



# SYLLABI

**Courses for Incoming Exchange Students**

**Bachelor PGE**

**Paris**

**Fall 2021**

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

PERFORMANCE MANAGEMENT 0010		
2021 - 2022	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ACC_0010	ACC

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

<b>Lecturer(s)</b>	/ HEGARTY John / KASSIB ACCOU Nermin / LAGUECIR Aziza / LEFEBVRE Gilles / LIGONIE Marion / MAIRE Sarah / REDON Marie
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### Prerequisites

Students who sign up for this course should have basic knowledge of accounting principles. It is imperative that students prepare on their own before each session (this means active reading of the course book, and question practice using the eLearning resources). The ability to participate, interact and ask critical questions is essential for success in this course.

### Learning objectives

1. Breakdown complex organizational problems using the appropriate methodology (Learning Objective 3A): know when and how to use relevant cost information and other management accounting information for decision making, as well as appropriate methods of performance analysis (e.g. financial analysis, variance analysis).
2. Appraise the performance of a team (Learning Objective 4A): Understand how cost information and management control systems can be used to monitor and evaluate performance.
3. Make effectual organizational decisions (Learning Objective 5D): Explain how cost and management accounting information can help an organization function more effectively.

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.C Organize change management processes / 4.A Appraise the performance of a team / 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

The main topics covered in this course include: Functions of financial, cost and management accounting; Cost concepts and costing systems; Activity Based Costing; Cost-volume-profit models; Management accounting information for short term decision making; Budgeting and variance analysis; and Strategic cost management and performance management.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Midterm exam	End of term	Participation									
Number of hours if written	1.25	2.5										
2nd session		true										
Coefficient	25.0	60.0	15.0									

## Recommended reading

Main sources include the textbook Drury C 'MANAGEMENT ACCOUNTING FOR BUSINESS' 7th Edition (Cengage); and IESEG online (<http://www.ieseg-online.com/>)

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	32.0
<b>Independent study</b>	
Personnal work	40.0
<b>Independent work</b>	
E-learning	3.0
Reading reference manuals	30.0
<b>Total</b>	<b>105.0</b>

FINANCIAL MARKETS 0201		
2021 - 2022	Credit : 3.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_FIN_0201	FIN

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

<b>Lecturer(s)</b>	GATFAOUI Hayette / HIKMI Ahmed / JOËTS Marc / KIANI Keyvan / PION Daniel / RUBESAM Alexandre
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### Prerequisites

Finance Fundamentals

### Learning objectives

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

- Be familiarized with the characteristics and mechanisms of financial markets.
- Understand what is a financial market and what are its main functions
- Understand what is a financial security, the main types of financial securities (bonds, stocks, funds), their functions, and how they are valued.
- Understand the concept of market efficiency
- Understand the sources and causes of the recent financial crisis.
- Understand the basics of the monetary policy of the ECB (Fed)

### Course description

1) Overview of the financial system 2) Debt market 3) Stock market 4) Mutual Funds 5) Financial crisis and monetary policy

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Midterm exam	End of term									
Number of hours if written		1.5	1.5									
2nd session												
Coefficient	20	30	50									

### Recommended reading

"Mishkin ""Financial markets and institutions"" , Pearson, 9 ed. ; IESEG Online <http://www.ieseg-online.com/>"

## Work load

Type of course	Number of hours
Lecture	14.0
Directed work	10.0
Personnal work	27.0
Reading reference manuals	24.0
<b>Total</b>	<b>75.0</b>

Students will have to read two articles on topics such as the financial crisis (subprime/sovereign) and high-frequency trading. Questions on these articles will be done in class. Moreover, students have to prepare the tutorials before attending the clas ; Students must read the relevant chapters of the textbook. ; It is assumed that students will have read the course materials/textbook before each sessions. Given the program, it is not possible to spend much time on the simplest parts of the program, which in any case should already be familiar to the students. In

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 0334		
2021 - 2022	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_HRM_0334	HRM

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

<b>Lecturer(s)</b>	EL HOWEYEK Pierrete / FOUROT Loic / MÉRIAUX Jonathan / RIEU PLICHON Caroline
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### Prerequisites

none

### Learning objectives

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

1.A Demonstrate an international mindset / 2.A Assess the values of the organization in which they work / 4.B Compose constructive personal feedback and guidance / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions

### Course description

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

### Assessment / Feedback

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

## Recommended reading

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

## Work load

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

FUNDAMENTALS OF ORGANIZATION 0335		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_HRM_0335	HRM

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

<b>Lecturer(s)</b>	ALIBAY Sheila / CAMARGO MALDONADO Ana Maria / EL ATTAR Noha / EL HOWEYEK Pierrete
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### Prerequisites

None.

### Learning objectives

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

### Course description

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

### Assessment / Feedback

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



## Recommended reading

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

## Work load

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

ADVANCED BUSINESS LAW 0554		
2021 - 2022	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAW_0554	LAW

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

**Lecturer(s)** CHAMI Stéphanie / MARZETTI Maximiliano / MIMOUN Elsa

**Prerequisites**

Liability and property rules studied in BA1 and BA2 provide the basis for better understanding the course

**Learning objectives**

Understand and learn to use the eclectic framework of international contracts strategically Identify both mandatory and strategic clauses to be introduced in international contracts of a different nature Comply with the current regulation in different fields Apply legal rules to concrete scenarios Understand the role of compliance in the legal realm and in the current society Work in group and individually  
 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

**Course description**

I. International Contracts Ibis. Between International Contracts and Compliance: Managing Intangibles via contractual tools  
 II. Compliance-related issues.

**Assessment / Feedback**

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

**Recommended reading**

IESEG ONLINE [www.ieseg-online.com](http://www.ieseg-online.com)

**Work load**

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

MANAGEMENT OF INFORMATION SYSTEMS 0569		
2021 - 2022	Credit : 3.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MIS_0569	MIS

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

<b>Lecturer(s)</b>	ESTEOULE Jean Pierre / KOTOSZ Balazs / MOHAJERI Kaveh
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### Prerequisites

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

### Learning objectives

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

1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 3.C Organize change management processes / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This course provides a variety of opportunities for students to learn current IS-led business and strategic issues. Students will learn these strategic issues and critical challenges through, in-class activities, case studies, team projects, and individual assignments. The course covers the following topics: Networked Enterprise, Business analytics, IS implementations, and IS strategies. Examples of the topics covered are as follows: Global E-Business and Collaboration Information Systems, Organizations, and Strategy IS Infrastructure and Emerging Technologies

### Assessment / Feedback

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

### Recommended reading

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

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

MARKET RESEARCH 0667		
2021 - 2022	Credit : 3.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0667	MKT

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

**Lecturer(s)** BONNARD Jean-Christophe / DESMICHEL Perrine / JACOB Jorge / KREKELS Goedele

### Prerequisites

none

### Learning objectives

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

1.B Successfully collaborate within a intercultural team / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 4.C Convey powerful messages using contemporary presentation techniques / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

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

### Assessment / Feedback

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

2nd session		true										
Coefficient	10.0	50.0	40.0									

### Recommended reading

Andy Field, Discovering statistics using SPSS

### Work load

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

INTRODUCTION TO NEGOTIATION 0811		
2021 - 2022	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_NEG_0811	NEG

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

**Lecturer(s)** CHATILA Rima / KIM Sun Young / POLIAKOVA Elena / SUDBOROUGH Calliope / WAISMAN Doron

**Prerequisites**

No

**Learning objectives**

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

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

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

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



### Work load

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

INDUSTRIAL REALITIES 0871		
2021 - 2022	Credit : 2.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_OPS_0871	OPS

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

<b>Lecturer(s)</b>	KOTOSZ Balazs / LIECKENS Kris / NEWLANDS David / REZAEI Fatemeh
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### Prerequisites

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

### Learning objectives

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

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

### Course description

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

### Assessment / Feedback

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

Coefficient	20.0	35.0	45.0	40.0	60.0								
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### Recommended reading

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

### Work load

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

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

INTERMEDIATE DATA ANALYSIS 0954		
2021 - 2022	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_QMS_0954	QMS

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

**Lecturer(s)** AMAR Jennifer / CHATEAU Frédéric / ZOTTI Rabih

### Prerequisites

Students should be aware of some basic concepts in statistics (variance, cross tables, conditional probabilities), management (marketing) and micro-economy. They also should be informed with multivariate descriptive basic algorithms (PCA, linear model) or have ideas on these topics.

### Learning objectives

At the end of the course, the student should be able to: - Build a data based predictive strategy, formalize a scoring problem - Carry out a research relying on some discriminant analysis methods and decision trees. - Evaluate the performance, control the reliability and accuracy of a score This course aims at giving students a global contractor's competence AND basic autonomy to address a scoring issue

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 / 4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 5.D Make effectual organizational decisions / 6.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

Key words : Data Mining ? Scoring ? Big Data ? Machine learning ? Data Science - Introduction to data-based marketing, risk management and predictive techniques - Introduction to scoring, ROI and simulation for targeted actions - Discriminant analysis, Decision trees and Scores. - Use of a statistical software: data management & statistical methods ? carry out a data research and reports - Interpretation of scores efficiency and reliability - Alternative statistical or computing approaches: neural networks, k-NN, SVM, random forest. - Introduction to Text Data, NLP, AI and Text Mining - Loyalty, up-selling, risk (event, loss and premium), appetite, data strategy

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	End of term	Group project									
Number of hours if written	1.5											
2nd session												
Coefficient	25	15	60									

## Recommended reading

Hastie, Tibshirani & Friedman: The elements of statistical Learning, Springer Verlag, 2009 - science ; Biernat & Lutz: Data Science - fondamentaux et études de cas. Eyrolles 2017 - tech. ; Provost & Foster: Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking , O'Reilly Media, 2013 ? an updated practical overview - business ; Stephane Tuffery: Data Mining and Statistics for Decision Making. John Wiley & sons, 2011 ? finance industry oriented, management ; IESEG Online <http://www.iese-online.com/> ; Data Science Central Vincent Granville?s blog <http://www.datasciencecentral.com/profiles/blog/list?user=3v6n5b6g08kgn> ; Data Science Central A view on algorithms [http://www.datasciencecentral.com/profiles/blogs/12-algorithms-every-data-scientist-should-know?utm\\_content=buffer5a585&utm\\_medium=social&utm\\_source=linkedin.com&utm\\_campaign=buffer](http://www.datasciencecentral.com/profiles/blogs/12-algorithms-every-data-scientist-should-know?utm_content=buffer5a585&utm_medium=social&utm_source=linkedin.com&utm_campaign=buffer)

## Work load

Type of course	Number of hours
Interactive courses	6.67
Directed work	6.67
Coaching	4.0
Collective project	24.0
Individual project	6.67
E-learning	2.4
<b>Total</b>	<b>50.41</b>

4 practical sessions personal reports based on team work (peer learning in practical sessions) ; Project teams of 2 or 3 students

INTERMEDIATE ECONOMETRICS 0955		
2021 - 2022	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_QMS_0955	QMS

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

<b>Lecturer(s)</b>	AMAR Jennifer / BAHA Riad / KOTOSZ Balazs / MAHJOUR Mohamed Badrane / ZOTTI Rabih
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### Prerequisites

Introduction to Econometrics Inferential Statistics

### Learning objectives

At the end of the course, the student should be able to: - design econometric modelling process. - implement and test the OLS methodology. - achieve statistical analysis using SAS EG - Avoid pitfalls of the linear regression model.

1.C Communicate effectively in English / 2.C Generate sustainable solutions for organizations / 4.A Appraise the performance of a team / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

- Chapter 0: Reminder on the Multiple Linear Regression Model -
- Chapter 1: Research question, causality and variable selection -
- Chapter 2: More on LINE Assumptions (Outliers, Normality tests, Equal Variance Tests) -
- Chapter 3: Interaction effects - -
- Chapter 4: Partial Correlations
- Chapter 5: Reverse causality, Endogeneity and confounding factors
- Chapter 6: Statistical writing

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Midterm exam	Group project	Participation	End of term								
Number of hours if written	1.0											
2nd session												
Coefficient	15.0	30.0	20.0	35.0								

### Recommended reading

Basic Business Statistics, Berenson & All, Pearson, 2013, chapters 13 14 and 15 (reference handbook) ; IESEG Online <http://www.ieseg-online.com/>

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	10.0
E-learning	2.0
Reading reference manuals	2.0
<b>Total</b>	<b>40.0</b>

INTERMEDIATE OPTIMIZATION METHODS 0956		
2021 - 2022	Credit : 1.5	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_QMS_0956	QMS

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

**Lecturer(s)** AMAR Jennifer / BAHA Riad / SIANI Joseph

### Prerequisites

Strong background in applied mathematics including calculus and linear algebra. Strong background in probability and statistics. Knowledge in algorithms will be helpful

### Learning objectives

At the end of the course, the student should be able to: - understand basic theoretical principles in optimization; - understand formulation of optimization models; - understand solution methods in optimization; - understand methods of sensitivity analysis and post processing of results - apply optimization techniques to a wide range of business problems - implement practical cases, by using EXCEL SOLVER

1.A Demonstrate an international mindset / 1.B - MSDF - Develop their personal intercultural skills / 1.C Communicate effectively in English / 5.B - BIB- Make effectual operational decisions

### Course description

Linear Programming (LP) and allocation of resources Maximization then Minimization problems Graphical LP Minimization and Maximization solution Linear Programming-Simplex Method for Maximizing Linear Programming-Big-M Method for Optimizing Sensitivity Analysis: Changes in Objective Function Duality and Complementary Slackness

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Group project	Participation	End of term								
Number of hours if written												
2nd session												
Coefficient	15	25	10	50								

### Recommended reading

"Moore, J.H., L.R. Weatherford (2001) ""Decision Modeling with Microsoft Excel"", 6th Edition, Upper Saddle River, Prentice Hall ; Winston, W.L., S.C. Albright (2001) ""Practical Management Science: Spreadsheet Modeling and Applications"", 2nd Edition, Pacific Grove, Duxbury Press ; Taylor Bernard W. (2007) ""Introduction to management Science"", 9th Edition, Pearson Prentice hall ; Mayne Winston (2004) ""Operations Research: Applications and Algorithms"", 4th Edition, Brooks/Cole Cengage Learning ; Anderson, R.A., Sweeny, D.J. (2006) ""Applied Production and Operations Management""



## Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	32.0
<b>Total</b>	<b>48.0</b>

Fundamentals of Business decision tools: MANAGEMENT CONTROL 0026		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ACC_0026	ACC

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

**Lecturer(s)** ETZOL Pascal

### Prerequisites

financial accounting

### Learning objectives

Be able to use quantitative techniques to assess the performance of a company:

- 1) Basics of financial analysis using financial statements
- 2) Full absorption product costing versus Activity Based Costing (ABC)
- 3) Variance analysis
- 1.A Demonstrate an international mindset / 2.C - EMBA - Understand good financing strategy and good investment decisions and apply them for value-creation decisions / 4.A Appraise the performance of a team / 5.A Predict how business and economic cycles could affect organizational strategy / 5.C - EMBA - Analyse and evaluate corporations strategies and business situations with a critical perspective / 5.C - MSDF - Manage corporations through numbers / 6.A - MSDF - Apply rigor to a practical business problem / 6.A Thoroughly examine a complex business situation

### Course description

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

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	End of term										
Number of hours if written		2.0										
2nd session												
Coefficient	40	60										

### Recommended reading

Corporate Finance Berk and De Marzo

## Work load

Type of course	Number of hours
Lecture	4.0
Interactive courses	4.0
Directed work	8.0
Personnal work	16.0
<b>Total</b>	<b>32.0</b>

Fundamentals of Business decision tools: ACCOUNTING TECHNIQUES 0027		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ACC_0027	ACC

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

**Lecturer(s)** BONNEAU Maxime

### Prerequisites

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

### Learning objectives

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

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

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

### Course description

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

### Assessment / Feedback

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

### Recommended reading

None.

## Work load

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

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

PERSONAL LEADERSHIP : get to know yourself and emphasize your strengths 0102		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_DEV_0102	DEV

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

**Lecturer(s)** LENA Jérôme

### Prerequisites

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

### Learning objectives

Get to know oneself and emphasize one's strengths, develop a positive language, develop abilities to set boundaries in relationships, embrace one's most suitable personal leadership, find the habits relevant to one's personality, enhance one's own personal leadership and develop uniqueness in management

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.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 4.A - EMBA - Articulate, using theory and self-awareness, one's own leadership strengths and challenges and reach self-confidence / 4.B Compose constructive personal feedback and guidance / 4.B - EMBA - Demonstrate an ability to build relationships that inspire trust with people and an organizational trustful climate / 4.C Convey powerful messages using contemporary presentation techniques / 4.C - EMBA - Draw from own experience reflexively to express one's own style of leadership / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities / 6.C - MBA\_MIB- Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Learn how to practice positive language everyday, to develop Self Esteem, to deal with Multiple intelligences, to balance introversion, extraversion in leadership, to say no, to manage your time, to develop uniqueness to contribute to leadership

### Assessment / Feedback

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

### Recommended reading

The Essential DISC Training Workbook: Companion to the DISC Profile Assessment by Jason HEDGE ; Leading from Your Gut: How You Can Succeed by Harnessing the Power of Your Values, Feelings, & Intuition by John

TOWNSEND ; 24 h in your brain : understand emotions and take control over your life by Erwan DEV EZE ; Drive by Daniel H.PINK ; The Art of Contact by Serge GINGER ; Good to Great by Jim COLLINS ; The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book) by Don Miguel RUIZ ; Out of the Box ? E-book [https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW\\_Z\\_kAhUJ3BoKHQZSB\\_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false](https://books.google.fr/books?id=C1bcN9I9uAgC&printsec=frontcover&dq=out+of+the+box+arbinger&hl=fr&sa=X&ved=0ahUKEwjLkcTW_Z_kAhUJ3BoKHQZSB_UQ6AEILjAA#v=onepage&q=out%20of%20the%20box%20arbinger&f=false) ; [//programmeoctave.com/en/](http://programmeoctave.com/en/) //programmeoctave.com/en/

<b>Work load</b>	
<b>Type of course</b>	<b>Number of hours</b>
Interactive courses	16.0
Collective project	9.0
<b>Total</b>	<b>25.0</b>

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

INTERPERSONAL LEADERSHIP : improve your relational ability 0103		
2021 - 2022	Credit : 2.0	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2122_SYL_DEV_0103	DEV

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

**Lecturer(s)** LENA Jérôme

### Prerequisites

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

### Learning objectives

Improve your relational ability, understand and manage your needs, relate with others, support your emotions and others' emotions, develop your assertiveness, deal with cultural differences, expressing oneself in front of others

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 / 1.C Communicate effectively in English / 2.B - MSDF - Solve professional dilemmas using concepts of compliance and ethics / 3.C - EMBA - Apply a changemaker's mindset to create an innovation to a given situation / 4.A - EMBA - Articulate, using theory and self-awareness, one's own leadership strengths and challenges and reach self-confidence / 4.B Compose constructive personal feedback and guidance / 4.B - EMBA - Demonstrate an ability to build relationships that inspire trust with people and an organizational trustful climate / 4.C Convey powerful messages using contemporary presentation techniques / 4.C - EMBA - Draw from own experience reflexively to express one's own style of leadership / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities / 6.C - MBA\_MIB- Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Let's learn to take into account our and others' needs, to help others to be at their best, to adapt leadership to the persons, environment and organisation, to guide instead of assisting people, to deal with age differences, cultural differences and adapt to our surrounding's emotions, to increase emotional, relational and professional awareness

### Assessment / Feedback

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



## Recommended reading

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

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
<b>Total</b>	<b>25.0</b>

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

COLLECTIVE LEADERSHIP : commitment and creative development 0104		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2122_SYL_DEV_0104	DEV

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

**Lecturer(s)** LENA Jérôme

### Prerequisites

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

### Learning objectives

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

### Course description

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

### Assessment / Feedback

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

### Recommended reading

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

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	9.0
<b>Total</b>	<b>25.0</b>

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

CORPORATE CULTURE AND INNOVATION 0128		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ECO_0128	ECO

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

**Lecturer(s)** NDZOGHA Cyrille

### Prerequisites

No prerequisites, some marketing and finances basis could be helpful but not mandatory.

### Learning objectives

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

- The basics of innovation management
- How can a firm support entrepreneurial style of leadership and behaviour?
- Innovation Mindset and Behaviours.
- Culture of Innovation and the Building Blocks of the Culture of Innovation.
- 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 / 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.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Corporate culture is crucial on empowering innovation in any organization. Innovation is key to ensure business success and growth, but it's only the first step. Without strategically driven processes to turn insights into growing businesses, even the best ideas can fail. Managers and executives driven by an entrepreneurial spirit create an environment where people can develop their creativity. - What are the fundamentals of designing a new business and new models of corporate entrepreneurship? - How to align your innovation program with your strategy? - What requirements do executives and leaders need to develop new businesses? - How to define domains for new business creation that are closely linked to overall corporate strategy? - How to conceive and design new businesses within your company? - How to fit all the pieces together at the organizational level?

### 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	35.0	45.0									
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### Recommended reading

Corporate Entrepreneurship: Innovation and Strategy in Large Organizations, by Paul Burns ; Innovation and Entrepreneurship, by Peter F. Drucker ; <https://www.technologyreview.com/> <https://www.technologyreview.com/>

### Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	12.0
Collective project	10.0
<b>Independent work</b>	
E-learning	4.0
Research	8.0
<b>Total</b>	<b>50.0</b>

EUROPEAN ECONOMICS INTEGRATION & BUSINESS 0129		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ECO_0129	ECO

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

**Lecturer(s)** GENTILUCCI Eleonora

### Prerequisites

Students who chose this course should be interested in European issues. Ideally they have good knowledge of current political and economic events in the EU or they want to better understand these events. Students will be asked to read some academic texts, some official texts and some articles from newspapers. It is important that students are willing to discuss

### Learning objectives

- understand the main principle guiding the economic integration in the European Union, understand the economic main economic criteria, the benefits and the shortcomings of the EMU - highlight the critical aspects of European integration as well as possible

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

### Course description

The European Integration process: from 1945 to the Euro  
 The political, legal and institutional structure of the EU  
 Overview of EU policies (Monetary, Competition, Agriculture)  
 Future Challenges of the EU and its companies

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Group project	Continuous	Participation									
Number of hours if written												
2nd session												
Coefficient	45.0	45.0	10.0									

### Recommended reading

Bela BALLASSA, The theory of economic integration, London 1962.  
 Desmond DINAN, Ever Closer Union, An Introduction to European Integration, Palgrave Macmillan, 2010.

Paul KRUGMAN, Maurice OBSTFELD, Economie internationale, Pearson Education France, Paris 2006.

John McCORMICK, European Union Politics, Palgrave Foundations, 2011.

Richard BALWIN, Charles WYPLOSZ, The Economics of European integration, 5th edition, McGraw-Hill Education, 2015.

<b>Work load</b>	
<b>Type of course</b>	<b>Number of hours</b>
Interactive courses	16.0
Personnal work	10.0
Collective project	8.0
Individual project	10.0
Reading reference manuals	6.0
<b>Outside training</b>	
Company visit	0.0
<b>Distance learning</b>	
remote seminar	16.0
<b>Total</b>	<b>50.0</b>

INTERNATIONAL TRADE ORGANIZATION 0130		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ECO_0130	ECO

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	S1	P	

**Lecturer(s)** ENGSTROM Margita

### Prerequisites

International economics and finance

### Learning objectives

At the end of the course, the students should be able to: Rise awareness of the international organisations (IO) role Be able to understand how international organizations work Understand IO strategies and its impact on the economy Understand how IO facilitate trade.

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 / 5.A Predict how business and economic cycles could affect organizational strategy / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

. Prologue 1.1 Different levels of organizations/unions: National, Regional, and International (multilateralism, regional integrations, and bilateral agreements) 1.2 A brief history and theory of International trade relations : Globalization is an old phenomenon 1.3 From protectionism to trade liberalization 1.4 The goal and the purposes of international organizations 2. International level: IO 2.1 WTO: A brief History (from GATT to WTO), Main activities (DSB), Advantages and weaknesses 2.2 IMF: A brief History, Main activities, Advantages and weaknesses 3. Regional level: Regional unions 3.1 Effect of a free trade zone creation 3.2 Regional Unions in the world: EU, EAEU, NAFTA, MERCOSUR, ASEAN 3.3 Levels, rules, practices

### Assessment / Feedback

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

### Recommended reading

Krugman Paul (1999) ?The return of depression on economics and the crises of 2008? ; Case studies (WTO, IMF) ; IESEG ONLINE <http://www.ieseg-online.com/> ; IMF <http://www.imf.org/external/index.htm> ; WTO <https://www.wto.org/>



## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	14.0
Collective project	12.0
Individual project	10.0
<b>Total</b>	<b>52.0</b>

FINANCIAL ANALYSIS AND VALUATION 0224		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_FIN_0224	FIN

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

**Lecturer(s)** ROUGIER Martin Louis

### Prerequisites

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

### Learning objectives

- construct, analyze, and interpret the main financial statements: (i) statement of cash flows (ii) income statement (iii) balance sheet
  - calculate, analyze, and interpret the major financial ratios
  - evaluate the value of a firm using comparable company
- 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work

### Course description

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

### Assessment / Feedback

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

### Recommended reading

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

### Work load

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

MONEY AND CAPITAL MARKETS 0225		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_FIN_0225	FIN

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

**Lecturer(s)** COGNEAU Philippe

### Prerequisites

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

### Learning objectives

- Familiar with the main characteristics, mechanisms and functioning of financial markets,
  - Acquire fundamental knowledge on the pricing and valuation of major financial assets,
  - Understand the causes and consequences of the global financial crisis (including capital market implications of COVID-19 pandemic) together with the role of monetary policy.
- 1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.A Breakdown complex organizational problems using the appropriate methodology / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation

### Course description

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

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

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

### Assessment / Feedback

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

2nd session	true											
Coefficient	100.0											

**Recommended reading**

Financial Markets and Institutions (recommended not mandatory)

**Work load**

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

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

CORPORATE FINANCIAL MANAGEMENT 0226		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_FIN_0226	FIN

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

**Lecturer(s)** HIKMI Ahmed

### Prerequisites

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

### Learning objectives

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

### Course description

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

Course Outline:

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

### Assessment / Feedback

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

### Recommended reading

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

### Work load

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

FUNDAMENTALS OF MANAGEMENT 1 - ORGANISATIONAL BEHAVIOR 0359		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_HRM_0359	HRM

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

**Lecturer(s)** ALIBAY Sheila

**Prerequisites**

none

**Learning objectives**

Understand and be aware of the main concepts and latest trends in Organizational Behavior : Personality, Values, Emotional Intelligence, Leadership, Motivation, Conflict and Power.

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 2.A - BIB - Understand the values of the organization in which they work / 4.A - EMBA - Articulate, using theory and self-awareness, one's own leadership strengths and challenges and reach self-confidence

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

None.

**Work load**



Type of course	Number of hours
Interactive courses	16.0
Personnal work	16.0
Collective project	10.0
Individual project	8.0
<b>Total</b>	<b>50.0</b>

FUNDAMENTALS OF MANAGEMENT 2 - HRM 0360		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_HRM_0360	HRM

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

**Lecturer(s)** ALIBAY Sheila

**Prerequisites**

none

**Learning objectives**

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

1.A Demonstrate an international mindset / 1.A - MSDF - Successfully manage an intercultural team / 1.B Successfully collaborate within a intercultural team / 3.B Propose creative solutions within an organization / 4.A Appraise the performance of a team

**Course description**

The course will look at HR management in the fields of recruitment, selection, training and performance appraisal and compensation matters to achieve business goals with a strategic and international perspective still discussing issues encountered in participant's country.

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	Group project	Individual	Continuo us								
Number of hours if written												
2nd session												
Coefficient	25.0	30.0	25.0	20.0								

**Recommended reading**

None.

**Work load**

Type of course	Number of hours
Interactive courses	16.0
Personnal work	16.0
Collective project	10.0
Individual project	8.0
<b>Total</b>	<b>50.0</b>

FUNDAMENTALS OF MANAGEMENT 3 - LEADERSHIP AND CHANGE 0361		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2122_SYL_HRM_0361	HRM

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

**Lecturer(s)** RADON David

### Prerequisites

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

### Learning objectives

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

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

### Course description

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

### Assessment / Feedback

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

### Recommended reading

None.

## Work load

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

FRENCH CONTEMPORARY SOCIETY 0436		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ITC_0436	ITC

Level	Year	Semestre	Campus	Language of instruction
Intensive	P	NA	P	

**Lecturer(s)** AYOSSO Laure

### Prerequisites

Course taught in English (No pre-requisite in French is required although it is advised that students register for a French language course).

### Learning objectives

Gain an in-depth knowledge of contemporary French society; Gain further confidence in order to interact with native speakers in professional, academic and social contexts .

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques

### Course description

The course covers the following topics : - Paris, a multifaceted city (Landmarks; architecture; The sociology of Parisian 'arrondissements' and near suburbs). - French political institutions and the role of the State. - The French society (e.g. education system, work, family, religion, leisure, arts, culinary habits) depicted in the media and literature. - Metropolitan France and overseas regions

Detailed syllabus available : <https://sway.office.com/yWGLWSXSEGo66uDA?ref=Link>

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Presentat ion	Participat ion	Continuo us									
Number of hours if written												
2nd session												
Coefficient	50.0	25.0	25.0									

### Recommended reading

Drake, H. (2011) Contemporary France. Palgrave ; leseg online <http://www.ieseg-online.com>

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	5.0
Reading reference manuals	4.0
Research	15.0
<b>Total</b>	<b>50.0</b>

WHY CULTURE MATTERS: building blocks of Intercultural Communication 0437		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2122_SYL_ITC_0437	ITC

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

**Lecturer(s)** DOUGLAS Grant

### Prerequisites

Be prepared to work in multicultural teams. Be open to call into question deeply-held assumptions, beliefs and attitudes. Being able to work in a non-judgemental fashion is an essential ingredient to succeeding in this course.

### Learning objectives

Recognise the different elements that make up culture. Demonstrate the role culture plays on general and professional behavior. Analyse the cultural elements inherent in different situations. Interact more sensitively within multicultural groups. Develop a capacity for culturally sensitive critical analysis. Sensitively interpret different elements of verbal and non-verbal communication. Clearly distinguish between objective and subjective culture. Have a greater awareness of ESRS topics such as diversity and inclusion and non-discrimination. Be able to work in an international and intercultural environment

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

### Course description

Definitions, elements and images of culture. Objective and subjective culture. The stumbling blocks to intercultural communication. Recognising the elements of nonverbal communication. E.T. Hall's model; space, time and context. Kluckhohn and Strodtbeck's cultural orientations model. Hofstede's cultural dimensions model. Trompenaars' cultural dimensions model Cultural values Culture shock and intensity factors

### 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	30.0	70.0										

### Recommended reading

None.



## Work load

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

WORKING EFFECTIVELY IN MULTICULTURAL TEAMS 0438		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_ITC_0438	ITC

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

**Lecturer(s)** EZZELDIN Chérif

**Prerequisites**

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

**Learning objectives**

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

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

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

Articles on IOL

## Work load

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

DIGITAL REVOLUTION: DIGITAL DISRUPTIONS IN OUR SOCIETIES & ECONOMIES 0578		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MIS_0578	MIS

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

**Lecturer(s)** THÉVENY Jean-Patrick

### Prerequisites

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

### Learning objectives

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

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

Acquire key knowledge regarding the fast-changing digital environment.

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

Understand national and international business contexts.

Assess market conditions relevant for digital businesses.

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

Identify and understand new business models.

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

1.A Demonstrate an international mindset / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 6.A Thoroughly examine a complex business situation

### Course description

Introduction to ICT + ICT figures

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

Understanding Millennials and their main expectations

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

8 major impacts and challenges:

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

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

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

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

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

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

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

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

8. Cyber security / Data security

### Assessment / Feedback

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

### Recommended reading

- ITU– Measuring the Information Society - <http://www.itu.int/pub/D-IND-ICTOI>
- Westerman G., Bonnet D. et McAfee A., 2014, Leading Digital: Turning Technology into Business Transformation, Harvard Business School Press. ISBN-10: 1625272472
- Schmidt E. & Cohen J. (2013) The new digital age, Knopf ISBN 030794705X

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

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	20.0
Reading reference manuals	5.0
Research	9.0

Total

50.0

PRODUCT MANAGEMENT 0695		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0695	MKT

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

**Lecturer(s)** FINK Mitchell

**Prerequisites**

Basic knowledge of marketing management

**Learning objectives**

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

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

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

None.

**Work load**

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



GLOBAL BRAND MANAGEMENT 0696		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0696	MKT

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

**Lecturer(s)** ADAMAKI Maria

### Prerequisites

Students should already have followed a Principles of Marketing class.

### Learning objectives

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

- 1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.B Propose creative solutions within an organization / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

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

### Assessment / Feedback

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

## Recommended reading

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

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

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

## Work load

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

CONSUMER BEHAVIOR: NEW TRENDS 0697		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0697	MKT

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

**Lecturer(s)** BONNARD Jean-Christophe

**Prerequisites**

None.

**Learning objectives**

1. Understand key concepts of consumer behavior in an international environment.
2. Analyse and solve business problems taking into consideration different markets.
3. Leverage consumer behavior concepts and theories to identify situational, social and cultural influences on consumers to develop appropriate marketing strategies.
4. Construct an informed view about key responsible marketing issues towards consumption.

1.A Demonstrate an international mindset / 5.B Construct expert knowledge from cutting-edge information

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

None.

## Work load

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

DIGITAL STRATEGY 0702		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0702	MKT

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

**Lecturer(s)** THÉVENY Jean-Patrick

### Prerequisites

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

### Learning objectives

Acquire key knowledge regarding the fast-changing digital environment  
 Achieve an up-to-date, critical synthesis that links the various aspects of the digital economy  
 Understand digital marketing notions, players and business models + Have a broad comprehension of their impact on traditional marketing strategies .  
 Be familiar with the economics inherent to digital media  
 Understand national and international business contexts.  
 1.A Demonstrate an international mindset / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information

### Course description

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

### Assessment / Feedback

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

Type of test	Multiple choice	End of term										
Number of hours if written												
2nd session												
Coefficient	40.0	60.0										

**Recommended reading**

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

**Work load**

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

SOCIAL MEDIA MARKETING 0703		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0703	MKT

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

**Lecturer(s)** GRIFFITHS Pierrine

### Prerequisites

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

### Learning objectives

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

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

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

### Course description

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

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

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

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

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

### Recommended reading

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

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

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

Fahy J and Jobber D. (2019). Foundations of Marketing Mcgraw Hill Education (6th edition)  
<https://growthhackers.com/growth-studies>  
<https://www.digitaltrends.com/social-media/>  
<https://www.socialmediatoday.com/>  
<https://www.socialmediaexaminer.com/> (Free industry report pdf)

### Work load

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



Research	4.0
<b>Total</b>	50.0

WEB MARKETING 0704		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_MKT_0704	MKT

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

**Lecturer(s)** RACHEDI Walid

### Prerequisites

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

### Learning objectives

- Have a clearer view of the use of digital marketing levers
  - Better know how to evaluate the potential and challenges of e-business for its business,
  - Know how to integrate the Web dimension into the general policy and marketing strategy of the company,
  - To participate effectively in concrete projects in these fields.
- 1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 3.B Propose creative solutions within an organization / 6.A Thoroughly examine a complex business situation / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Session 1 : Introduction to the course

What is Web Marketing and its tools. How do they integrate within an overall marketing strategy?

Overview of Web marketing

Definition of image and branding / Managing visibility

Sales Funnel

Digital Transformation & e-commerce

UX & UI

Presentation of Group Projet - Web marketing audit project

Presentation of individual case study

Session 2 : Digital analytics

Analysis & Reporting (SEO, SEA)

Optimization / Automation (SEM)

Session 3&4 : Reinventing business models, designing interfaces with impact

Digital Transformation & e-commerce

Marketing automation & customer journey mapping

UX / UI

Work Group Presentations

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Case study	Group project	Participation									
Number of hours if written												
2nd session												
Coefficient	50	40.0	10									

### Recommended reading

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

### Work load

Type of course	Number of hours
Collective project	16.0
Research	8.0
<b>Distance learning</b>	
remote videoconferencing	16.5
<b>Total</b>	<b>40.5</b>

INTERNATIONAL PURCHASING & SUPPLY MANAGEMENT 0819		
2020 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0819	NEG

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

**Lecturer(s)** CHATILA Rima

**Prerequisites**

NO

**Learning objectives**

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

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

**Course description**

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

**Assessment / Feedback**

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

Coefficient	30.0	30.0	40.0									
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### Recommended reading

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

### Work load

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

APPLIED NEGOTIATION ESSENTIALS 0820		
2020 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0820	NEG

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

**Lecturer(s)** PAWLYSZYN Bohdan

**Prerequisites**

NO

**Learning objectives**

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

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

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

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

## Work load

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

SALES ESSENTIALS 0821		
2020 - 2021	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2021_SYL_NEG_0821	NEG

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

**Lecturer(s)** RANGARAJAN Devarajan

### Prerequisites

None - this course is suited for beginners

### Learning objectives

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

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

### Course description

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

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Participation	Continuous	End of term									
Number of hours if written												
2nd session												
Coefficient	35	35	30									

### Recommended reading

SELL6 Trust Based Professional Selling - Ingram Laforge Avila Schwegker Williams



## Work load

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

INTRODUCTION TO STRATEGY 1035		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_STR_1035	STR

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

**Lecturer(s)** KODEIH Farah

**Prerequisites**

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

**Learning objectives**

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

**Course description**

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

**Assessment / Feedback**

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

**Recommended reading**

None.

## Work load

Type of course	Number of hours
Interactive courses	16.0
<b>Independent study</b>	
Personnal work	10.0
Reading reference manuals	8.0
<b>Total</b>	<b>34.0</b>

INTRODUCTION TO BUSINESS ETHICS 1036		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_STR_1036	STR

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

**Lecturer(s)** LABEY Laurence

### Prerequisites

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

### Learning objectives

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

1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.C Organize change management processes / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

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

### Assessment / Feedback

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

### Recommended reading

None.

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

CORPORATE SOCIAL RESPONSIBILITY 1037		
2021 - 2022	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_STR_1037	STR

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

### Lecturer(s)

### Prerequisites

Although no prior knowledge is required, the following skills are relevant in the successful completion of the course:

- Basic knowledge of/awareness about sustainable development issues
- Critical thinking

### Learning objectives

1. Define and understand the concept of CSR 2. Be familiar with major international institutions, texts and laws 3. Be able to identify key environmental, social and governance issues of an organization 4. Identify paths through which business organizations can generate positive social and environmental impact 3. Use concepts and analytical tools to address sustainability issues at different levels of the business organization

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

### Course description

This course will provide you with key elements the tools necessary to understand the new challenges firms are facing in a world facing grand challenges such as climate change, demography, depletion of raw materials. Today firms are required to minimize their environmental impacts and have to integrate environmental and social considerations into their development and investment strategies. The course will especially emphasize the following:

- CSR and sustainability concepts and history
- Main key CSR-related theories and their limits
- Concrete implementation of CSR at the different level of businesses (management, finance, strategy, marketing...)
- Reflection about the transformation of the economy for a better future

The courses will alternate between theory, exercises, games, case studies and debates and discussions. Students will have to read academic and managerial articles and engage in research to prepare the sessions.

### Assessment / Feedback

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

## Recommended reading

Required readings will be posted online.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	8.0
Individual project	8.0
Reading reference manuals	6.0
Research	8.0
<b>Total</b>	<b>46.0</b>

PREPARATION AU DELF B1 ET B2 0520		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_0520	LAN_FRE

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

**Lecturer(s)** PHILIPPE Claire

### Prerequisites

FRENCH Level B1

### Learning objectives

At the end of the course, the student should be able to : Organise thoughts and thus an argument based on a written or audio document. Make a written or oral presentation on a given theme. Level B1 or/and B2

### Course description

Listening, Reading, Speaking and Writing exercices

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	Participat ion	Digitaliza tion									
Number of hours if written												
2nd session												
Coefficient	60	20	20									

### Recommended reading

Réussir le DELF B2, éditions DIDIER ; Réussir le DELF B1, éditions DIDIER ; Intranet de l'école [www.ieseg-online.com](http://www.ieseg-online.com)

### Work load

Type of course

Number of hours



<b>Face to face</b>	
Interactive courses	16
<b>Independent study</b>	
Personnal work	16
<b>Independent work</b>	
E-learning	18
<b>Total</b>	<b>50</b>

Readings in order to deepen your understanding of themes done in class as well as written and oral comprehension. A written expression on IESEG-ONLINE with feedback ; Research for presentations and preparation of the exercices

<b>BIEN PRONONCER LE FRANCAIS 0521</b>		
2021 - 2021	Credit : 1	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_0521	LAN_FRE

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

<b>Lecturer(s)</b>	FOULFOIN Isabelle
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<b>Prerequisites</b>
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no prerequisite

<b>Learning objectives</b>
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At the end of the course, the student should be able to : Master mechanisms and the functioning of the French pronunciation, that will enable them to have greater competence in listening and speaking and even writing thanks to the link between written and spoken forms.

<b>Course description</b>
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> Theoretical part : discovering the sounds, the phonatory organs used and comparison with the students' native languages.  
 > Practical part : speaking exercises, listening, simultaneous and deferred repetition, role-plays... We will use authentic documents: songs, clips...

<b>Assessment / Feedback</b>
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Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Digitalization	Presentation	Continuous	Participation	End of term							
Number of hours if written												
2nd session												
Coefficient	10	10	20	20	40							

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

<b>Work load</b>
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Type of course	Number of hours
Lecture	14.5
Personnal work	9
E-learning	1.5
<b>Total</b>	<b>25</b>

FRENCH AS A FOREIGN LANGUAGE (ADVANCED)2548		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_2548	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

<b>Lecturer(s)</b>	AYOSSO Laure
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### Prerequisites

LEVEL A0 :None.

LEVEL A1

LEVEL A2

The student has completed a training in the A1 level either at IESEG or in another learning context.

LEVEL B1

LEVEL B2:The student has completed a semester course preparing for level B2 [either at Iéseg or in another learning context]: At this stage, the student "understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality (...)" Source: Council of Europe (2001)

### Learning objectives

LEVEL A0

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level A1.

At the end of the course, students should reach A1 level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

LEVEL A1

LEVEL A2

At the end of the class, the student can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). He can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. He can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

LEVEL B1

LEVEL B2

The learning objectives at this level focus on the effectiveness of argumentation and comprehension in oral and written communication: Understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality; reports and defends his/her opinions in a discussion by providing appropriate explanations, arguments and comments; develops a point of view on a

topic by supporting in turn the advantages and disadvantages of different options; constructs a logical argument ;develops an argumentation by defending or refuting a given point of view; exposes a problem by making it clear that the negotiating partner has to make concessions; questions causes, consequences, hypothetical situations; takes an active part in an informal discussion in a familiar context, makes comments, clearly expresses his or her point of view, evaluates possible choices, makes hypotheses and responds to them

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team

**Course description**

**LEVEL A0**

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : French Introduction/ Introducing himself-herself/ The city/ Buying and Ordering

**LEVEL A1**

**LEVEL A2**

Become an independent user (intermediate level) in the 4 skills on themes such as:

Environment : Talk about environmental issues and responsible consumption, describe an innovative tool/product

Advertising : Discuss a marketing strategy, present an advertisement and give an opinion

Current affairs : Read an article, present facts and justify a choice, discuss current affairs

**LEVEL B1**

**LEVEL B2**

Themes:

- New modalities of working for millennials (sub-themes: creating or working in a start-up; being a professional 'slasher'; presenting / defending a career choice)

-Sustainable development policies and CSR in a professional context (sub-themes: inclusion and social mobility policies)

-French society: Reporting and commenting on current events (JT/radio/social networks/Representing French society "on screen")

Transversal acts of speech and savoir-faire:

Understanding puns and colloquialisms

Discuss structural differences in companies

Debating: linking arguments, highlighting and ranking arguments to convince.

Analysing figures

Language structures

Consolidation of tenses and modes

Nuances to express the hypothesis, the doubt, the eventuality.

Verbs + prepositions

Logical articulations (continued from semester 1)

Language levels and registers

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuo us	Digitaliza tion	Participat ion	End of term	Oral assessm							
Number of hours if written				1.5								

2nd session												
Coefficient	30	10	10	25	25							

**Recommended reading**

Provided by the course lecturers

**Work load**

Type of course	Number of hours
Interactive courses	16.5
Coaching	2
Personnal work	25.5
E-learning	6
<b>Total</b>	<b>50</b>

FRENCH AS A FOREIGN LANGUAGE (BEGINNER) 2229		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_2229	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

**Lecturer(s)** PHILIPPE Claire

### Prerequisites

LEVEL A0 :None.

LEVEL A1

LEVEL A2

The student has completed a training in the A1 level either at IESEG or in another learning context.

LEVEL B1

LEVEL B2:The student has completed a semester course preparing for level B2 [either at Iéseg or in another learning context]: At this stage, the student "understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality (...)" Source: Council of Europe (2001)

### Learning objectives

LEVEL A0

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level A1.

At the end of the course, students should reach A1 level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

LEVEL A1

LEVEL A2

At the end of the class, the student can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). He can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. He can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

LEVEL B1

LEVEL B2

The learning objectives at this level focus on the effectiveness of argumentation and comprehension in oral and written communication: Understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality; reports and defends his/her opinions in a discussion by providing appropriate explanations, arguments and comments; develops a point of view on a

topic by supporting in turn the advantages and disadvantages of different options; constructs a logical argument ;develops an argumentation by defending or refuting a given point of view; exposes a problem by making it clear that the negotiating partner has to make concessions; questions causes, consequences, hypothetical situations; takes an active part in an informal discussion in a familiar context, makes comments, clearly expresses his or her point of view, evaluates possible choices, makes hypotheses and responds to them

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team

**Course description**

**LEVEL A0**

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : French Introduction/ Introducing himself-herself/ The city/ Buying and Ordering

**LEVEL A1**

**LEVEL A2**

Become an independent user (intermediate level) in the 4 skills on themes such as:

Environment : Talk about environmental issues and responsible consumption, describe an innovative tool/product

Advertising : Discuss a marketing strategy, present an advertisement and give an opinion

Current affairs : Read an article, present facts and justify a choice, discuss current affairs

**LEVEL B1**

**LEVEL B2**

Themes:

- New modalities of working for millennials (sub-themes: creating or working in a start-up; being a professional 'slasher'; presenting / defending a career choice)

-Sustainable development policies and CSR in a professional context (sub-themes: inclusion and social mobility policies)

-French society: Reporting and commenting on current events (JT/radio/social networks/Representing French society "on screen")

Transversal acts of speech and savoir-faire:

Understanding puns and colloquialisms

Discuss structural differences in companies

Debating: linking arguments, highlighting and ranking arguments to convince.

Analysing figures

Language structures

Consolidation of tenses and modes

Nuances to express the hypothesis, the doubt, the eventuality.

Verbs + prepositions

Logical articulations (continued from semester 1)

Language levels and registers

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Digitalization	Participation	End of term	Oral assessment							
Number of hours if written				1.5								



2nd session												
Coefficient	30	10	10	25	25							

**Recommended reading**

Provided by the course lecturers

**Work load**

Type of course	Number of hours
Interactive courses	16.5
Coaching	2
Personnal work	25.5
E-learning	6
<b>Total</b>	<b>50</b>

FRENCH AS A FOREIGN LANGUAGE (BEGINNER +) 2547		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_2547	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

**Lecturer(s)** DUVAL Emilie

### Prerequisites

LEVEL A0 :None.

LEVEL A1

LEVEL A2

The student has completed a training in the A1 level either at IESEG or in another learning context.

LEVEL B1

LEVEL B2:The student has completed a semester course preparing for level B2 [either at Iéseg or in another learning context]: At this stage, the student "understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality (...)" Source: Council of Europe (2001)

### Learning objectives

LEVEL A0

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level A1.

At the end of the course, students should reach A1 level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

LEVEL A1

LEVEL A2

At the end of the class, the student can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). He can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. He can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

LEVEL B1

LEVEL B2

The learning objectives at this level focus on the effectiveness of argumentation and comprehension in oral and written communication: Understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality; reports and defends his/her opinions in a discussion by providing appropriate explanations, arguments and comments; develops a point of view on a

topic by supporting in turn the advantages and disadvantages of different options; constructs a logical argument ;develops an argumentation by defending or refuting a given point of view; exposes a problem by making it clear that the negotiating partner has to make concessions; questions causes, consequences, hypothetical situations; takes an active part in an informal discussion in a familiar context, makes comments, clearly expresses his or her point of view, evaluates possible choices, makes hypotheses and responds to them

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team

**Course description**

**LEVEL A0**

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : French Introduction/ Introducing himself-herself/ The city/ Buying and Ordering

**LEVEL A1**

**LEVEL A2**

Become an independent user (intermediate level) in the 4 skills on themes such as:

Environment : Talk about environmental issues and responsible consumption, describe an innovative tool/product

Advertising : Discuss a marketing strategy, present an advertisement and give an opinion

Current affairs : Read an article, present facts and justify a choice, discuss current affairs

**LEVEL B1**

**LEVEL B2**

Themes:

- New modalities of working for millennials (sub-themes: creating or working in a start-up; being a professional 'slasher'; presenting / defending a career choice)

-Sustainable development policies and CSR in a professional context (sub-themes: inclusion and social mobility policies)

-French society: Reporting and commenting on current events (JT/radio/social networks/Representing French society "on screen")

Transversal acts of speech and savoir-faire:

Understanding puns and colloquialisms

Discuss structural differences in companies

Debating: linking arguments, highlighting and ranking arguments to convince.

Analysing figures

Language structures

Consolidation of tenses and modes

Nuances to express the hypothesis, the doubt, the eventuality.

Verbs + prepositions

Logical articulations (continued from semester 1)

Language levels and registers

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Digitalization	Participation	End of term	Oral assessment							
Number of hours if written				1.5								

2nd session												
Coefficient	30	10	10	25	25							

**Recommended reading**

Provided by the course lecturers

**Work load**

Type of course	Number of hours
Interactive courses	16.5
Coaching	2
Personnal work	25.5
E-learning	6
<b>Total</b>	<b>50</b>

FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE) 2545		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_2545	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

**Lecturer(s)** PHILIPPE Claire

### Prerequisites

LEVEL A0 :None.

LEVEL A1

LEVEL A2

The student has completed a training in the A1 level either at IESEG or in another learning context.

LEVEL B1

LEVEL B2:The student has completed a semester course preparing for level B2 [either at Iéseg or in another learning context]: At this stage, the student "understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality (...)" Source: Council of Europe (2001)

### Learning objectives

LEVEL A0

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level A1.

At the end of the course, students should reach A1 level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has.

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

LEVEL A1

LEVEL A2

At the end of the class, the student can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). He can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. He can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

LEVEL B1

LEVEL B2

The learning objectives at this level focus on the effectiveness of argumentation and comprehension in oral and written communication: Understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality; reports and defends his/her opinions in a discussion by providing appropriate explanations, arguments and comments; develops a point of view on a

topic by supporting in turn the advantages and disadvantages of different options; constructs a logical argument ;develops an argumentation by defending or refuting a given point of view; exposes a problem by making it clear that the negotiating partner has to make concessions; questions causes, consequences, hypothetical situations; takes an active part in an informal discussion in a familiar context, makes comments, clearly expresses his or her point of view, evaluates possible choices, makes hypotheses and responds to them

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team

**Course description**

**LEVEL A0**

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : French Introduction/ Introducing himself-herself/ The city/ Buying and Ordering

**LEVEL A1**

**LEVEL A2**

Become an independent user (intermediate level) in the 4 skills on themes such as:

Environment : Talk about environmental issues and responsible consumption, describe an innovative tool/product

Advertising : Discuss a marketing strategy, present an advertisement and give an opinion

Current affairs : Read an article, present facts and justify a choice, discuss current affairs

**LEVEL B1**

**LEVEL B2**

Themes:

- New modalities of working for millennials (sub-themes: creating or working in a start-up; being a professional 'slasher'; presenting / defending a career choice)

-Sustainable development policies and CSR in a professional context (sub-themes: inclusion and social mobility policies)

-French society: Reporting and commenting on current events (JT/radio/social networks/Representing French society "on screen")

Transversal acts of speech and savoir-faire:

Understanding puns and colloquialisms

Discuss structural differences in companies

Debating: linking arguments, highlighting and ranking arguments to convince.

Analysing figures

Language structures

Consolidation of tenses and modes

Nuances to express the hypothesis, the doubt, the eventuality.

Verbs + prepositions

Logical articulations (continued from semester 1)

Language levels and registers

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
Type of test	Continuous	Digitalization	Participation	End of term	Oral assessment							
Number of hours if written				1.5								

2nd session												
Coefficient	30	10	10	25	25							

**Recommended reading**

Provided by the course lecturers

**Work load**

Type of course	Number of hours
Interactive courses	16.5
Coaching	2
Personnal work	25.5
E-learning	6
<b>Total</b>	<b>50</b>

FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE +) 2546		
2021 - 2021	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2122_SYL_LAN_FRE_2546	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	N	NA	L / P	French

**Lecturer(s)** FOULFOIN Isabelle

### Prerequisites

LEVEL A0 :None.

LEVEL A1

LEVEL A2

The student has completed a training in the A1 level either at IESEG or in another learning context.

LEVEL B1

LEVEL B2:The student has completed a semester course preparing for level B2 [either at Iéseg or in another learning context]: At this stage, the student "understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality (...)" Source: Council of Europe (2001)

### Learning objectives

LEVEL A0

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level A1.

At the end of the course, students should reach A1 level.

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Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

LEVEL A1

LEVEL A2

At the end of the class, the student can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). He can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. He can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

LEVEL B1

LEVEL B2

The learning objectives at this level focus on the effectiveness of argumentation and comprehension in oral and written communication: Understands the essential content of concrete or abstract topics in a complex text, including a technical discussion in his/her speciality; reports and defends his/her opinions in a discussion by providing appropriate explanations, arguments and comments; develops a point of view on a



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Current affairs : Read an article, present facts and justify a choice, discuss current affairs

**LEVEL B1**

**LEVEL B2**

Themes:

- New modalities of working for millennials (sub-themes: creating or working in a start-up; being a professional 'slasher'; presenting / defending a career choice)

-Sustainable development policies and CSR in a professional context (sub-themes: inclusion and social mobility policies)

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Verbs + prepositions

Logical articulations (continued from semester 1)

Language levels and registers

**Assessment / Feedback**

Rated element	1	2	3	4	5	6	7	8	9	10	11	12
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Number of hours if written				1.5								

2nd session												
Coefficient	30	10	10	25	25							

**Recommended reading**

Provided by the course lecturers

**Work load**

Type of course	Number of hours
Interactive courses	16.5
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E-learning	6
<b>Total</b>	<b>50</b>