	50.0

By email / phone calls

CHINESE POLITICAL AND ECONOMIC STRATEGIES : HOMELAND AND ABROAD 1136		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_IBE_1136	IBE

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

<b>Lecturer(s)</b>	RIVOLTA Dario
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### Prerequisites

Basic knowledge of Macro-Economics concepts and models + Basic knowledge of international markets dynamics + Natural interest in geopolitical facts ( followed, at least, through periodical newspapers or specialized blogs/websites).

### Learning objectives

At the end of the course, the student should be able to understand the role PRC in the today world + to recognize, analyze and discuss political events concerning international politics and, in particular, China one + to reckon the economical and political event for what they may mean to the world.

### Course description

Chapters: -Short historical analysis on the roots of Chinese culture -Short outline of history of China with particular attention to the Ming period -Economical and financial situation of contemporary China (not in details) -China's ambitions to the world and " Belt and Road" Initiative

### 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

Geopolitica futures [www.geopoliticalfutures.com](http://www.geopoliticalfutures.com) ; Foreign Policy [www.foreignpolicy.com](http://www.foreignpolicy.com)

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	8.0
Individual project	8.0
Research	12.0
<b>Total</b>	<b>50.0</b>



ECONOMICS & BUSINESS ETHICS 1752		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_IBE_1752	IBE

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

<b>Lecturer(s)</b>	BHUKUTH Augendra
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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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DOING BUSINESS IN MENA REGION 1755		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_IBE_1755	IBE

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

<b>Lecturer(s)</b>	MOUELLÉ Thierry
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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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DATA ANALYSIS IN PYTHON 1842		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MIS_1842	MIS

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

<b>Lecturer(s)</b>	Intervenant_Non_Spécifié Faculty_Not_Specified
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Prerequisites
None

Learning objectives
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Write basic programs in python  
 Conduct data exploration and visualization in python  
 Scrape data using python  
 Clean data using python  
 Solve basic problems using machine learning techniques in python

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

Course description
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This course introduces students to the basics of programming with python and its application in data analytics

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	Individual										
Number of hours if written												
2nd session												
Coefficient	33.0	67.0										

Recommended reading
None.

## Work load

Type of course	Number of hours
<b>Independent study</b>	
Personnal work	10.0
Individual project	20.0
<b>Independent work</b>	
E-learning	20.0
<b>Total</b>	<b>50.0</b>

WEB DESIGN ESSENTIALS 1844		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MIS_1844	MIS

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

<b>Lecturer(s)</b>	Intervenant_Non_Spécifié Faculty_Not_Specified
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### Prerequisites

None

### Learning objectives

- 1) Use HTML to mark up a webpage.
- 2) Use CSS to implement styles on a webpage.
- 3) Build a library of CSS components.
- 4) Upload a website to a hosting service.
- 5) Integrate 3rd party services on a website.
- 6) Define UX personas and user journeys.
- 7) Draw user flows to model user journeys.
- 8) Build an interactive prototype using professional design tools.
- 9) Know and apply visual identity concepts.

1.C Communicate effectively in English / 4.C Convey powerful messages using contemporary presentation techniques

### Course description

This course is comprised of two Le Wagon modules: Introduction to Web Development and UX/UI Design. It introduces students to the basics of website development including HTML, CSS, and web hosting issues. Additionally, it introduces students 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	Multiple choice	Individual	Individual	Multiple choice	Individual	Individual						
Number of hours if written												
2nd session												
Coefficient	10.0	15.0	25.0	10.0	15.0	25.0						

### Recommended reading

None.

## Work load

Type of course	Number of hours
Individual project	24.0
E-learning	16.0
<b>Total</b>	<b>40.0</b>



DATA VISUALIZATION 1156		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MIS_1156	MIS

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

<b>Lecturer(s)</b>	JAMES Tabitha
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### Prerequisites

- Intermediate knowledge in Microsoft Excel. - Critical thinking and interpretation skills. - Verbal presentation and discussion skills (in English).

### Learning objectives

At the end of the course the student should be able to : 1. Collect, synthesize, and analyze data to support decision making. 2. Understand and apply foundational knowledge in data visualization. 3. Critique other visualizations to identify where design and analysis improvements could be made to better their form and function. 4. Use data visualization software to create informative, efficient, and effective data visualizations within a storyboard format with a continuous narrative. 5. Synthesize conclusions from data supported through an effective data narrative and visualizations. 6. Create a storyboard/narrative that efficiently and effectively "tells the story of their data and analysis" to a general audience to support decision making. 7. Determine the conclusions and recommendations for action from their data analysis and efficiently and effectively convey these through their storyboard and visualizations. 8. Orally convey (i.e., present) the analysis, conclusions, and recommendations to a professional audience.

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

### Course description

Business is emphasizing the power of data analytics to support decision making. Visualization is a crucial tool for data analytics professionals. To be able to coalesce data into visualizations that convey useful information that effectively supports decision making is a valuable skill. In this course, you will learn basic principles and techniques in data visualization. The course will include hands-on experience using visualization software (Tableau) for data analysis and decision making. Class exercises and a semester project will give you the opportunity to apply foundational skills in design and visualization to create a data story that effectively and efficiently illustrates your analysis, conclusions, and recommendations in an interactive, visual format that assists decision making.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Exercise	Exercise	Group project									
Number of hours if written												

2nd session												
Coefficient	40.0	10.0	50.0									

### Recommended reading

Readings will be provided in print format or online. ; Tableau Training <https://www.tableau.com/learn/training> ; Tableau Public Gallery <https://public.tableau.com/en-us/s/gallery>

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
Collective project	16.0
Reading reference manuals	8.0
Research	10.0
<b>Total</b>	<b>50.0</b>

MANAGING INNOVATION IN THE DIGITAL ERA 1157		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MIS_1157	MIS

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

<b>Lecturer(s)</b>	WHELAN Eoin
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### Prerequisites

Basic knowledge in the domain of management, organization, and business. No programming skills are needed.

### Learning objectives

1. Successfully collaborate within a intercultural team
2. Generate sustainable solutions for organizations
3. Organize change management processes
4. Employ state-of-the-art management techniques
5. Thoroughly examine a complex business situation

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

### Course description

For almost all organizations, continuous innovation is the key to long-term success and sustainability. The purpose of this course is to examine how managers can facilitate organizational innovation. A specific emphasis is placed on discussing how digital technology can disrupt, enhance, and even stifle innovation activities. To gain a deeper understanding of how management can respond to disruptive innovations, a number of case studies will be presented and critiqued. Emerging innovation management concepts such as 'open innovation' and 'user innovation communities' will be assessed along with the potential for emerging digital technologies within these paradigms.

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

Coefficient	20.0	20.0	60.0									
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### Recommended reading

Reading material will be posted on the course website.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	6.0
Reading reference manuals	16.0
Research	6.0
<b>Total</b>	<b>50.0</b>

LUXURY MARKETING 1165		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_1165	MKT

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

<b>Lecturer(s)</b>	DE KERVILER Gwarlann
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### Prerequisites

No prior experience in the luxury sector is required to succeed in this course.

### Learning objectives

At the end of course, the student should be able to: - Know what constitutes the luxury industry today (markets, players) with its recent challenges (e.g. managing desirability and accessibility; going digital) and specificities of various industries (e.g. Perfumes - Wine & Spirit - Watches & Jewelry - Fashion - Accessories?) - Understand the key aspects of luxury brand management ; the characteristics of luxury customers (profiles and expectations), the communication strategy and the main business models (e.g. fully integrated to licensing) - Be able to innovate and suggest creative solutions to elevate the status of brand and the attractiveness for consumers

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 / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques / 6.A Thoroughly examine a complex business situation

### Course description

The following topics will be addressed: - Introduction to the world of luxury : History; Definition; Different Industries involved; Trends and challenges - Luxury consumption patterns: Segmenting the market; Understanding purchasing process; Providing an experience; Developing a relationship with customers. - Luxury brands development : Developing a strong brand; Protecting the brand; Managing careful growth, brand extension, licensing and co-branding - Luxury Product/service, price and portfolio: Integrating creativity and design; Managing quality; Service dimension; Fixing and managing price; Managing the Portfolio - Luxury brand communication: Designing the message; Choosing and planifying media; Going digital - Luxury retailing and business models: Understanding the business model; Designing the store experience (selling process; merchandising,...); Managing internationalization

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	End of term										
Number of hours if written												
2nd session												
Coefficient	70.0	30.0										

### Recommended reading

The Luxury Strategy ? J-N Kapferer (2012 ; The Road to Luxury ? Ashok Som ? Christian Blanckaert (2015)

### Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Collective project	14.0
Individual project	10.0
Research	10.0
<b>Total</b>	<b>50.0</b>

NEUROMARKETING 1166		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_1166	MKT

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

<b>Lecturer(s)</b>	HEUVINCK Nico
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### Prerequisites

This course requires students to understand the basics of marketing and consumer behavior which will be discussed throughout this course from a neuromarketing perspective.

### Learning objectives

This course enables students to understand the concept of neuromarketing and how it can help marketers in understanding consumer behavior and making marketing decisions. Hence, students will acquire knowledge on how the brain of consumers responds to marketing actions, including attention, memory, emotions and decision-making among others.

\*General objective: 5.B Construct expert knowledge from cutting-edge information

5.B Construct expert knowledge from cutting-edge information

### Course description

This course will be divided into 6 sessions in Lille (extensive format) and into 4 sessions in Paris (intensive format). The first session will provide a general introduction of the concept of neuromarketing (what is + why using neuromarketing compared to 'traditional' marketing), exploring the consumers' brain functions and the different brain research methods used in neuromarketing. The following five sessions will provide applications of neuromarketing whereby different topics will be discussed such as emotions & feelings, segmentation and positioning, pricing, packaging, sensory perceptions, branding, gender differences, sexual cues, and advertising among others in the light of neuromarketing as a tool to understand consumer decision-making and/or guide marketing decisions.

### Assessment / Feedback

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

### Recommended reading

Dooley, R. (2012). Brainfluence - 100 ways to persuade and convince consumers with neuromarketing. Wiley:

New Jersey. ; Pradeep, A.K. (2010). The buying brain - Secrets for selling to the subconscious mind. Wiley: New Jersey. ; Baars, B.J. & Gage, N.M. (2010). Cognition, brain, and consciousness - Introduction to cognitive neuroscience. Academic Press: Oxford. ; Du Plessis, E. (2011). The branded mind - What neuroscience really tells us about the puzzle of the brain and the brand. Koganpage: London. ; Glimcher, P.W., Camerer, C.F., Fehr, E. & Poldrack, A.R. (2009). Neuroeconomics - Decision making and the brain. Academic Press: San Diego. ; Lindstrom, M. (2010). Buyology - Truth and lies about why we buy. Crownbusiness: New York. ; Zurawicki, L. (2010). Neuromarketing - Exploring the brain of the consumer. Springer: New York. ; <http://www.neurosciencemarketing.com/blog/> <http://www.neurosciencemarketing.com/blog/> ; <http://www.nmsba.com/Ethics> <http://www.nmsba.com/Ethics> ; IESEG online <https://www.ieseg-online.com/>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	24.0
Reading reference manuals	2.0
<b>Total</b>	<b>50.0</b>

Students will be asked to read about the ethical aspect of executing Neuromarketing research by the use of the NMSBA code of Ethics as well as some business cases. This course will be taught in an extensive format (6 sessions of 2h40min) in Lille in S1 & S2 and in an intensive format in Paris in S2



INTERNATIONAL MARKETING IN EMERGING MARKETS 1172		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_1172	MKT

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

<b>Lecturer(s)</b>	DEMANGEOT Catherine
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### Prerequisites

Students should have followed an introductory course in marketing as well as some more advanced courses such as courses in operational marketing and consumer behaviour. Students should have the ability to do high quality secondary research. Further, they should have strong analytical skills to analyse situations and arrive at creative solutions as well as the ability to do teamwork.

### Learning objectives

- Identify the key characteristics of an emerging market that are of importance to international marketers and derive implications for marketing to these markets.
- Develop an integrated view of a particular emerging market in terms of its operating environment and consumer behaviour.
- Develop a set of recommendations for the development and/or introduction of products and services in emerging markets.
- Assess and synthesise information from various sources and about different fields.
- Analyse and evaluate the relative importance of the cultural element to work in multicultural environments.
- Demonstrate an intercultural open mindset and work efficiently in an international professional environment.
- Make a professional quality oral presentationn using adapted tools.

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

### Course description

The course enables students to understand the particular challenges and opportunities which emerging markets present for international marketers. In a first instance, the particular context characteristics of emerging markets will be considered, and students, in multicultural teams, will apply this knowledge to research a specific emerging market. Then, the marketing challenges relating to entering and developing products for emerging markets will be considered. Emerging market strategies will be analysed. The particular role of technology and its disruptive use in emerging markets will be considered. The bottom of the pyramid will be studied as a special type of emerging market. Students will reflect on what responsible marketing in emerging markets might entail.

Industry practitioner input (if possible) will provide concrete examples of how, in practice, they enter and compete in emerging markets.

### Assessment / Feedback

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

### Recommended reading

Cavusgil, S. Tamer, Pervez N. Ghauri, and Ayse A. Akcal. Doing business in emerging markets. Sage, 2012.

Ghauri, P. and Cateora, P. International Marketing. McGraw Hill Education, 2005

Douglas, Susan P., and C. Samuel Craig. "Convergence and divergence: developing a semiglobal marketing strategy." Journal of International Marketing 19.1 (2011): 82-101.

Additional readings and other materials are posted on ieseg-online

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personal work	10.0
Collective project	10.0
Individual project	2.0
E-learning	4.0
Reading reference manuals	4.0
Research	4.0
<b>Distance learning</b>	
remote videoconferencing	1.0

Total	49.99
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ESSENTIALS IN DIGITAL COMMUNICATION 1707		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_1707	MKT

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

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

Basic marketing management. Some knowledge of advertising or marketing communications is helpful.

### Learning objectives

We will explore how to make effective use of the primary tools of digital marketing to enhance brand communications. Specifically, you will learn how to effectively utilize key aspects of paid-owned-earned ("POE") media, display advertising, and influencer marketing to build and support brand communications. Analyzing and creating powerful social media content will be a focal point of the course. We will also compare and contrast digital communication tools with traditional off-line advertising and their complementary usage.

3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information

### Course description

The course will be based on lectures, outside readings, in-class exercises and a group project.

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
Interactive courses	16.0
Personnal work	8.0
Collective project	8.0
Individual project	8.0
E-learning	4.0
Research	6.0
<b>Total</b>	<b>50.0</b>

None		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :		

Level	Year	Semestre	Campus	Language of instruction
Master	-			

<b>Lecturer(s)</b>	SICHTMANN Christina
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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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MARKETING OF ARTS AND CULTURAL INDUSTRIES 1712		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MKT_1712	MKT

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

<b>Lecturer(s)</b>	BOEUF Benjamin
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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 LEADERSHIP AND INNOVATION 1713		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_MKT_1713	MKT

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

<b>Lecturer(s)</b>	HARRIGAN Paul
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### Prerequisites

The student should have a fundamental understanding of marketing theory and practice.

### Learning objectives

- critically reflect on the role new technologies play in marketing, organisations and society.
- critically reflect on the theories underpinning the use of new technologies in marketing.
- exercise judgement to recommend solutions for emerging marketing issues around the integration of new technologies.
- utilise marketing technologies to communicate to a range of stakeholders.
- demonstrate competencies to work effectively in diverse teams.
- demonstrate the ability to give oral presentations in a clear and coherent manner.
- demonstrate the ability to produce clear and concise written communication

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

In this course, students will learn about a new digital mindset, new digital business models, and new digital strategies. Social media marketing and search engine marketing are the two main areas of digital marketing, and both will be overviewed in this course.

The course will combine theory and practice, drawing on case studies from retail and other industry sectors. Specific topics covered will be:

Transforming from Traditional to Digital Values  
 A Digitally Challenged Enterprise  
 Drivers of Change  
 Fundamentals of the New Marketing Normal  
 Managing the New Marketing Normal  
 Define and Establish  
 Convey and Promote  
 Connect and Convert  
 Evaluation and ROI

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Presentation	Individual report	Participation								

Number of hours if written												
2nd session												
Coefficient	50.0	30.0	10.0	10.0								

### Recommended reading

Kaufman, I. and Horton, C. (2015), Digital Marketing: Integrating Strategy and Tactics with Values, A Guidebook for Executives, Managers, and Students, Oxford: Routledge.

Available at: <http://dmresourcecenter.org/>

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
<b>Independent study</b>	
Personnal work	5.0
<b>Independent work</b>	
Research	4.0
<b>Total</b>	<b>25.0</b>

PURCHASING IN PRACTISE 1186		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_1186	MKT

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

<b>Lecturer(s)</b>	RAMIREZ MARIN Jimena
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### Prerequisites

This course is designed for students that are particularly interested in purchasing. A prior basic understanding of negotiation is desired (e.g. by having taken the Practical Negotiating Skills course) or prior experience in negotiation.

### Learning objectives

The main objective of this elective is to understand purchasing and negotiation processes in the industry. a) Understand the process of purchasing in the textile industry b) Make appropriate use of the technical forms such as the set of specifications (cahier de charge) c) Negotiate with suppliers in a cross cultural environment d) Develop a basis for relationship development overcoming cultural differences e) Make purchasing decisions that have an impact on the overall revenue of the company.

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 / 3.B Propose creative solutions within an organization / 5.A Predict how business and economic cycles could affect organizational strategy / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This course is developed and delivered by one academic professor and one experienced practitioner. It will focus on the integration between negotiation theory, cultural theory and the purchasing practice. The course will include real product specifications, materials, samples. Students will engage in tailor made negotiation exercises adapted to purchasing in the textile industry (eg. suppliers, quality control agencies, internal negotiation). Most of the course content and material will be based on real negotiations.

### Assessment / Feedback

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

### Recommended reading

Liker, J. K., & Choi, T. Y. (2004). Building deep supplier relationships. Harvard business review, 82(12), 104-113. Lewicki, R.J., Barry B. & Saunders D.M. (2009) Negotiation 6th edition. McGraw Hill. Brett, J. M. (2014) Negotiating Globally.3rd edition. San Francisco: Wiley.  
 IÉSEG Online <http://www.ieseg-online.com/>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Collective project	20.0
Reading reference manuals	4.0
Research	10.0
<b>Total</b>	<b>50.0</b>

NEGOTIATION AND CONTRACT LAW 1187		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_1187	NEG

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

<b>Lecturer(s)</b>	SUDBOROUGH Calliope
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### Prerequisites

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

### Learning objectives

At the end of the course, the student should be able to: - Understand how the law of contracts functions in commercial negotiations and relationships in order to negotiate more effectively, to anticipate contract-related problems and to know when and how to liaise with legal counsel. In particular, students should: - Have a practical understanding of the legal system. - Understand the purpose, basic legal elements and terms of a contract and understand how contracts are made. - Be familiar with the legal framework for contracts. - Identify an unenforceable contract and understand the legal remedies in the event of a dispute

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work

### Course description

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

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Multiple choice	Group project									
Number of hours if written		2.0										
2nd session												
Coefficient	30.0	35.0	35.0									

### Recommended reading

Further suggested readings may be provided during class and via the internet

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	20.0
Individual project	8.0
Research	6.0
<b>Total</b>	<b>50.0</b>

ESSENTIALS OF PRACTICAL NEGOTIATION SKILLS 1191		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_1191	NEG

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

<b>Lecturer(s)</b>	KIM Sun Young
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### Prerequisites

None.

### Learning objectives

At the end of the course, participants would be able to:

- Understand the basics of principled or integrative bargaining strategies, as laid out in the bestselling book Getting to Yes (Roger Fisher & William Ury, 1981) and differentiate them from distributive negotiation strategies.
- Apply the processes unveiled in the class role-play scenarios to real-life negotiations, perceived as all processes aiming for mutually beneficial outcomes and the creation/maintenance of long term relationships.
- Conceptualize the ins-and-outs of negotiation and apply these concepts into planning and preparing all kinds of professional negotiations. - Understand the communication processes taking place at and around the negotiation table.
- Identify the variables in the negotiation process which make principled negotiation possible, especially the key behavioral characteristics of the players.

1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

The course will be made of a mix of theory delivered to the students and application exercises, with at least one main role play per day. Those will be based on realistic scenarios and enable participants to practice negotiation in real-life settings. Extended class discussions will be used to guarantee appropriation of the course concepts and the creation of linkages with the participants' own experiences. The course will cover universally applicable negotiation tools, methods and skills. In particular, the following aspects will be presented: integrative (win-win) vs. distributive (e.g. money) negotiation settings, zone of possible agreement, planning and preparation, creativity, communication and process. The objective is to provide students with key analysis grids and tools to better understand negotiation, and hence negotiate more effectively in various settings.

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	0.6	0.4										

### Recommended reading

Class book (Required): Fisher R, Ury W & Patton B. Getting to Yes. Penguin Books ; Lewicki, R.J., Barry B. & Saunders D.M. (2009) Negotiation 6th edition. McGraw Hill.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	34.0
<b>Total</b>	<b>50.0</b>

RELATIONSHIP MANAGEMENT IN EMERGING MARKETS 1740		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_1740	NEG

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

<b>Lecturer(s)</b>	BATT Peter
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### Prerequisites

Marketing

### Learning objectives

- differentiate between b2b and b2c marketing
- appreciate the impact that internal and external elements have on b2b purchasing behaviour
- understand the need for b2b firms to coordinate their activities through value chains
- understand how b2b firms are embedded within dynamic b2b networks
- understand and appreciate alternative frameworks for analysing the impact of culture on long-term b2b relationships
- understand the key concepts of trust and social capital within exchange transactions
- describe the key elements of enduring long-term b2b relationships
- appreciate the difficulties in building enduring long-term relationships with exchange partners across national borders
- appreciate some of the difficulties associated with undertaking market research in the emerging economies

1.A Demonstrate an international mindset / 1.A - EMBA - Analyse and evaluate the factors and cultural variables influencing relationships, communication and negotiation styles across national borders / 1.B - MSDF - Develop their personal intercultural skills / 1.C Communicate effectively in English / 5.B - EMBA - Draw from professional experience and accumulated knowledge to create strategic recommendations resting on a responsible strategic mindset / 6.A - MSDF - Apply rigor to a practical business problem

### Course description

2 x 2 hour lecture/tutorial/seminars per day for four days

Regrettably, due to the COVID-19 global pandemic and international travel restrictions, classes will be conducted via Zoom

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	End of term	Case study										
Number of hours if written	2.0											
2nd session	true	true										
Coefficient	60.0	40.0										

## Recommended reading

- Ellis, N. 2011. Business-to-business marketing. Relationships, networks and strategies. Oxford University Press.
- Anderson, J.C., Hakansson, H. and Johanson, J. 1994. Dyadic business relationships within a business network context. *Journal of Marketing*, 58(4): 1-15.
- Batt, P.J. and Rexha, N. 1999. Building trust in agribusiness supply chains: a conceptual model of buyer-seller relationships in the seed potato industry in Asia. *Journal of International Food & Agribusiness Marketing*, 11(1): 1-17.
- Batt, P.J. and Purchase, S. 2004. Managing collaboration within networks and relationships. *Industrial Marketing Management* 33 (2004) 169–174
- Halinen, A. and Tahtinen, J. 2002. A process theory of relationship ending. *International Journal of Service Industry Management*, 13(2): 163-180.
- Hingley, M.K. 1995. Power to all our friends? Living with imbalance in buyer-seller relationships. *Industrial Marketing Management*, 34: 848-858.
- Morgan, R.M. and Hunt, S.D. 1994. The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3): 20-38.
- Webster, F.E. 1992. The changing role of marketing in the corporation. *Journal of Marketing*, 56(4): 1-17.
- Wilson, D.T. 1995. An integrated model of buyer-seller relationships. *Journal of the Academy of Marketing Science*, 23(4): 335-345.
- Fletcher, R. and Fang, T. 2006. Assessing the impact of culture on relationship creation and network formation in emerging Asian markets. *European Journal of Marketing*, 40(3/4): 430-446.
- Hofstede, G. 1994. The business of international business is culture. *International Business Review*, 3(1): 1-14.
- Hooker, J. 2009. Corruption from a cross-cultural perspective. *Cross Cultural Management* 16(3): 251-267.
- Schwartz, S.H. 1999. A theory of cultural values and some implications for work. *Applied Psychology: an International Review*, 48(1): 23-47.
- Smith, P.B., Dugan, S. and Trompenaars, F. 1996. National culture and the values of organisational employees: a dimensional analysis across 43 nations. *Journal of Cross Cultural Psychology*, 27(2): 231-264.
- Batt, P.J. 2016. Key success factors in mobilising collaborative farmer groups. In Da Silva, C., Mpagalile, J., van Rooyen, J. and Rizzo, C. (ed). Enabling more inclusive and efficient food and agricultural systems in Africa. FAO session at the IFAMA World Forum. 18 June 2014, Cape Town, South Africa. 45-56.
- Batt, P.J. 2008. Building social capital in networks. *Industrial Marketing Management*, 47: 487-491.
- Christy, R., Mabaya, E., Wilson, N., Mutambatsere, E. and Mhlanga, N. 2009. Enabling environments for competitive agro-industries. In da Silva, C.A., Baker, D., Shepherd, A.W., Jenane, C. and Miranda da Cruz, S. *Agro-industries for Development*. CABI and FAO.
- Karhunen, P., Kosonen, R., McCarthy, D.J. and Puffe, S.M. 2018. The darker side of social networks in transforming economies: corrupt exchange in Chinese guanxi and Russian blat/svyazi. *Management and Organization Review* 14:2, 395-419.
- Lyon, F. 2000. Trust, networks and norms: the creation of social capital in agricultural economies in Ghana. *World Development*, 28(4): 663-681.
- Berger, R., Silbiger, A., Herstein, R. and Barnes, B.R. 2015. Analysing business-to-business relationships in an Arab context. *Journal of World Business*, 50: 454-464.
- Shaikh, H.A., Purchase, S. and Brush, G. 2019. Arabic business relationship. *Journal of Business and Industrial Marketing* 34(2): 412-425.
- Yen, D.A., Barnes, B.R. and Wang, C.L. 2011. The measurement of guanxi: introducing the GRX scale. *Industrial Marketing Management*, 40: 97-108.

## Work load

**Type of course**

**Number of hours**

Collective project	4.0
<b>Independent work</b>	
Reading reference manuals	8.0
<b>Distance learning</b>	
remote seminar	16.0
<b>Total</b>	<b>28.0</b>

DECISION-MAKING FOR MANAGERS 1845		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_NEG_1845	HRM

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

<b>Lecturer(s)</b>	STORME Martin
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### Prerequisites

+ It is recommended that students attending the course are able to understand and speak English and that they have a basic knowledge of social cognition theories. It is therefore recommended -- but not required -- that students have taken an introductory course to social and/or cognitive psychology before participating in the course on Decision making for Managers.

### Learning objectives

+ Understand the socio-cognitive processes underlying the decision-making processes of managers.  
 + Apply the processes unveiled in the class role play scenarios to real-life decision-making situations.  
 + Use scientific knowledge to appraise possible risks in decision-making situations and implement strategies to improve decision-making processes.  
 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

The course is highly interactive with many exercises and simulations. The content is learned in a combination of class lectures, practical assignments, simulations, and class discussions.

The following topics will be covered:

- Rules and concepts of decision making in a managerial context
- Heuristics in individual decision-making
- Heuristics in collective decision-making
- Heuristics in ethical decision-making

- + Session 1: Heuristics in individual decision making
- + Session 2: Heuristics in collective decision making
- + Session 3: Heuristics in ethical decision making
- + Session 4: Workshop - Decision-Making Profiler

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Individual	End of term									
Number of hours if written			2.0									
2nd session												
Coefficient	0.3	0.3	0.4									

## Recommended reading

- + Fiske, S. T., & Macrae, C. N. (Eds.). (2012). The SAGE handbook of social cognition. Sage.
- + Stangor, C., Jhangiani, R., & Tarry, H. (2014). Principles of social psychology. BCcampus.

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Lecture	0.0
Interactive courses	16.0
Directed work	0.0
Coaching	0.0
Personnal work	10.0
Collective project	12.0
Individual project	4.0
E-learning	0.0
Reading reference manuals	6.0
Research	0.0
<b>Outside training</b>	
Outside visit	0.0
Company visit	0.0
remote videoconferencing	0.0
remote seminar	0.0
<b>Total</b>	<b>52.0</b>

BUSINESS PROCESS ANALYSIS 1199		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_OPS_1199	OPS

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

<b>Lecturer(s)</b>	ZHANG Linda
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### Prerequisites

If you are weak in terms of the below knowledge, do not enroll in this course.

- 1) General knowledge (e.g., compute average);
- 2) Basic math. knowledge (e.g., algebra);
- 3) Substantial knowledge of statistics and probability (e.g., sample size, number of samples, types of distributions, the bell curve of normal distributions);
- 4) Background knowledge of operations/supply chain management; and
- 5) Basic problem analysis skills (e.g., understand the meaning of a text).

### Learning objectives

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

- Design processes to serve customers in a timely fashion while maintaining high productivity,
- Understand the role of demand forecasting and generate forecasts using suitable forecasting techniques,
- Understand and further select suitable quantitative models to control processes such as high product quality can be maintained,
- Understand the reasons for queues often seen in business processes and develop quantitative approaches to reduce queues.

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.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.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

Session 1: Process analysis and selection  
 Session 2: Demand forecasting  
 Session 3: Quality control Part I: control charts  
 Session 4: Quality control Part II: process capability  
 Additional: Waiting line management

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Written exam	Group project	Continuous									

Number of hours if written	2.0											
2nd session												
Coefficient	0.4	0.4	0.2									

### Recommended reading

There are no compulsory textbooks for this course. The below books are recommended for reading.

1. Operations Management, (chapter 4 for demand forecasting, supplement 6 for control charts and process capability) J. Heizer and B. Render, Pearson, ISBN 13: 978-0-27-375595-1, ISBN 10: 0-27-375595-1.

2. Operations Management, W.J. Stevenson, 10th Edition, McGraw-Hill/Irwin, 2009, ISBN: 0070091773, 9780070091771. (Other editions are fine as well.) (chapter 2 for productivity, 3 for demand forecasting, 5 for process selection, 10 for control charts and process capability, and 18 for waiting line management)

3. Operations Management for Competitive Advantage with Global Cases, (chapters 5 for process analysis, 6 for process selection, technical note 8 for control charts and process capability) R. B. Chase, R. R. Jacobs, and N.J. Aquilano, McGraw-Hill/Irwin, 2009, ISBN: 0-07-111552-8.

4. An Introduction to Management Science: Quantitative Approaches to Decision Making, D.R. Anderson, Sweeney, D.J., William, T.A., Camm, J.D., and Martin, R.K., 13th Edition, South-Western Gengage Learning, 2011, ISBN-13: 978-1111532222. (Other editions are fine as well.) (chapter 12 for waiting line management) ;

4. IESEG ONLINE IESEG ONLINE

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Collective project	8.0
E-learning	6.0
Reading reference manuals	6.0



Total	50.0
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CLOSED-LOOP SUPPLY CHAINS & REVERSE LOGISTICS 1201		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_OPS_1201	OPS

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

<b>Lecturer(s)</b>	KUMAR Arun
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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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CHANGE MANAGEMENT FOR SUSTAINABILITY STRATEGIES 1651		
2021 - 2021	Credit : 6	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_1651	HRM

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

<b>Lecturer(s)</b>	CASTILLO Maria / COULATY Bernard / EL HOWEYEK Pierrete / RIEU PLICHON Caroline / SEREMANI Tapiwa Winston
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### Prerequisites

None.

### Learning objectives

2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.D Combine new knowledge with hands-on experiences and experiential projects to address organizational challenges

### Course description

#### DESCRIPTION OF THE COURSE

This large, 6 EC course is about fostering change towards sustainability. In particular, we focus on how businesses are transforming to better optimize sustainability principles and practices. We aim to have students extend their knowledge and perspectives to include a broader set of issues, a longer time horizon and a deeper understanding of complexities involved in change for sustainability. To do this effectively, this course strengthens students' understanding of change management within the context of our current sustainability-driven world.

The course equips students to approach business and societal challenges through the dual lens of both change management and sustainability. To do this, the course will:

- Highlight a range of sustainability issues such as stakeholder management and mapping, corporate social responsibility (CSR), business model innovations, and responsible leadership;
- Examine views on social and environmental performance and international frameworks such as the UN Sustainable Development Goals (SDGs);
- Apply these themes to specific, real-time/real-world company cases and working to develop a long-term vision for a selected case firm. Students will grapple with questions such as: 'what will it take to achieve this sustainability vision?' and 'what change management frameworks, processes and reflections will need to be investigated?'

A variety of interactive teaching methods will be combined, including case studies, videos, work sessions and potentially interactions with practitioners. A final presentation, delivered in a poster session workshop, supplemented by a written group report, will capture this learning.

Throughout the course, students will be exploring their own perceptions, aspirations and future role as individuals and potential leaders in business. A final essay is designed to allow students to individually share

these thoughtful reflections.

## WHAT TO EXPECT: CONTENT AND TEACHING METHODS

This course will be based on three main components:

A. Class work: Students will attend interactive class sessions, complemented by readings, videos and assignments. Pre-class preparation and active participation in classes are required: students will be asked to submit responses to questions on IESEG Online about the readings and related themes before class and should be prepared to discuss their answers in class. These activities are considered in their class participation grade.

### B. Individual work:

After the final session, all students will need to upload an individual reflective essay on how CSR and sustainability influence their professional perspective in their anticipated (ideal) career and how they consider themselves equipped to become changemakers for a better society.

### Group work:

In groups of 4 or 5, students will produce a detailed scientific poster (A0 paper format – poster size!) and a supporting report on a company of their choosing. The report will have two parts:

First part relates to the themes of the 5 CSR/Sustainability sessions and focuses on analyzing the selected case firm and its opportunities for more sustainable strategies;

Second part relates to the content covered in 4 Change Management sessions and focuses on developing a change plan for the selected case firm.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Individual report	Participation									
Number of hours if written												
2nd session												
Coefficient	50.0	25.0	25.0									

## Recommended reading

\* List of required readings :

Bregman, R. (2020). The neoliberal era is ending. What comes next? The Correspondent, May 14, 2020. Available at <https://thecorrespondent.com/466/the-neoliberal-era-is-ending-what-comesnext/61655148676-a00ee89a>

Sundheim, D. & Starr, K. (2020). Making stakeholder capitalism a reality. Harvard Business Review, January 22 2020. Available at <https://hbr.org/2020/01/making-stakeholder-capitalism-a-reality>.

Kiron, D., Unruh, G., Reeves, M., Kruschwitz, N., Rubel, H., & ZumFelde, A. M. (2017). Corporate sustainability at a crossroads. MIT Sloan Management Review, 58(4). Available at <https://sloanreview.mit.edu/projects/corporate-sustainability-at-a-crossroads/>

Explore video on sustainability and systems thinking. Available at <https://www.youtube.com/channel/UCutCcaxhR33k9UR-DdLSAQ>

Explore SASB's Materiality Mapping Tool – be prepared to discuss the notion of materiality and offer some examples and questions. Available at <https://materiality.sasb.org>

- Whelan, T., & Fink, C. (2016). The comprehensive business case for sustainability. Harvard Business Review, October 21. Available at <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>
- World Economic Forum & Boston Consulting Group (2020). Embracing the New Age of Materiality. World Economic Forum, March 2020. Available at [http://www3.weforum.org/docs/WEF\\_Embracing\\_the\\_New\\_Age\\_of\\_Materiality\\_2020.pdf](http://www3.weforum.org/docs/WEF_Embracing_the_New_Age_of_Materiality_2020.pdf)
- Serafeim, G. 2020. Making sustainability count. How to improve environmental, social and governance (ESG) performance. Harvard Business Review. Available at: <https://hbr.org/2020/09/making-sustainability-count>
- World Economic Forum (2020). The Global Risks Report 2020 – 15th Edition. World Economic Forum, January 2020. Available at [http://www3.weforum.org/docs/WEF\\_Global\\_Risk\\_Report\\_2020.pdf](http://www3.weforum.org/docs/WEF_Global_Risk_Report_2020.pdf)
- Senge, P. M., Smith, B., Kruschwitz, N., Laur, J., & Schley, S. (2008). The necessary revolution: How individuals and organizations are working together to create a sustainable world. Currency, June 8th.
- Winston, A. (2020). Leading a new era of climate action. Harvard Business Review, January 24 2020. Available at <https://hbr.org/cover-story/2020/01/leading-a-new-era-of-climate-action>
- The Economist (2015). The sustainable development goals: Beyond handouts. The Economist, September 19 2015, 416(8956), p. 55. Available at <https://www.economist.com/international/2015/09/17/beyond-handouts>
- Kramer, M. R., Agarwal, R., & Srinivas, A. (2019). Business as Usual Will Not Save the Planet. Harvard Business Review. June, 12. Available at: <https://hbr.org/2019/06/business-as-usual-will-not-save-the-planet>
- Guido Palazzo. (2020). From Corona Anxiety towards a New Enlightenment. Business & Society Blog. Available at <http://businessandsociety.org/2020/05/29/from-corona-anxiety-towards-a-new-enlightenment-why-a-return-to-normal-is-not-a-meaningful-option/>
- McKinsey, (2020). COVID-19: Implications for business – Executive Summary. Available at: <https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>
- Landry, L. (2020). Business model innovation: What is it and why is it important? Northeastern University blog, May 2 2020. Available at <https://www.northeastern.edu/graduate/blog/implementing-business-model-innovation/>
- Atasu, A., Agrawal, V., Rinaldi, M., Herb, R., & Ülkü, S. (2018). Rethinking sustainability in light of the EU's new circular economy policy'. Harvard Business Review, July 3 2018. Available at <https://hbr.org/2018/07/rethinking-sustainability-in-light-of-the-eus-new-circular-economy-policy>
- Young, D. & Reeves, M. (2020). The quest for sustainable business model innovation. Boston Consulting Group, March 2020. Available at [https://image-src.bcg.com/Images/BCG-The-Quest-for-Sustainable-Business-Model-Innovation-Mar-2020\\_tcm9-24057.pdf](https://image-src.bcg.com/Images/BCG-The-Quest-for-Sustainable-Business-Model-Innovation-Mar-2020_tcm9-24057.pdf)
- Raffaelli, R. (2017). Organizational Behavior Reading: Leading Organizational Change, 1-17.
- Kotter, J. P. (1995). Leading change: Why transformation efforts fail. Harvard Management Review 73 (2), 59–67.
- Watson, B. (2014). How to create system change that solves sustainability challenges. The Guardian, March 14 2020. Available at <https://www.theguardian.com/sustainable-business/create-system-change-sustainability-challenges>
- Lessons for the future. The Interface guide to changing your business to change the world. Available at [http://interfaceinc.scene7.com/is/content/InterfaceInc/Interface/Americas/WebsiteContentAssets/Documents/Sustainability%2025yr%20Report/25yr%20Report%20Booklet%20Interface\\_MissionZeroCel.pdf](http://interfaceinc.scene7.com/is/content/InterfaceInc/Interface/Americas/WebsiteContentAssets/Documents/Sustainability%2025yr%20Report/25yr%20Report%20Booklet%20Interface_MissionZeroCel.pdf)
- Raffaelli, R. (2017). Organizational Behavior Reading: Leading Organizational Change, 20-26; 37-38..

Quinn, R.E. & Thakor, A.V. (2018). Creating a purpose-driven organization. Harvard Business Review, 96(4), pp.78-85. Available at <https://hbr.org/2018/07/creating-a-purpose-driven-organization>

Men, R. L., & Bowen, S. A. (2016). Excellence in internal communication management, Ch. 8. Change management and internal communication, Business Expert Press.

Raffaelli, R. L. (2017). Organizational Behavior Reading: Leading Organizational Change, 27-47.

Goleman, D., & Lueneburger, C. (2010). The change leadership sustainability demands. MIT Sloan Management Review, 51(4), 49-56.

Cohen, D. S. (2005). Don't let up: Implementing and sustaining change. The heart of change field guide: Tools and tactics for leading change in your organization. Boston, MA: Harvard Business Review Press

Eccles, R. G., Perkins, K. M., & Serafeim, G. (2012). How to become a sustainable company. MIT Sloan Management Review, 53(4), 43-50.

Geradts, T.H. & Bocken, N.M. (2019). Driving sustainability-oriented innovation. MIT Sloan Management Review, 60(2), 78-83.

\* Suggested readings: see syllabus on IOL

Work load	
Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	27.0
Coaching	5.0
<b>Independent study</b>	
Collective project	45.0
Individual project	15.0
<b>Independent work</b>	
E-learning	6.0
Reading reference manuals	28.0
Research	24.0

Total	150.0
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POSITIVE LEADERSHIP DEVELOPMENT 1652		
2021 - 2021	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_HRM_1652	HRM

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

### Lecturer(s)

### Prerequisites

To participate in this course students should have knowledge of basic concepts in organizational behavior of which an introduction to leadership theory should be an integral aspect. In other words, as this is an advanced class, students are expected to have basic knowledge/understanding of leadership and OB-concepts and theory. Students enlisting for this course should have the ambition to improve their leadership skills, but more specific should be willing to engage in reflection and feedback (giving and receiving).

### Learning objectives

4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions

### Course description

The aim of this class is to develop leadership potential and sharpen leadership competencies through experiential learning: through a series of lectures and exercises. This class develops leadership knowledge, skills, and attitudes in four important leadership domains: task-oriented, relation-oriented, change-oriented, and ethics-oriented leadership. We use a 3D model for leadership development (Leroy-Claeys) that will function as a compass for effective leadership behavior, but will also allow to gain confidence in ones abilities and posture as a positive leader.

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

### Recommended reading

The professors will give specific literature for every module, but as a general suggestions we refer to the world our model relies on

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. The

academy of management perspectives. Vol. 26. The academy of management perspectives (pp. 66–85). .  
<https://doi.org/10.5465/amp.2012.0088>

Yukl, G., Gordon, A., & Taber, T. (2002). A hierarchical taxonomy of leadership behavior: Integrating a half century of behavior research. *Journal of Leadership & Organizational Studies*, 9, 15–32. <https://doi.org/10.1177/107179190200900102>

Leroy, H. et al.(2018), Managing people in organizations: Integrating the study of HRM and leadership. *HRMR* 28/3, 249-257.

Work load	
Type of course	Number of hours
Lecture	22.0
Personnal work	10.0
Collective project	27.0
Individual project	20.0
E-learning	15.0
Outside training	
Outside visit	6.0
Total	100.0

DATA SCIENCES 1653		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2021_SYL_MIS_1653	MIS

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

<b>Lecturer(s)</b>	Intervenant_Non_Spécifié Faculty_Not_Specified
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Prerequisites
None

Learning objectives
Visualize data using Tableau Source data using SQL Analyze data using python Recall basic machine learning concepts 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

Course description
This course explores introductory topics in data analytics including data sourcing using SQL, data data visualization with Tableau, data analytics with python, and a short introduction to Machine Learning.

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

Recommended reading
None.

Work load
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Type of course	Number of hours
Individual project	25.0
E-learning	25.0
<b>Total</b>	50.0

UNDERSTANDING BUSINESS CYCLES FOR STRATEGIC DECISIONS 1654		
2021 - 2021	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_IBE_1654	IBE

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

<b>Lecturer(s)</b>	AUBRY Amandine / BOUCLIER Olivier / DE KERVILER Gwarlann / FARIAS Carine / FLIPO Céline / KIM Regina / KIM Sun Young / MICHELI Maria Rita / MORICONI Simone / MOUELLE Thierry / MÜLLER Elisabeth / PANTOJA Felipe / PEREGO Erica / PICAULT Matthieu / REDON Marie / SEREMANI Tapiwa Winston / SIANI Joseph / WIENBELT Johan / ZAPPALA Guglielmo
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### Prerequisites

- Macroeconomics
- Conjuncture and economic fluctuations

### Learning objectives

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

None.

Assessment / Feedback												
Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Multiple choice	Pre work	Exercise									
Number of hours if written			0.2									
2nd session	true	true	true									

Coefficient	0.5	0.3										
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### Recommended reading

None.

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	31.33
Coaching	24.0
Personnal work	15.0
Individual project	12.0
E-learning	7.33
Research	15.0
<b>Total</b>	<b>104.66</b>

Session 1 : Business Cycle / Online session (Simone Moricone)

Session 2 to 5 : Business Cycle / Interactive Class (Simone + Team Lille/Paris)

Session 6 to 9 : Strategic Analysis / Online sessions (Olivier Bouclier)

Session 10 to 13 : Business Game / Coaching (Loïc Plé + Team Lille/Paris)