



# SYLLABI

Courses for Incoming Exchange Students

Bachelor PGE

Lille

Spring 2022

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

Missing Syllabi / Bachelor level

TECHNOLOGY AND STRATEGY 2062 - 2122\_SYL\_MIS\_2062

Edition 15/12/2021

| CORPORATE FINANCE 0200 |                   |                                     |
|------------------------|-------------------|-------------------------------------|
| 2021 - 2022            | Credit : 3.0      | <b>IESEG - School of Management</b> |
| Class code :           | 2122_SYL_FIN_0200 | FIN                                 |

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

### Prerequisites

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

### Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation

### Course description

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

### Assessment / Feedback

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

### Evaluation

Online quizzes on MyFinanceLab: 30% Case studies and oral presentations: 30% Final exam: 40%

## Recommended reading

Berk, DeMarzo, Corporate Finance, 3rd Global Edition, Pearson (other editions are possible) ; MyFinanceLab  
<http://www.pearsonmylab.com/> ; IESEG Online <http://www.ieseg-online.com/>

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| <b>Face to face</b>       |                 |
| Interactive courses       | 24.0            |
| <b>Independent study</b>  |                 |
| Personnal work            | 10.0            |
| Collective project        | 10.0            |
| <b>Independent work</b>   |                 |
| E-learning                | 15.0            |
| Reading reference manuals | 15.0            |
| <b>Total</b>              | <b>74.0</b>     |

| INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 0334 |                   |                                     |
|--|-------------------|-------------------------------------|
| 2021 - 2022                                    | Credit : 2.5      | <b>IÉSEG - 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  |                         |

### 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 / 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 / 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 questions | Individual report | Group report | End of term exam |   |   |   |   |    |    |    |
| Number of hours if written |               |                           |                   |              | 1.5              |   |   |   |   |    |    |    |
| 2nd session                |               |                           |                   |              |                  |   |   |   |   |    |    |    |
| Coefficient                | 20.0          | 15.0                      | 15.0              | 25.0         | 25.0             |   |   |   |   |    |    |    |

## Evaluation

The course assessment consists of four components: (1) participation during the sessions (20%); (2) individual pre-class assignment (15%); (3) individual MCQs at the beginning of each session (15%); a group assignment (25%); (4) a final MCQ exam (25%)

## Recommended reading

Course information is available on IESEG online. Lecture slides and course materials are posted here. Course assessment information is also posted on IESEG online. Please check the site, as well as your IESEG email address, regularly.

'Fundamentals of Human Resource

Management', Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, International Edition, Eighth Edition.

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 18.5            |
| Personnal work            | 10.0            |
| Collective project        | 8.0             |
| Individual project        | 10.0            |
| Reading reference manuals | 14.0            |
| Research                  | 3.0             |
| <b>Total</b>              | <b>63.5</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  |                         |

### Prerequisites

None.

### Learning objectives

Acquire the jargon and concepts necessary to discuss organizational issues.

Examine organizational choices at different levels and discuss related design models and alternatives.

Understand the importance of ethics in stakeholders' decision-making.

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

### Course description

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

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

### Evaluation

Students are evaluated on the work they perform in class through presentations, exercises and class participation (20%), on an individual mid-term assignment (20%), they will be asked to work on a group project/report (30%) and they will have a final exam made of MCQs (30% ).

### 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> |
| Class code :               | 2122_SYL_LAW_0554 | LAW                                 |

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

### 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 exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |               | 2.0              |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |               | true             |   |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0          | 30.0          | 50.0             |   |   |   |   |   |   |    |    |    |

### Evaluation

Students will be assessed upon three different elements. 1. Class participation (i.e. relevant questions, educated answers, presentations of case-studies, other tests discretionarily chosen by the instructor). Law instructors will give feedback as to the content of the above-mentioned elements either orally or in a written form (at their discretion) 2. A group project assigned by the instructor the very first lecture, which will be presented in front of the class during the last lecture by the entire group. Instructors will provide formative feedback to students on a regular basis before the final presentations, as well as a summative feedback after the presentations (in a format of their choice). 3. Open question on which instructors will give a summative feedback in a format of their choice.

## 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  |                         |

### 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 assessment | Group project | Individual project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |               |                    |   |   |   |   |   |   |    |    |    |
| 2nd session                |                       |               |                    |   |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0                  | 35.0          | 45                 |   |   |   |   |   |   |    |    |    |

### Evaluation

Students have to turn in multiple mini-assignments. There are both individual and team assignments.

### Recommended reading

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

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 16.0            |
| Personnal work            | 5.5             |
| Collective project        | 25.0            |
| Individual project        | 25.0            |
| <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  |                         |

### 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).

More specifically:

- learning goal 1: being able to formulate RQ & SRQ (AOL 3.A)
  - \* IC1, groupwork: assignment1
- learning goal 2: being able to set up qualitative research (AOL 3.A)
  - \* IC2, assignment 2
- learning goal 3: being able to analyze qualitative research and make the link with the quantitative research (AOL 3.A)
  - \* IC3, assignment 3
- learning goal 4: being able to set up quantitative research (AOL 3.A)
  - \* IC4 & IC5, assignment 4
- learning goal 5: being able to analyze quantitative research (AOL 3.A)
  - \* IC6, assignment 5
- learning goal 6: being able to create a managerial report with the relevant conclusions (AOL 3.B.)
  - \* assignment 3, assignment 5, final written report
- learning goal 7: being able to do a managerial presentation convincing the managers of the quality of the market research done and the provided solutions (AOL 4.C.; AOL 3.B.)
  - \* oral presentation
- learning goal 8: understanding the different market research designs (AOL 3.A)
  - \* assignment 1, assignment 2, assignment 4
- learning goal 9: integrating various business disciplines and functions (AOL 6.C)
  - \* exercises in class, assignment 1-5, final written report, oral presentation
- learning goal 10: being effective communicators (AOL 4.C.; AOL 1.B.)
  - \* groupwork via assignment 1-5, oral presentation
- learning goal 11: being competent in their field, rigorous and committed to quality
  - \* assignment 1-5, final written report, oral report, + several feedback opportunities and sessions

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. Marketing research is becoming increasingly important in the decision-making processes of firms in all industries. 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 given into several sessions. The first sessions provides insights into the basics of the marketing research 'architecture': problem definition, research design and sampling. Then we focus on designing, applying and analyzing qualitative research. The last sessions explores specific data analysis applications of marketing research: quantitative research.

IC1: Formulating the research problem and research questions and matching them with the correct research design.

Executing secondary research

IC2: Sampling design, qualitative research, building an interview guide

IC3: Analyzing qualitative research

IC4: Quantitative research, building a questionnaire and a questionnaire plan

IC5: Sample size quantitative research, building a questionnaire in Qualtrics

IC6: Analyzing quantitative data

This course enables students to learn how to execute market research via a marketing research project and to collaborate with other (international) students (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 research question (AOL 3.A.; 3.B; 6.C). Next, students will learn how to commit to quality as they receive different types of feedback (in class exercises, group project, written feedback, oral feedback, individual feedback, group feedback) at different moments (in class, during the group work and after each assignment of the group work). In addition, students will have to present in a managerial way (AOL 4.C).

Students are also requested to take part in 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               | Continuous assessment | End of term exam | Group project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                       | 2                |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |                       | true             |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 10.0                  | 50.0             | 40.0          |   |   |   |   |   |   |    |    |    |

## Evaluation

The students get regularly feedback that is graded (work prepared in class but also at home). In the end, there is an exam. Exam is based on both theory in class and online videos. During the course, students will present/hand in a project that is graded. Students are also requested to take part in behavioral studies (a student needs to participate in order to get full grade, students will be automatically assigned to sona systems that take record of their participation and sent invites and will be invited to take part in the studies, student needs to accept two invites and actually do them in order to get 10% of the grade) and this in order to learn how research is done and how to build a questionnaire/experiment.

## Recommended reading

None.

## 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> |
| Class code :                     | 2122_SYL_NEG_0811 | NEG                                 |

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

### 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 project | Group project | Multiple choice questions |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                    |               | 1.0                       |   |   |   |   |   |    |    |    |
| 2nd session                |               |                    |               |                           |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0          | 20.0               | 40.0          | 20.0                      |   |   |   |   |   |    |    |    |

### Evaluation

Final Exam 20% (MCQ)  
Individual Participation 20%  
Individual Project 20%  
Group Project 40%

### Recommended reading

Fisher, R., Ury, W. L., & Patton, B. (2011). Getting to yes: Negotiating agreement without giving in. Penguin ; IESEG website <http://www.ieseg-online.com>

### 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 | 6.0             |
| Research                  | 3.0             |
| <b>Total</b>              | <b>40.0</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  |                         |

### Prerequisites

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

### Learning objectives

This 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 / 3.C Organize change management processes / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 5.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 | End of term exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |              |               | 2                |   |   |   |   |   |   |    |    |    |
| 2nd session                |              |               |                  |   |   |   |   |   |   |    |    |    |

|             |    |    |    |  |  |  |  |  |  |  |  |  |
|-------------|----|----|----|--|--|--|--|--|--|--|--|--|
| Coefficient | 30 | 30 | 40 |  |  |  |  |  |  |  |  |  |
|-------------|----|----|----|--|--|--|--|--|--|--|--|--|

### Evaluation

Students are assessed through participation to both seminars and through an exam. Students must be aware participation is earned via 100 points to earn 20% of the final grade. These consist of tasks with different weightings representing the difficulty and work expectations for those tasks. Only the first 100 points in sequence from beginning to end of the course will be assessed. Final exam is 40% MCQs and 60% math methods taught during the course. Two reports - 1) gemba preparation applying lessons learned from the E2E game and lectures and 2) real or virtual company gemba walk.

### 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>Outside training</b> |                 |
| Outside visit           | 0.0             |

|       |      |
|-------|------|
| Total | 62.5 |
|-------|------|

End to End Game ; Group company visit & report 10 hours, 15 hours minimum Participation Grade Effort ; Class lecture recordings, slides reviewed ; E2E exam based on introductory zoom recorded lecture, live event and follow up zoom recorded lectures ; Come to class already familiar with slides, having listened to lecture recordings, & reflected on the issues

| ADVANCED ECONOMETRICS 0957 |                   |                                     |
|----------------------------|-------------------|-------------------------------------|
| 2021 - 2022                | Credit : 2.0      | <b>IESEG - School of Management</b> |
| <b>Class code :</b>        | 2122_SYL_QMS_0957 | QMS                                 |

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

### Prerequisites

Basic understanding of Ordinary Least Squares

### Learning objectives

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

- Understand, identify and avoid common pitfalls when running a Linear Regression
- Recognize the issues when applying Linear Regression to study discrete choices
- Comprehend, apply and interpret discrete choice models
- Compare the quality of different discrete choice models
- Develop a project that concerns a quantitative analysis from scratch

5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

1. Introduction: the art of econometrics
2. The linear probability model
3. The logit model
4. Model fit and various tests

### Assessment / Feedback

| Rated element              | 1                | 2             | 3                  | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|------------------|---------------|--------------------|---|---|---|---|---|---|----|----|----|
| Type of test               | End of term exam | Participation | Individual project |   |   |   |   |   |   |    |    |    |
| Number of hours if written | 2.0              |               |                    |   |   |   |   |   |   |    |    |    |
| 2nd session                |                  |               |                    |   |   |   |   |   |   |    |    |    |
| Coefficient                | 30.0             | 35.0          | 35.0               |   |   |   |   |   |   |    |    |    |

### Evaluation

- Continuous in-class feedback on the continuation of the individual project.
- Outside-class feedback on the overall performance.

## Recommended reading

None.

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 10.0            |
| Coaching                  | 6.0             |
| Individual project        | 30.0            |
| Reading reference manuals | 2.0             |
| Research                  | 2.0             |
| <b>Total</b>              | <b>50.0</b>     |



| ADVANCED DATA ANALYSIS 0958 |                   |                                     |
|-----------------------------|-------------------|-------------------------------------|
| 2021 - 2022                 | Credit : 2.0      | <b>IESEG - School of Management</b> |
| <b>Class code :</b>         | 2122_SYL_QMS_0958 | QMS                                 |

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

### Prerequisites

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

### Learning objectives

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

### Course description

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

### Assessment / Feedback

| Rated element              | 1             | 2                     | 3                | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|---------------|-----------------------|------------------|---|---|---|---|---|---|----|----|----|
| Type of test               | Group project | Continuous assessment | End of term exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                       |                  |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                       |                  |   |   |   |   |   |   |    |    |    |
| Coefficient                | 50.0          | 25.0                  | 25.0             |   |   |   |   |   |   |    |    |    |

### Evaluation

Students will be evaluated based on: - Class participation - In-class exercises done during each course session. In these exercises, students will have to apply the data exploration and analysis techniques covered in class. - Group project: students will execute the analysis of real business data. Deliverables include a written management report and a group presentation - Final exam

### Recommended reading

"Recommended book: Andy Field (2013), "Discovering statistics using IBM SPSS Statistics", Sage. ; Recommended book: Charry et al. (2016), "Marketing research with IBM SPSS Statistics: A practical guide", Routledge. ; IESEG Online <http://www.ieseg-online.com/>"

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 8.0             |
| Directed work       | 8.0             |
| Personnal work      | 6.0             |
| Collective project  | 28.0            |
| <b>Total</b>        | <b>50.0</b>     |

Group project, that will be the object of a presentation and preparation of a written report ; In-class exercises, which consist of the (supervised) application of the theory to research-oriented examples and preparation for the group project. ; The 16 course hours will be used for both interactive sessions (theory and examples) and in-class exercises, during which active participation from students is expected.

| ADVANCED OPTIMIZATION METHODS 0959 |                   |                                     |
|------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                        | Credit : 2.0      | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                | 2122_SYL_QMS_0959 | QMS                                 |

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

### Prerequisites

- Being able to model single objective problems
- Mastering some solving methods (graphical, spreadsheet, simplex, Big M?) -

### Learning objectives

At the end of the course, the student should be able to: - Take optimal decisions in the presence of trade-offs between two or more conflicting objectives. - Be able to solve a transportation problem, scheduling, set covering, minimum path, maximum flow - maximize performance whilst minimizing other constraints at the same time. -

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

### Course description

The goal of this lecture is to allow students to master all the common tools that they will meet in companies to solve a practical problem. Emphasis is put on being able to model the problem while a software will solve it.

### Assessment / Feedback

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

### Evaluation

One detailed project covers all course content, participation and a final exam on modeling. Feedback on Isege Online, especially concerning the final exam.

### Recommended reading

Operations Research, Applications and Algorithms (2004) Winston, Brooks/Cole ; IESEG Online <http://www.ieseg-online.com/>

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 16.0            |
| Personnal work            | 15.0            |
| Collective project        | 10.0            |
| <b>Independent work</b>   |                 |
| Reading reference manuals | 6.0             |
| <b>Total</b>              | <b>47.0</b>     |

| FUNDAMENTALS OF STRATEGY 1003 |                   |                                     |
|-------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                   | Credit : 3.0      | <b>IESEG - School of Management</b> |
| <b>Class code :</b>           | 2122_SYL_STR_1003 | STR                                 |

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

### Prerequisites

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

### Learning objectives

1. Understand the main concepts that drive strategy in organisations 2. Apply strategic management frameworks to real organisations 3. Analyse real organisations strategy and its impact on performance 4. Evaluate critically the key strategic choices of real organisations 5. Create ethical managerial strategies  
 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 3.A Breakdown complex organizational problems using the appropriate methodology / 5.C Employ state-of-the-art management techniques / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

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

### Assessment / Feedback

| Rated element              | 1                | 2             | 3             | 4            | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|------------------|---------------|---------------|--------------|---|---|---|---|---|----|----|----|
| Type of test               | End of term exam | Group project | Participation | Presentation |   |   |   |   |   |    |    |    |
| Number of hours if written |                  |               |               |              |   |   |   |   |   |    |    |    |
| 2nd session                |                  |               |               |              |   |   |   |   |   |    |    |    |
| Coefficient                | 40               | 20            | 20            | 20           |   |   |   |   |   |    |    |    |

### Evaluation

None.

### Recommended reading

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

## Work load

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

| MANAGEMENT CONTROL 2321 |                   |                                     |
|-------------------------|-------------------|-------------------------------------|
| 2021 - 2022             | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>     | 2122_SYL_ACC_2321 | ACC                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

Students who take this course should have basic knowledge of strategy, financial analysis, accounting principles and cost management.

### Learning objectives

This course aims to provide students with the fundamental knowledge of management control techniques and practices, with which every manager, in any organization, will have to work.

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

1. Define key management control tools and know when and how to use them, in isolation or in combination.
  2. Understand how management control systems and the information they provide can be used to make relevant decisions and to monitor performance. Understand their link to strategy.
  3. Explain their advantages and drawbacks, their potential positive or negative effects.
- 1.C Communicate effectively in English / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 4.A Appraise the performance of a team / 5.C Employ state-of-the-art management techniques / 6.B Synthesize multifaceted information from various sources across different functional fields / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

The course is composed on 9 sessions of 1h50.

Session 1: Introduction to management control

Session 2: The budgeting process

Session 3: Variance analysis

Session 4: Case study on budgets

Session 5: KPIs

Session 6: Managing multidimensional performance (scorecards)

Session 7: Case study on scorecards

Session 8: Controlling CSR + coaching on the PPP project

Session 9: Coaching on the PPP project + Conclusion of the course

### Assessment / Feedback

| Rated element              | 1             | 2                     | 3                | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|---------------|-----------------------|------------------|---|---|---|---|---|---|----|----|----|
| Type of test               | Participation | Continuous assessment | End of term exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                       | 2                |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                       | true             |   |   |   |   |   |   |    |    |    |



|             |      |      |      |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|
| Coefficient | 15.0 | 25.0 | 60.0 |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|

### Evaluation

Students will get collective feedback on exercises done during class. They will also get individual feedback (written and/or oral) on their exercises when asked.

Students will get oral feedback on their group case studies in sessions 4 and 7.

They will get written individual feedback on their in-class quizz.

On their PPP project, students will get oral feedback on their work during coaching sessions (sessions 8 and 9) as well as written feedback on their final work.

### Recommended reading

None.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 15.2            |
| Coaching                  | 1.3             |
| Personnal work            | 21.0            |
| Collective project        | 5.0             |
| E-learning                | 3.0             |
| Reading reference manuals | 5.0             |
| <b>Total</b>              | <b>50.5</b>     |



| FINANCIAL ANALYSIS 2327 |                   |                                     |
|-------------------------|-------------------|-------------------------------------|
| 2021 - 2022             | Credit : 3        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>     | 2122_SYL_ACC_2327 | ACC                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

'Fundamentals of Financial Accounting' course in Semester-III : students should have basic knowledge of accounting principles, and, in particular, the structure of the balance sheet, income statement, and cash flow statement.

A basic knowledge of MS-Excel is mandatory.

The ability to participate, interact, and ask critical questions is essential for success in this course.

### Learning objectives

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

- 1) Understand, at a basic level, the key concepts and techniques used in financial analysis;
- 2) Analyze and compare financial statements of (real-life) companies;
- 3) Effectively collaborate on team assignments involving application of course concepts to the real world; and
- 4) Successfully apply the knowledge and skills acquired in the course to this semester's interdisciplinary project titled "People, Planet, Profit (PPP)".

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 5.B Construct expert knowledge from cutting-edge information

### Course description

Session 1: Introduction, including a lesson on how to search for relevant information in a company's annual report

Session 2: Strategy analysis as a first step to financial analysis

Session 3: Balance sheet analysis – 1: Trend & Common-size analysis

Session 4: Balance sheet analysis – 2: Working capital analysis

Session 5: Income statement analysis + Cash flow statement analysis

Session 6: Ratio analysis: ROE decomposition + Evaluating operating management

Session 7: Ratio analysis: Evaluating investment management + Evaluating liquidity

Session 8: Ratio analysis: Evaluating solvency + Coaching session for the interdisciplinary project "PPP"

Session 9: Tutorial exercise

### Assessment / Feedback

| Rated element              | 1                | 2            | 3        | 4                         | 5                         | 6                         | 7                         | 8 | 9 | 10 | 11 | 12 |
|----------------------------|------------------|--------------|----------|---------------------------|---------------------------|---------------------------|---------------------------|---|---|----|----|----|
| Type of test               | End of term exam | Group report | Exercise | Multiple choice questions | Multiple choice questions | Multiple choice questions | Multiple choice questions |   |   |    |    |    |
| Number of hours if written | 2.5              |              |          |                           |                           |                           |                           |   |   |    |    |    |
| 2nd session                | true             |              |          |                           |                           |                           |                           |   |   |    |    |    |
| Coefficient                | 50.0             | 20.0         | 5.0      | 4.0                       | 5.0                       | 8.0                       | 8.0                       |   |   |    |    |    |

### Evaluation

Both summative and formative feedback will be provided to students in a timely manner.

Detailed feedback will be provided for any group work.

### Recommended reading

(STRICTLY OPTIONAL REFERENCE)

A custom textbook comprising of chapters from two different textbooks:

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

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

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 18.667          |
| Directed work       | 2.667           |
| Coaching            | 2.667           |
| Personnal work      | 26.0            |
| Collective project  | 12.0            |

|            |      |
|------------|------|
| E-learning | 13.0 |
| Total      | 75.0 |

| SUSTAINABILITY STRATEGY 2318 |                    |                                     |
|------------------------------|--------------------|-------------------------------------|
| 2021 - 2022                  | Credit : 2         | <b>IESEG - School of Management</b> |
| Class code :                 | 2122_SYL_CSRS_2318 | CSRS                                |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

None.

### Learning objectives

2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.B Propose creative solutions within an organization / 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 introduces students to the growing business case for sustainability and more broadly the importance of taking sustainability issues seriously for society. Students will be given tools to understand how to integrate sustainability into business to create sustainable businesses.

The class will draw on the consulting PPP project in companies that the students are involved in during the same semester. The course will be based on sessions of 1h50-minutes. Each session, the session will begin with a 45-minute introduction of key concepts and then students will apply the ideas and theories to the project they are working on in groups.

There will also be coaching sessions that allow more direct interaction with the professor. The course has a particular emphasis on being practical and applied and yet still furnishing students with the adequate theoretical background and reflections that are key in developing a mindset that matches sustainability and business. To achieve this, each session will be accompanied by short readings that the students will need to do before the session.

| Assessment / Feedback      |               |               |                   |   |   |   |   |   |   |    |    |    |
|----------------------------|---------------|---------------|-------------------|---|---|---|---|---|---|----|----|----|
| Rated element              | 1             | 2             | 3                 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Group project | Participation | Individual report |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |               |                   |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |               |                   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 60.0          | 20.0          | 20.0              |   |   |   |   |   |   |    |    |    |

## Evaluation

None.

## Recommended reading

None.

## Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 10.0            |
| Collective project  | 15.0            |
| Individual project  | 10.0            |
| <b>Total</b>        | <b>51.5</b>     |



| INTRODUCTION TO DATA SCIENCE 2325 |                   |                                     |
|-----------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                       | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :                      | 2122_SYL_FIN_2325 | FIN                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

None

### Learning objectives

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

1. Visualize data using Tableau
  2. Source data using SQL
  3. Analyze data using python
  4. Recall basic machine learning concepts
- 3.A Breakdown complex organizational problems using the appropriate methodology / 4.C Convey powerful messages using contemporary presentation techniques / 5.B Construct expert knowledge from cutting-edge information

### Course description

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

| Assessment / Feedback      |                           |                    |   |   |   |   |   |   |   |    |    |    |
|----------------------------|---------------------------|--------------------|---|---|---|---|---|---|---|----|----|----|
| Rated element              | 1                         | 2                  | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Multiple choice questions | Individual project |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                           |                    |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |                           |                    |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 10.0                      | 90.0               |   |   |   |   |   |   |   |    |    |    |

### Evaluation

Students receive automated feedback on each of the quizzes they take throughout the course.

### Recommended reading

None

## Work load

| Type of course     | Number of hours |
|--------------------|-----------------|
| Individual project | 25.0            |
| Independent work   |                 |
| E-learning         | 25.0            |
| Total              | 50.0            |

| PEOPLE AND ORGANIZATION MANAGEMENT 2319 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022                             | Credit : 3        | <b>IÉSEG - School of Management</b> |
| <b>Class code :</b>                     | 2122_SYL_HRM_2319 | HRM                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

None.

### Learning objectives

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

- Understand and describe basic principles of (a) human resource management (HRM) and (b) an organization and become familiar with trends and issues faced by organizations in terms of managing people;
- Explain the main concepts and techniques used in personnel planning, recruitment and selection;
- Explain the purpose, methods and potential problems of performance management and appraisal;
- List and briefly explain the training process as well as the key issues in training implementation and evaluation;
- List the basic factors determining pay rates; define and explain job evaluation; name and discuss different types of incentive schemes;
- Acquiring the jargon and concepts necessary to discuss organizational issues, become familiar with the problems faced by organizations and what solutions have been developed to address them;
- Examine in a systemic manner what impacts organization choices at different levels and present several organizational design models and alternatives;
- Breakdown complex organizational problems using the appropriate methodology;
- Have greater awareness of and apply relevant concepts to ESRS topics such as the importance of diversity in the workplace, employee retention, ethical discussions in HRM and the ways in which HR management can influence ethical behavior at work; and
- Successfully apply the knowledge and skills acquired in the course to this semester's interdisciplinary project titled "People, Planet, Profit (PPP)".

2.A Assess the values of the organization in which they work / 3.A Breakdown complex organizational problems using the appropriate methodology / 5.C Employ state-of-the-art management techniques / 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 is an introductory course on managing people and organizations. It explores a number of issues in human resources management, including human resource strategy, workforce planning, recruitment, selection, performance management and appraisal, compensation, training and development and employee retention. The course also helps students understand of how better organizational choices can be made, as well as equips students with knowledge and some analytical tools in order to handle the complexities of organizational design. The course combines a rigorous theoretical approach with several individual and group activities, including case discussions, exercises and quizzes to enable its participants to gain a solid understanding of modern organizations and people management.

### Assessment / Feedback

| Rated element              | 1             | 2                | 3                  | 4             | 5        | 6                     | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|---------------|------------------|--------------------|---------------|----------|-----------------------|---|---|---|----|----|----|
| Type of test               | Participation | End of term exam | Individual project | Group project | Exercise | Continuous assessment |   |   |   |    |    |    |
| Number of hours if written |               | 2.0              |                    |               |          |                       |   |   |   |    |    |    |
| 2nd session                |               |                  |                    |               |          |                       |   |   |   |    |    |    |
| Coefficient                | 15            | 30.0             | 20                 | 15.0          | 5        | 15                    |   |   |   |    |    |    |

### Evaluation

Students will be given a combination of individual and collective oral and written feedback on the various class deliverables.

### Recommended reading

'Fundamentals of Human Resource Management', Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, International Edition, Ninth Edition.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| <b>Face to face</b>       |                 |
| Interactive courses       | 21.0            |
| Personnal work            | 15.0            |
| Collective project        | 12.0            |
| Individual project        | 15.0            |
| Reading reference manuals | 10.0            |

| Distance learning |      |
|-------------------|------|
| remote seminar    | 2.0  |
| Total             | 75.0 |

| ENGLISH FOR THE WORKPLACE 2324 |                       |                                     |
|--------------------------------|-----------------------|-------------------------------------|
| 2021 - 2022                    | Credit : 2            | <b>IESEG - School of Management</b> |
| <b>Class code :</b>            | 2122_SYL_LAN_ENG_2324 | LAN_ENG                             |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

Students should be able to understand spoken English and communicate in the language. They should be capable of carrying out a presentation using PowerPoint, be able to write a report and capable of undertaking their own research and presenting it to others.

### Learning objectives

Research and identify a range of English videos, texts and documents.  
 Acquire and use appropriate vocabulary to construct and formulate arguments.  
 Demonstrate oral fluency in a professional English presentation.  
 Filter, structure and summarize oral information effectively in written form using appropriate register .  
 Prepare for a job interview in English.  
 Put into practice relevant skills and expressions for the recruitment process.  
 Conduct and perform an interview using appropriate professional English.  
 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

### Course description

English for the Workplace is broken down into 2 modules:

1. Changing Faces of the Workplace
- 2 English for recruitment

### Assessment / Feedback

| Rated element              | 1                     | 2            | 3              | 4                         | 5                  | 6            | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|-----------------------|--------------|----------------|---------------------------|--------------------|--------------|---|---|---|----|----|----|
| Type of test               | Continuous assessment | Presentation | Digitalization | Multiple choice questions | Individual project | Group report |   |   |   |    |    |    |
| Number of hours if written |                       |              |                |                           |                    |              |   |   |   |    |    |    |
| 2nd session                |                       |              |                |                           | true               | true         |   |   |   |    |    |    |
| Coefficient                | 5.0                   | 20.0         | 10.0           | 5.0                       | 20.0               | 40.0         |   |   |   |    |    |    |

### Evaluation

None.

## Recommended reading

None.

## Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 10.5            |
| Collective project  | 10.0            |
| Individual project  | 7.0             |
| E-learning          | 6.0             |
| <b>Total</b>        | <b>50.0</b>     |

| DIGITAL INNOVATION 2320 |                   |                                     |
|-------------------------|-------------------|-------------------------------------|
| 2021 - 2022             | Credit : 4        | <b>IESEG - School of Management</b> |
| Class code :            | 2122_SYL_MIS_2320 | MIS                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

Introduction to Data Science (online course on Le Wagon)

### Learning objectives

At the end of the course, the student should be able to: 1. Analyze and document work/information processes for the purpose of process re-design 2. Create simple, responsive web pages 3. Make the case for digital initiatives, with sustainability-related issues in mind 4. Examine the design and use of digital technologies from an ethical point of view 5. Identify the most common security issues in digital environments 6. Assess the complexities and consequences of implementing digital innovations 7. Explain some of the broader social, economic, and legal implications of digital technology as a pivotal element in the 4th industrial revolution

1.A Demonstrate an international mindset / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.B Propose creative solutions within an organization / 6.A Thoroughly examine a complex business situation

### Course description

None.

### Assessment / Feedback

| Rated element              | 1                         | 2             | 3                  | 4                | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|---------------------------|---------------|--------------------|------------------|---|---|---|---|---|----|----|----|
| Type of test               | Multiple choice questions | Group project | Individual project | End of term exam |   |   |   |   |   |    |    |    |
| Number of hours if written |                           |               |                    |                  |   |   |   |   |   |    |    |    |
| 2nd session                |                           |               |                    |                  |   |   |   |   |   |    |    |    |
| Coefficient                | 30.0                      | 25.0          | 15.0               | 30.0             |   |   |   |   |   |    |    |    |

### Evaluation

None.

### Recommended reading



- Information Systems for Business and Beyond (2019) by David Bourgeois et al.
- Processes, Systems, and Information: An Introduction to MIS, 4th Edition (2022) by Earl H. McKinney & David M. Kroenke  
[not to be purchased by students]

| Work load           |                 |
|---------------------|-----------------|
| Type of course      | Number of hours |
| Interactive courses | 18.3            |
| Personnal work      | 18.7            |
| Collective project  | 8.0             |
| E-learning          | 55.0            |
| <b>Total</b>        | <b>100.0</b>    |

| MANAGING RESOURCES 2322 |                   |                                     |
|-------------------------|-------------------|-------------------------------------|
| 2021 - 2022             | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>     | 2122_SYL_OPS_2322 | OPS                                 |

| Level    | Year | Semestre | Campus | Language of instruction |
|----------|------|----------|--------|-------------------------|
| Bachelor | -    | S4       | L / P  | English                 |

### Prerequisites

None.

### Learning objectives

- Have a good understanding of managing resources principles/methodologies from the OPS perspective, i.e., lean management and Supply and demand management (5C)
- Understand how to effectively use managing resources principles to achieve significant, long-term improvements and bottom-line savings (6A).
- Learn how to identify and eliminate wastes in organization's supply chain or service provider using lean tools (2C).
- Successfully apply the knowledge and skills acquired in the course to this semester's interdisciplinary project titled "People, Planet, Profit (PPP)".

2.C Generate sustainable solutions for organizations / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation

### Course description

This course is flipped learning - read, listen to recordings, watch videos, and prepare for class. It provides some planning and control tools for management of resources from the OPS perspective.

The course primarily aims at providing an introduction to:

- Lean management principle, tools and how it helps managers identify wastes
- Material Requirement Planning (MRP) sheets and how MRP fits into MRPII and Green MRP
- Defines Mass production, Lean manufacturing and Just in Time and agile/mass customization through conducting a Supply Chain game
- Conduct a Supply Chain simulation to investigate the impact of Supply and Demand match on managing resources

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

|             |      |      |      |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|
| Coefficient | 50.0 | 20.0 | 30.0 |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|

Evaluation

None.

Recommended reading

None.

Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 13.6            |
| Coaching            | 2.4             |
| Personnal work      | 12.0            |
| Collective project  | 12.0            |
| E-learning          | 10.0            |
| Total               | 50.0            |

|                     |                   |                                     |
|---------------------|-------------------|-------------------------------------|
| 2021 - 2022         | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b> | 2122_SYL_ACC_0025 | ACC                                 |

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

### Prerequisites

None.

### Learning objectives

At the end of this course, students should:

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

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation

### Course description

None.

### Assessment / Feedback

| Rated element              | 1             | 2                | 3             | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|---------------|------------------|---------------|---|---|---|---|---|---|----|----|----|
| Type of test               | Group project | End of term exam | Participation |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               | 1.75             |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                  |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 35.0          | 45.0             | 20.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

The course starts with a lecture and discussions. Within the lecture time, there are activities to be done by students in group. Finally, the student will be evaluated on participation, group project and written examination.

### Recommended reading

None.

| Work load           |                 |
|---------------------|-----------------|
| Type of course      | Number of hours |
| Interactive courses | 16.0            |
| Personnal work      | 24.0            |
| Collective project  | 10.0            |
| Total               | 50.0            |

|  |                   |                                     |
|--|-------------------|-------------------------------------|
| Fundamentals of Business decision tools: MANAGEMENT CONTROL 0026 |                   |                                     |
| 2021 - 2022  | Credit : 2        | <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  |                         |

### Prerequisites

financial accounting

### Learning objectives

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

- 1) Basics of cost definitions, cost volume profit and budgeting
- 2) Full absorption product costing versus Activity Based Costing (ABC)
- 3) Variance analysis

1.A Demonstrate an international mindset / 2.C Generate sustainable solutions for organizations / 4.A Appraise the performance of a team / 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

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

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

### Evaluation

Course evaluation, in-class discussion

### 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        | <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  |                         |

### 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 cycle from recognition of transactions to setting up financial statements.

1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation

### 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 exam | Group project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               | 2.0              |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                  |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0          | 45.0             | 35.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

The course starts with a lecture and discussions. Within the lecture time, there are activities to be done by students (some times in group). Finally, the student will be evaluated based on participation, group project and online written examination.



## 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        | <b>IESEG - School of Management</b> |
| Class code :   | 2122_SYL_DEV_0102 | DEV                                 |

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

### 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.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 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 / 6.C 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 project | Presentation | Participation |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                    |              |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |                    |              |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 40.0               | 30.0         | 30.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

60% : participation, commitment and presentation with a group. 40% : final test

### 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=ClbcN9l9uAgC&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=ClbcN9l9uAgC&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/](http://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

|   |                   |                                     |
|---|-------------------|-------------------------------------|
| INTERPERSONAL LEADERSHIP : improve your relational ability 0103 |                   |                                     |
| 2021 - 2022   | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :  | 2122_SYL_DEV_0103 | DEV                                 |

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

### 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.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.C Organize change management processes / 4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 6.C 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               | Presentation | Participation | Individual report |   |   |   |   |   |   |    |    |    |
| Number of hours if written |              |               |                   |   |   |   |   |   |   |    |    |    |
| 2nd session                |              |               |                   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 30.0         | 30.0          | 40.0              |   |   |   |   |   |   |    |    |    |

### Evaluation

60% : participation, commitment and presentation with a group. 40% : final test.

### 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=ClbcN9l9uAgC&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=ClbcN9l9uAgC&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/](http://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        | <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  |                         |

### 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, get your team committed over the years.

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 / 3.C Organize change management processes / 4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Let's learn about De Bono's hats, Design thinking, U theot, the 4 success of transformation, reasons for divestment.

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

### Evaluation

60% : participation, commitment and presentation with a group. 40% : final test.

### 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=ClbcN9l9uAgC&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=ClbcN9l9uAgC&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

|   |                   |                                     |
|---|-------------------|-------------------------------------|
| FRENCH WINE & CHAMPAGNE: a part of the French culture and business 0106 |                   |                                     |
| 2021 - 2022   | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>   | 2122_SYL_DEV_0106 | DEV                                 |

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

### Prerequisites

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

### Learning objectives

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

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

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

### Course description

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

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

How wine is made?

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

French wine regions

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

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

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

### Assessment / Feedback



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

### Evaluation

Participation will be evaluated during the entire interactive course. In-class exercises will be included into this grade: research and presentations.  
There will be a MCQ on day 4 to verify knowledge.  
A final written exam will be conducted on next Thursday with open questions.

### Recommended reading

None.

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.0            |
| Personnal work      | 20.0            |

|       |      |
|-------|------|
| Total | 36.0 |
|-------|------|

Interactive sessions and in-class exercises

| CORPORATE CULTURE AND INNOVATION 0128 |                   |                                     |
|---------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                           | Credit : 2        | <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  |                         |

### 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 | Presentation | Group project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |              |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |              |               |   |   |   |   |   |   |    |    |    |

|             |      |      |      |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|
| Coefficient | 20.0 | 35.0 | 45.0 |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|

### Evaluation

Final assessment will be divided into three parts: individual participation during the course, group project and a final written exam to remind the main points / topics. Part of that exam could eventually be done in form of MCQ

### 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        | <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  |                         |

### 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 assessment | Participation |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                       |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                       |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 45.0          | 45.0                  | 10.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

Continual assessment 45 %. Student have to prepare a short presentation of a member state of the EU or a European company or European businessman/businesswomen. Class participation will also be taken into

account (10%). Students have to prepare group's projects (45%) Deadline the 15th of November 2020.

### 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.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| 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        | <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       | L_P    |                         |

### 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 assessment | Case study | Group project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |            |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |                       |            |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0                  | 45.0       | 35.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

he final grade is calculated using the following formula: 20% Individual implication during lectures (punctuality, class attendance, interesting contributions to class discussions); 50% Final exam : Final Project 30% Case studies (Text and data analyses + presentation followed by discussion). Groups are composed of

2-4 students.

### 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>     |



| ENTREPRENEURSHIP & NEW BUSINESS DEVELOPMENT 0158 |                   |                                     |
|--|-------------------|-------------------------------------|
| 2021 - 2022                                      | Credit : 6        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                              | 2122_SYL_ENT_0158 | ENT                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | NA       | L      |                         |

### Prerequisites

This course does not assume that you have taken prior classes on entrepreneurship or business administration. However, it would help if you have a rudimentary understanding of how organizations operate.

### Learning objectives

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

- Summarize the entrepreneurial decision-making process;
- Assess the feasibility of new venture business concepts;
- Execute an industry and market analysis, market segmentation, and target market selection;
- Examine business competition and develop a competitive analysis grid;
- Decide on a positioning strategy, new venture team, and business model;
- Clarify possible operations issues relevant to new venture concepts;
- Produce new business financial statements and categorize possible alternatives of raising money;
- Understand the role and value that business planning may have on the entrepreneurial process;
- Retrieve primary data as input to an operational business planning process;
- Develop and evaluate a sophisticated business plan for an identified or given opportunity;
- Evaluate challenges and risks inherent to new firm growth;
- Adequately present a business idea;
- Have greater awareness about ESRS topics such as ethical standards in business competition and development, and triple bottom line.

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 / 5.A Predict how business and economic cycles could affect organizational strategy / 5.D Make effectual organizational decisions / 6.A Thoroughly examine a complex business situation / 6.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 participants with a profound understanding on entrepreneurship and business plan writing. Through lectures, testimonials, fieldwork, and group assignments, you will become acquainted with the how, where, when, whom, and why of starting and developing new business activities. As part of an international and multicultural team, you will also work on an operational business plan aimed at either the creation of a new venture (NVC-track) or the acceleration of new business for an already established SME (NBD-track). This course's ambitions thus go beyond providing theoretical insights. Hands-on experience is gained through out-of-class fieldwork covering all steps of the entrepreneurial decision-making process (e.g., idea generation, feasibility analysis, industry study, market analysis, marketing plan, production plan, product development, and financial statements). In doing so, you will accumulate entrepreneurial knowledge and behaviors that support creative solutions and new value development.

#### PART I - Weekly lectures:

This component is designed to immerse participants into the theory of entrepreneurship and new venture creation, and addresses the trepidations of those who may consider becoming entrepreneurs at some point in their career.

Lecture topics:

- Entrepreneurship intro;
- Idea generation and feasibility analysis;
- Business plan guidelines; - Industry analysis;
- Market segmentation and target market selection;
- Competitor analysis and market share estimation;
- Marketing plan and management team;
- Operations and product development plan;
- Getting funding;
- Financial statements;
- Managing growth;
- Entrepreneurship testimonial.

**PART II - Field work and developing an operational business plan:**

For this component, students will actively participate to a group-based business plan writing exercise, engage in a mentor-mentee relationship, and assist in feedback sessions (optional). Regarding the writing of a business plan, you will be assigned to a small and diverse team (approximately 6 students). Each team will have to decide whether they want to register for the New Venture Creation (NVC) track or the New Business Development (NBD) tack. The business plan component is rather demanding as it involves extensive fieldwork, data collection, creativity, and critical analysis. In order to help teams to stay on track, feedback sessions will be organized throughout the semester. They are optional and cover 30-minute one- to-one consultations with the professor. In addition, representatives of the companies that students develop business plans for (NBD-track) will be requested to mentor their respective team, while NVC-teams are urged to recruit a seasoned entrepreneur who can mentor them throughout their adventure.

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

## Evaluation

You are expected to actively participate and behave responsibly in the course sessions and fieldwork. Two written exams assess the extent to which you have internalized the key insights from the course material that will be applied in your business plan. Questions will be in the format of multiple choice for one exam, and entrepreneurial exercises for the other. The course equally involves the development of an operational business plan, which students will have to adequately pitch (by making use of a video).

## Recommended reading

1. The Act of Creating New Value: Positioning the Independent and Corporate Entrepreneurship Domain Debrulle, J. & Maes, J. (2014). London: McGraw-Hill <https://create.mheducation.com/shop/#/catalog/details/?isbn=9781308118390>;
2. Preparing effective business plans: An entrepreneurial approach. Upper Saddle River Barringer, B.R. (2008). Prentice Hall;
3. Entrepreneurship: Successfully launching new ventures Barringer, B.R. & Ireland, R.D. (2012). (4th edition). Harlow: Pearson Education Limited;
4. Enterprise and small business: Principles, practice and policy Jones-Evans, D. & Carter, S. (2012). policy (3rd edition). Harlow: Pearson Education Limited ;
5. Canvanizer.com: <http://www.canvanizer.com/>

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Lecture                   | 30              |
| Interactive courses       | 2               |
| Coaching                  | 6.0             |
| Collective project        | 72              |
| Individual project        | 18              |
| <b>Independent work</b>   |                 |
| E-learning                | 4               |
| Reading reference manuals | 6               |
| Research                  | 12              |
| <b>Total</b>              | <b>150</b>      |

The workload of students on this course involves the following:

- Field work and writing an operational business plan;
- Data collection and survey analysis;
- Entrepreneurship nexus development;
- Preparation of an entrepreneurial pitch;
- Recommended readings;
- Personal study time.

| ENTREPRENEURIAL DECISION MAKING 2100 |                   |                                     |
|--------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                          | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :                         | 2122_SYL_ENT_2100 | ENT                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | NA       | L_P    |                         |

### Prerequisites

Students should have at least three business idea.

### Learning objectives

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

### Course description

The following questions will be treated :

- The relationship between personality and intuition?
- Training the brain and the “expert intuition”
- How and when entrepreneurs are reporting using their intuition?
- Under which circumstances intuition can be used?
- When analytical reasoning should be used compared to intuition?
- Using grounded theory and conceptualization for better entrepreneurial decision making
- In-depth discussion on the study of cognitive biases in entrepreneurship
- Developing a rational business model.

### Assessment / Feedback

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

|             |       |  |  |  |  |  |  |  |  |  |  |  |
|-------------|-------|--|--|--|--|--|--|--|--|--|--|--|
| 2nd session |       |  |  |  |  |  |  |  |  |  |  |  |
| Coefficient | 100.0 |  |  |  |  |  |  |  |  |  |  |  |

### Evaluation

Feedback during the course (exercises)

Detailed comments on the report (on request from the students).

### Recommended reading

This is a partial list of the seminal papers. A more complete list is available on the website.

- ARIELY, D. (2009). Predictably irrational, revised and expanded edition: The hidden forces that shape our decisions. HarperCollins -
- DANE E and PRATT MG (2007) Exploring Intuition and Its Role in Managerial Decision Making. Academy of Management Review 32(1), 33-54. -
- THOMAS, O. (2018). Two decades of cognitive bias research in entrepreneurship: What do we know and where do we go from here?. Management Review Quarterly, 68(2), 107-143. -
- SHEPHERD, D. A., WILLIAMS, T. A., & PATZELT, H. (2015). Thinking about entrepreneurial decision making: Review and research agenda. Journal of management, 41(1), 11-46. -
- SHEPHERD, D. A., & GRUBER, M. (2020). The lean startup framework: Closing the academic–practitioner divide. Entrepreneurship Theory and Practice, 1042258719899415.
- WALSH, Isabelle, HOLTON, Judith A., et MOURMANT, Gaëtan. Conducting Classic Grounded Theory for Business and Management Students. SAGE Publications Limited, 2019.
- All the books by Olivier SIBONY on cognitive biases.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Lecture                   | 16.0            |
| Collective project        | 15.0            |
| Reading reference manuals | 2.0             |
| Research                  | 7.0             |

|       |      |
|-------|------|
| Total | 40.0 |
|-------|------|

| INTRODUCTION TO FINANCING ENTREPRENEURIAL VENTURES 2384 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022   | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :  | 2122_SYL_ENT_2384 | ENT                                 |

| Level     | Year | Semestre | Campus  | Language of instruction |
|-----------|------|----------|---------|-------------------------|
| Intensive | P    | NA       | L_P / P | English                 |

### Prerequisites

The students should understand the basics of finance and accounting.

### Learning objectives

This course introduces theories, knowledge, and tools for the financing of new and growing ventures. This objective is achieved through assigned readings, class discussions, in-class exercises, and assigned exercises. Successful venture growth requires the ability to evaluate ongoing financial performance and prepare financial plans to anticipate funding needs and build venture value. A second objective of the course is to familiarize you with the importance of venture capital for entrepreneurs, and how venture capitalists and entrepreneurs can build effective relationships with each other. This objective will be achieved through article reading and class discussion.

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

### Course description

None.

| Assessment / Feedback      |                  |               |          |   |   |   |   |   |   |    |    |    |
|----------------------------|------------------|---------------|----------|---|---|---|---|---|---|----|----|----|
| Rated element              | 1                | 2             | 3        | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | End of term exam | Participation | Exercise |   |   |   |   |   |   |    |    |    |
| Number of hours if written | 2.0              |               |          |   |   |   |   |   |   |    |    |    |
| 2nd session                |                  |               |          |   |   |   |   |   |   |    |    |    |
| Coefficient                | 70.0             | 15.0          | 15.0     |   |   |   |   |   |   |    |    |    |

### Evaluation

None.

## Recommended reading

None.

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Lecture                   | 16.0            |
| Personnal work            | 18.0            |
| Reading reference manuals | 16.0            |
| <b>Total</b>              | <b>40.0</b>     |



| FINANCIAL ANALYSIS AND VALUATION 0224 |                   |                                     |
|---------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                           | Credit : 2        | <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  |                         |

### Prerequisites

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

### Learning objectives

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

### Course description

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

### Assessment / Feedback

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

### Evaluation

A mixed approach is used to assess the achievements in the range of knowledge, skills and understandings of the course. At the end of each chapter, a short exam tests the knowledge learned during the chapter. On the last day, a final exam on all the course material is done.

### Recommended reading

Corporate Finance: Theory and Practice Vernimmen, Quiry, Dallocchio, 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            | 22.0            |
| Reading reference manuals | 12.0            |
| <b>Total</b>              | <b>50.0</b>     |

| MONEY AND CAPITAL MARKETS 0225 |                   |                                     |
|--------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                    | Credit : 2        | <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  |                         |

### 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 exam |   |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written | 2.0              |   |   |   |   |   |   |   |   |    |    |    |

|             |       |  |  |  |  |  |  |  |  |  |  |  |
|-------------|-------|--|--|--|--|--|--|--|--|--|--|--|
| 2nd session | true  |  |  |  |  |  |  |  |  |  |  |  |
| Coefficient | 100.0 |  |  |  |  |  |  |  |  |  |  |  |

### Evaluation

- Direct feedback to students

### 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        | <b>IESEG - School of Management</b> |
| Class code :                        | 2122_SYL_FIN_0226 | FIN                                 |

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

### 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 and Investment appraisal
4. Funding companies , Equity and Debts ( Bonds and banks loans)
5. Cost of capital
6. leverage and capital structure

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

### Evaluation

Between the courses, students have to solve a few exercises in groups, and send their solutions to the Professor. The final exam is a mix of theoretical topics seen during the lectures and of numeric applications of the theory, like the exercises made during the tutorial part of the course

### 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       | 4.0             |
| <b>Total</b>   | <b>50.0</b>     |

| REGULATION OF FINANCIAL INSTITUTIONS 2061 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022                               | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                       | 2122_SYL_FIN_2061 | FIN                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | NA       | L_P    | English                 |

### Prerequisites

None.

### Learning objectives

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

### Course description

The course on Initial Public Offerings (IPOs) provides insights into firm's decision to "go public" as well as valuation and governance issues surrounding this important event. Topics include:

1. The decision to go public
  - a. Advantages and disadvantages
  - b. When to go public (young vs established firms, VC backed / PE backed firms)
  - c. Uses of Proceeds and Growth Pitch (or no growth)
2. Process of going public
  - a. The role of advisors: investment banks, legal advisors
  - b. Which exchanges and share structure (common shares, preferred shares, etc.)
  - c. Shareholding structure and Governance
  - d. Pricing and how to get to the final pricing (bookbuilding, auction, etc)
  - e. Underpricing – what this means in practice for both insiders and outsiders
3. Valuation of early stage and IPO firms
  - a. Venture Capital method of valuation
  - b. Discounting cash flows
  - c. Benchmarking to firms of equivalent risk
4. Governance considerations of firms going public

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



|             |      |      |  |  |  |  |  |  |  |  |  |  |
|-------------|------|------|--|--|--|--|--|--|--|--|--|--|
| 2nd session |      |      |  |  |  |  |  |  |  |  |  |  |
| Coefficient | 60.0 | 40.0 |  |  |  |  |  |  |  |  |  |  |

### Evaluation

You are required to complete a series of readings, two cases for discussion and one project for each group of up to 4-5 students. Due to its seminar nature (four-day seminar), this would be a quite intense course and prior reading of material is expected from all students.

### Recommended reading

- Reading 1: Pagano, M., Panetta, F., Zingales, L. (1998). Why do Companies Go Public? An Empirical Analysis. Journal of Finance, 53(1), pp. 27-64
- Reading 2: Price Waterhouse Coopers - Roadmap for an IPO - A guide to going public. Available online <http://www.pwc.com/us/en/transaction-services/publications/roadmap-for-an-ipo-a-guide-to-going-public.jhtml>
- Reading 3: Megginson, W. L., Weiss, K. A. (1991). Venture Capital Certification in Initial Public Offerings. Journal of Finance, 46 (3), pp 879-903.
- Reading 4: Degeorge, F., Derrien, F., Womack, K.L. (2004). Quid Pro Quo in IPOs: Why Book-Building is Dominating Auctions, CEPR Discussion Papers 4462, C.E.P.R. Discussion Papers
- Reading 5: Lerner, J. (2007). A Note on the Initial Public Offering Process. Harvard Business School Publishing. Case 9-200-018, July 2007
- Reading 6: Thornton, B., Adams, M., Hall G. (2009). Do Underwriters Create Value In The Determination Of The IPO Final Offering Price? Journal of Applied Business Research, 25(6), pp. 1-12
- Reading 7: Ljungqvist, A. (2005). "IPO Underpricing". in B. Espen Eckbo (ed.), Handbook of Corporate Finance: Empirical Corporate Finance (Handbooks in Finance Series, Elsevier/North-Holland), Chapter 12, 2005
- Reading 8: The Venture Capital Method. <http://vcmethod.com/>
- Reading 9: Startups Valuation Using The Venture Capital Method | Harvard Business School. <https://www.youtube.com/watch?v=rZHITeknXHM>
- Reading 10: Moore, C.B., Bell, R.G., Filatotchev, I., Rasheed, A.A. (2012). Foreign IPO capital market choice: Understanding the institutional fit of corporate governance. Strategic Management Journal, 33(8), pp 914-937
- Reading 11: Bruton, G.D., Filatotchev, I., Chahine, S., Wright, M. (2010). Governance, ownership structure, and performance of IPO firms: The impact of different types of private equity investors and institutional environments. Strategic Management Journal, 31(5), pp 491-509

### Work load

| Type of course     | Number of hours |
|--------------------|-----------------|
| Lecture            | 16.0            |
| Collective project | 12.0            |
| E-learning         | 8.0             |

|                           |      |
|---------------------------|------|
| Reading reference manuals | 10.0 |
| Research                  | 4.0  |
| <b>Total</b>              | 50.0 |

|   |                   |                                     |
|---|-------------------|-------------------------------------|
| FUNDAMENTALS OF MANAGEMENT 1 - ORGANISATIONAL BEHAVIOR 0359 |                   |                                     |
| 2021 - 2022   | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :  | 2122_SYL_HRM_0359 | HRM                                 |

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

### 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 Assess the values of the organization in which they work / 4.A Appraise the performance of a team

### 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 project | Participation |   |   |   |   |   |    |    |    |
| Number of hours if written |            |               |                    |               |   |   |   |   |   |    |    |    |
| 2nd session                |            |               |                    |               |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0       | 30.0          | 25.0               | 25.0          |   |   |   |   |   |    |    |    |

### Evaluation

None.

### 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        | <b>IÉSEG - School of Management</b> |
| Class code :                            | 2122_SYL_HRM_0360 | HRM                                 |

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

### 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.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 project | Continuous assessment |   |   |   |   |   |    |    |    |
| Number of hours if written |            |               |                    |                       |   |   |   |   |   |    |    |    |
| 2nd session                |            |               |                    |                       |   |   |   |   |   |    |    |    |
| Coefficient                | 25.0       | 30.0          | 25.0               | 20.0                  |   |   |   |   |   |    |    |    |

### Evaluation

None.

### 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        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                                       | 2122_SYL_HRM_0361 | HRM                                 |

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

### 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 project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |               |                    |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |               |                    |   |   |   |   |   |   |    |    |    |
| Coefficient                | 30.0          | 30.0          | 40.0               |   |   |   |   |   |   |    |    |    |

### Evaluation

The assessment will consist of different components: (1) Preparation for and participation during the sessions and its activities (30%), (2) individual written assignment (40%) and (3) group project (case study; 30%)

### 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        | <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      |                         |

### 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               | Presentation | Participation | Continuous assessment |   |   |   |   |   |   |    |    |    |
| Number of hours if written |              |               |                       |   |   |   |   |   |   |    |    |    |
| 2nd session                |              |               |                       |   |   |   |   |   |   |    |    |    |
| Coefficient                | 50.0         | 25.0          | 25.0                  |   |   |   |   |   |   |    |    |    |

### Evaluation

Presentations: (50%); attendance and active participation : (25%); results of interactive class quizzes and final report [for international students] (25%); grade of final essay [for French Master Student] (25%).

### Recommended reading

Drake, H. (2011) Contemporary France. Palgrave ; 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        | 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        | <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  |                         |

### 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               | End of term exam | Group project |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                  |               |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |                  |               |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 30.0             | 70.0          |   |   |   |   |   |   |   |    |    |    |

### Evaluation

None.

## 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        | <b>IESEG - School of Management</b> |
| Class code :                                    | 2122_SYL_ITC_0438 | ITC                                 |

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

### 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 project |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                    |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                    |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 40.0          | 60.0               |   |   |   |   |   |   |   |    |    |    |

### Evaluation

The course will be assessed by a group project at the end of the intensive week and an individual assignment

## 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<br>0578 |                   |                                     |
|--|-------------------|-------------------------------------|
| 2021 - 2022  | Credit : 2        | <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  |                         |

### 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 questions | End of term exam |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                           |                  |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |                           |                  |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 40.0                      | 60.0             |   |   |   |   |   |   |   |    |    |    |

### Evaluation

Orally

### 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        | <b>IESEG - School of Management</b> |
| Class code :            | 2122_SYL_MKT_0695 | MKT                                 |

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

### Prerequisites

Basic knowledge of marketing management.

### Learning objectives

Each student group, using 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.

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

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

| Assessment / Feedback      |               |                       |   |   |   |   |   |   |   |    |    |    |
|----------------------------|---------------|-----------------------|---|---|---|---|---|---|---|----|----|----|
| Rated element              | 1             | 2                     | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Group project | Continuous assessment |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                       |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                       |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 90.0          | 10.0                  |   |   |   |   |   |   |   |    |    |    |

### Evaluation

(1) Group project and (3) Active participation.

### 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        | <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  |                         |

### 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 exam | Participation |   |   |   |   |   |   |    |    |    |
| Number of hours if written |            | 2.0              |               |   |   |   |   |   |   |    |    |    |
| 2nd session                |            |                  |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 50.0       | 35.0             | 15.0          |   |   |   |   |   |   |    |    |    |

## Evaluation

The course will be evaluated based on your participation in class, in-class case studies and an MCQ exam.

The solution of the in-class assignments will be discussed collectively in class, based on (student) presentations and questions. Feedback and grades of individual assignments are available upon request. Grades are available within two weeks after the last assignment of the class, in line with the feedback policy of the school.

## Recommended reading

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        | <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  |                         |

### Prerequisites

Principles of Marketing

### Learning objectives

1. Understand key concepts of consumer behavior in an international environment.
  2. Analyze 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 / 1.B Successfully collaborate within a intercultural team / 5.B Construct expert knowledge from cutting-edge information

### Course description

1. Consumer decision making: cognition, perception, motivation
2. Personal influences
3. Social influences
4. Sustainable consumption

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

### Evaluation

Oral, collective: Solutions of exercises, quizzes case studies are discussed in class.  
 Individual: group project and final exam

### Recommended reading

None.

## Work load

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



|                      |                   |                                     |
|----------------------|-------------------|-------------------------------------|
| NUDGE MARKETING 0699 |                   |                                     |
| 2021 - 2022          | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>  | 2122_SYL_MKT_0699 | MKT                                 |

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

### Prerequisites

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

### Learning objectives

Understand Behavioral Economics and Consumer Behavior  
 Understand System 1 and 2: how Nudge =Marketing works  
 Acquire methodology  
 3.B Propose creative solutions within an organization / 5.C Employ state-of-the-art management techniques / 6.A Thoroughly examine a complex business situation / 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

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

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

Course's sessions:

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

### Assessment / Feedback

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

## Evaluation

Students will be evaluated based on: Class participation 10%, In-class individual assignment(s) 20%, Group project (5 to 6 students) on a Nudge marketing applied 40% with a final presentation. Finally a final exam MCQ & Open question for 30%

## Recommended reading

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

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 16.0            |
| Collective project        | 10.0            |
| Individual project        | 10.0            |
| Reading reference manuals | 1.0             |
| Research                  | 1.0             |
| <b>Total</b>              | <b>38.0</b>     |

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

| DIGITAL STRATEGY 0702 |                   |                                     |
|-----------------------|-------------------|-------------------------------------|
| 2021 - 2022           | Credit : 2        | <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  |                         |

### 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 / 6.A Thoroughly examine a complex business situation

### 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.

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

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

## Evaluation

Orally

Note: you are expected to both attend and participate daily.

Absences require medical documentation to be presented and submitted to the administration during the week of the course in order to avoid any grade penalties.

## Recommended reading

## Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.0            |
| Personnal work      | 6.0             |

|          |      |
|----------|------|
| Research | 6.0  |
| Total    | 28.0 |

| SOCIAL MEDIA MARKETING 0703 |                   |                                     |
|-----------------------------|-------------------|-------------------------------------|
| 2021 - 2022                 | Credit : 2        | <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  |                         |

### Prerequisites

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

- Interest in digital marketing
- Be curious about latest social media platforms and campaigns, and have a LinkedIn account.

### 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: Social Media Marketing strategy

Session #2: Managing online communities

Session #3: Engagement, virality & UGC + final tips

Session #4: Social Selling + Group work final presentations and feedback

### Assessment / Feedback

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

| Type of test               | Individual project | Group project | Participation |  |  |  |  |  |  |  |  |  |
|----------------------------|--------------------|---------------|---------------|--|--|--|--|--|--|--|--|--|
| Number of hours if written |                    |               |               |  |  |  |  |  |  |  |  |  |
| 2nd session                |                    |               |               |  |  |  |  |  |  |  |  |  |
| Coefficient                | 50.0               | 40.0          | 10.0          |  |  |  |  |  |  |  |  |  |

### Evaluation

Group workshops and presentations of business cases followed by in-class oral feedback and post-class written feedback and grade.

In-class participation grade.

Individual project with written feedback and grade, and oral feedback session on demand.

### 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             |

| Distance learning |      |
|-------------------|------|
| remote seminar    | 4.0  |
| Total             | 50.0 |



|                     |                   |                                     |
|---------------------|-------------------|-------------------------------------|
| WEB MARKETING 0704  |                   |                                     |
| 2021 - 2022         | Credit : 2        | <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  |                         |

### 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            |  |  |  |  |  |  |  |  |  |

### Evaluation

Students will work on several case studies. The final session is dedicated to student group presentations which will be the primary basis for student evaluation. A secondary part of assessment involves continuous evaluation based upon class conduct, and interactivity

### Recommended reading

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

### Work load

| Type of course     | Number of hours |
|--------------------|-----------------|
| Lecture            | 16.5            |
| Collective project | 16.0            |
| Research           | 8.0             |

|       |      |
|-------|------|
| Total | 40.5 |
|-------|------|

| STRATEGIC MARKETING 0706 |                   |                                     |
|--------------------------|-------------------|-------------------------------------|
| 2021 - 2022              | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>      | 2122_SYL_MKT_0706 | MKT                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | S1 / S2  | L      |                         |

### Prerequisites

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

### Learning objectives

1. Understand and apply the strategic marketing notions, models and terminology 2. Comprehend the role that marketing can play in the strategy of a business 3. Identify and explain strategic marketing problems in real-life business cases 4. Set up a plan to conduct the necessary strategic analyses (external and internal) to make informed marketing decisions 5. Formulate strategic marketing advice to businesses  
 1.A Demonstrate an international mindset / 1.C Communicate effectively in English / 2.B Solve professional dilemmas using concepts of CSR and ethics / 5.A Predict how business and economic cycles could affect organizational strategy / 6.A Thoroughly examine a complex business situation

### Course description

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

### Assessment / Feedback

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

### Evaluation

Participation, group project work and individual presentation. Note: you are expected to both attend and participate daily in order to earn the participation points. Absences require medical documentation to be presented and submitted to the instructor during the week of the course in order to avoid any grade penalties.

### Recommended reading

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

### Work load

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

| ADVERTISING & COMMUNICATION MANAGEMENT 2064 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022                                 | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                         | 2122_SYL_MKT_2064 |                                     |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    |          |        |                         |

### Prerequisites

None.

### Learning objectives

Explain what is meant by the term consumer-driven communication. Describe what is meant by the term marketer driven communication. Apply marketing communication strategies to a product. Explain the concept of the core value proposition. Explain the link between the core value proposition and the development of a targeted communication strategy. Convey the process of managing a successful advertising and communication campaign

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 2.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 3.A Breakdown complex organizational problems using the appropriate methodology / 3.C Organize change management processes / 4.A Appraise the performance of a team / 4.B Compose constructive personal feedback and guidance / 4.C Convey powerful messages using contemporary presentation techniques / 5.A Predict how business and economic cycles could affect organizational strategy / 5.B Construct expert knowledge from cutting-edge information / 5.C Employ state-of-the-art management techniques / 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

Students are required to have a fundamental knowledge of marketing, they should be able to differentiate between marketing strategies and marketing tactics and understand the relationship between all marketing mix elements in achieving specified objectives.

| Assessment / Feedback      |                       |              |              |   |   |   |   |   |   |    |    |    |
|----------------------------|-----------------------|--------------|--------------|---|---|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2            | 3            | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Group report | Presentation |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |              |              |   |   |   |   |   |   |    |    |    |
| 2nd session                | true                  | true         | true         |   |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0                  | 40.0         | 40.0         |   |   |   |   |   |   |    |    |    |

## Evaluation

CONTINUOUS FEEDBACK | During the class discussion and class presentation both written and verbal

PEER FEEDBACK | For all presentations

WRITTEN FEEDBACK | Provided on all written and submitted assessment

## Recommended reading

'Admap' (no date). Henley-on-Thames: NTC Publications.

Allagui, I. (2018) Advertising in MENA goes digital. London: Routledge.

Bartunek, J. M. and McKenzie, J. (eds) (2018) Academic practitioner relationships: developments, complexities and opportunities. London: Routledge, Taylor & Francis Group.

Bryant, A. and Mawer, C. (2016) The TV brand builders: how to win audiences and influence viewers. London: KoganPage.

Busch, O. (2016) Programmatic advertising: the successful transformation to automated, data-driven marketing in real-time. Edited by O. Busch. Cham: Springer.

Canter, A. (2018) Fifteen years: a branded content story: a collection of thought provoking essays from leading branded content experts. Edited by G. Turzynski. London: Branded Content Marketing Association (BCMA).

Chaffey, D. and Smith, P. R. (2017) Digital marketing excellence: planning, optimizing and integrating online marketing. Fifth edition. London: Routledge, Taylor & Francis Group.

Chun, M. (2018) The art of branded entertainment. Edited by P. J. Pereira. London: Peter Owens.

Clow, K. E. and Baack, D. (2018) Integrated advertising, promotion, and marketing communications. Eighth edition, Global edition. Harlow, England: Pearson.

Coombs, W. T. et al. (eds) (2016) Strategic communication, social media and democracy: the challenge of the digital natives. London: Routledge.

Copley, P. (2014) Marketing communications management: analysis, planning, implementation. Second edition. Los Angeles: SAGE.

Dahlén, Micael and Lange, Fredrik (2010) Marketing communications: a brand narrative approach. Chichester: John Wiley.

Dahl, S. (2018) Social media marketing: theories & applications. Second edition. London; Los Angeles: SAGE Publications.

Dzamic, L. and Kirby, J. (2018) The definitive guide to strategic content marketing: perspectives, issues, challenges and solutions. London: Kogan Page Ltd.

Eagle, L. et al. (2015) Marketing communications. London: Routledge.

Fill, Chris (2013) Marketing communications: brands, experiences and participation. Sixth edition. Harlow: Pearson.

Fill, C. and Turnbull, S. (2016) Marketing communications: discovery, creation and conversations. Seventh edition. Harlow, England: Pearson.

Fill, C. and Turnbull, S. (2019) Marketing communications: touchpoints, sharing and disruption. Eighth Edition. New York: Pearson.

Frick, T. and Eyler-Werve, K. (2015) Return on engagement: content strategy and web design techniques for digital marketing. Second edition. New York: Focal Press, Taylor & Francis Group.

- Hackley, C. E. and Hackley, R. A. (2018) Advertising & promotion. Fourth edition. Los Angeles: SAGE.
- Halligan, B. and Shah, D. (2014) Inbound marketing: attract, engage, and delight customers online. Revised and updated second edition. Hoboken, New Jersey: Wiley.
- Hardy, J., MacRury, I. and Powell, H. (eds) (2018) The advertising handbook. Fourth edition. London: Routledge.
- Heaton, J. (2016) Content marketing in a week. London: John Murray Learning.
- 'International Journal of Advertising' (no date). Available at: <https://oxfordbrookes.on.worldcat.org/oclc/60616874>.
- Jefferson, S. and Tanton, S. (2015) Valuable content marketing: how to make quality content your key to success. 2nd edition. London: KoganPage.
- 'Journal of Advertising': (no date).
- 'Journal of Advertising Research' (no date).
- 'Journal of Marketing Communications' (no date).
- 'Journal of Personal Selling & Sales Management' (no date)
- Juska, J. M. (2018) Integrated marketing communication: advertising and promotion in a digital world. New York, NY: Routledge.
- Kelley, L. D., Sheehan, K. and Jugenheimer, D. W. (2015a) Advertising media planning: a brand management approach. Fourth edition. New York: Routledge.
- Kelley, L. D., Sheehan, K. and Jugenheimer, D. W. (2015b) Advertising media workbook and sourcebook. Fourth edition. New York: Routledge.
- Klaus Fog et al. (2010) Storytelling: branding in practice. Second edition. London: Springer-Verlag.
- Kleine-Kalmer, B. (2016) Brand page attachment: an empirical study on Facebook users' attachment to brand pages. Wiesbaden: Springer Science and Business Media.
- Lieb, R. (2012) Content marketing: think like a publisher: how to use content to market online and in social media. Indianapolis, Ind: Que.
- Lieb, R. (2017) Content - the atomic particle of marketing: the definitive guide to content marketing strategy. London: KoganPage.
- Van Looy, A. (2016) Social media management: technologies and strategies for creating business value. Cham: Springer.
- Lovell, D. (2017) Native advertising: the essential guide. London, United Kingdom: Kogan Page.
- Melo, P. and Machado, C. (eds) (2018) Management and technological challenges in the digital age. Boca Raton, FL: CRC Press, Taylor & Francis Group.
- Motion, J., Heath, R. L. and Leitch, S. (2016) Social media and public relations: fake friends and powerful publics. London: Routledge.
- Orgad, S. (2005) Storytelling online: talking breast cancer on the Internet. New York: Peter Lang.
- Pelsmacker, Patrick de, Geuens, Maggie and Bergh, Joeri van den (2013) Marketing communications: a European perspective. 5th edition. Harlow, England: Pearson.
- Pickton, D. and Broderick, A. (2005) Integrated marketing communications. 2nd ed. Harlow: Financial Times Prentice Hall.



Sanborn, F. W. and Harris, R. J. (2019) A cognitive psychology of mass communication. Seventh edition. New York, NY: Routledge.

Siebert, G. (2015) Handbook of media branding. Edited by G. Siebert et al. Cham: Springer.

Smith, P. R. and Zook, Z. (2011) Marketing communications: integrating offline and online with social media. 5th ed. London: Kogan Page.

Smith, P. R. and Zook, Z. (2020) Marketing communications: integrating online and offline integration, customer engagement, and analytics technologies. Seventh edition. London: KoganPage.

Snow, S. and Lazauskas, J. (2018) The storytelling edge: how to transform your business, stop screaming into the void, and make people love you. Hoboken, New Jersey: John Wiley & Sons, Inc.

Tica, A. (2019) Likes on Social Media Don't Matter Anymore. Here's What Does Instead.

Tindall, N. T. J. and Hutchins, A. (eds) (2016) Public relations and participatory culture: fandom, social media and community engagement. London: Routledge.

Tuten, T. L. and Solomon, M. R. (2018) Social media marketing. 3rd edition. Los Angeles: Sage.

Warc - Advertising best practice, evidence and insights | warc.com (no date).

Yoram Wind and Catharine Hays (2016) Beyond advertising: creating value through all touchpoints. Hoboken, New Jersey: John Wiley & Sons, Inc.

Zackariasson, P. and Dymek, M. (2017) Video game marketing: a student textbook. London: Routledge.

| Work load           |                 |
|---------------------|-----------------|
| Type of course      | Number of hours |
| Lecture             | 8.0             |
| Interactive courses | 10.0            |
| Collective project  | 20.0            |
| Research            | 12.0            |

|       |      |
|-------|------|
| Total | 50.0 |
|-------|------|

Theoretical constructs will be provided by way of interactive lecture material, which will include the presentation of a significant number of examples

Students will be required to work in tandem with one another in class to identify examples of the theory presented

The assessment is based around one major project which involves the development and execution of a communications strategy. The presentation will be by way of electronic presentation

| INTERNATIONAL PURCHASING & SUPPLY MANAGEMENT 0819 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022                                       | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                               | 2122_SYL_NEG_0819 | NEG                                 |

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

### 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. Learn what are the guarantees for the international purchaser: Bonds, and discover the different types that exist, and understand how do bonds function.

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 International 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. It explains what the different types of guaranties for international purchaser: Bonds and how do they work.

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

## Evaluation

Individual assignment 30%  
Case study 30%  
Group Project 40%

## Recommended reading

Purchasing and Supply Chain Management Lysons, K. and Farrington B. (2012), , 8th ed. Prentice Hal ;

## 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>     |

| APPLIED NEGOTIATION ESSENTIALS 0820 |                   |                                     |
|-------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                         | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :                        | 2122_SYL_NEG_0820 | NEG                                 |

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

### 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 project | Group project |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                    | 1.0           |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                    |               |   |   |   |   |   |   |    |    |    |
| Coefficient                | 40.0          | 20.0               | 40.0          |   |   |   |   |   |   |    |    |    |

### Evaluation

Participation 40%  
Individual project 20%  
Group Project 40%

### Recommended reading

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

### Work load

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

| SALES ESSENTIALS 0821 |                   |                                     |
|-----------------------|-------------------|-------------------------------------|
| 2021 - 2022           | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>   | 2122_SYL_NEG_0821 | NEG                                 |

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

### 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 assessment | End of term exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                       |                  |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                       |                  |   |   |   |   |   |   |    |    |    |
| Coefficient                | 35            | 35                    | 30               |   |   |   |   |   |   |    |    |    |

### Evaluation

The assessment will be based on three criteria : - Active participation in class - Role Play & Written Analysis of role plays - Final Exam

### Recommended reading

| 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>     |



| IMPORT-EXPORT: SELLING AND NEGOTIATING 2104 |                   |                                     |
|---|-------------------|-------------------------------------|
| 2021 - 2022                                 | Credit : 2        | <b>IESEG - School of Management</b> |
| Class code :                                | 2122_SYL_NEG_2104 | NEG                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | NA       |        | English                 |

### Prerequisites

None

### Learning objectives

This is a practical course in International Trade for future managers who will be able to analyze and address all risks within an international exchange and master all issues linked with import-export operations.

1.A Demonstrate an international mindset / 2.C Generate sustainable solutions for organizations / 6.A Thoroughly examine a complex business situation

### Course description

This course is a practical introduction to international trade logistics international means of payment and guarantees, customs and global trade risk avoidance based on real situations and cases.

| Assessment / Feedback      |            |               |   |   |   |   |   |   |   |    |    |    |
|----------------------------|------------|---------------|---|---|---|---|---|---|---|----|----|----|
| Rated element              | 1          | 2             | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Case study | Participation |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written | 1.0        |               |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |            |               |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 70.0       | 30.0          |   |   |   |   |   |   |   |    |    |    |

### Evaluation

Case studies

### Recommended reading

J.Reuvid & J.Sherlock (2011), International Trade, ICC UK

## Work load

| Type of course           | Number of hours |
|--------------------------|-----------------|
| Lecture                  | 16.0            |
| <b>Independent study</b> |                 |
| Personnal work           | 34.0            |
| <b>Total</b>             | <b>50.0</b>     |

| FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT 2385 |                   |                                     |
|--|-------------------|-------------------------------------|
| 2021 - 2022                                  | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                          | 2122_SYL_OPS_2385 | OPS                                 |

| Level     | Year | Semestre | Campus | Language of instruction |
|-----------|------|----------|--------|-------------------------|
| Intensive | P    | NA       | L_P    |                         |

### Prerequisites

none

### Learning objectives

- A general understanding and review of 21st Century Supply Chain Management in comparison to pre-21st Century Supply Chain Management – what are the major trends that should drive our strategies
- A forum for the identification of (Domestic and Global) Supply Chain Relationships with advantages and challenges
- Total Quality Management in Supply Chain Management
- Understanding Supply Chain Sustainability and Corporate Social Responsibility
- Current 21st Century Supply Chain Issues and Events

1.A Demonstrate an international mindset / 1.B Successfully collaborate within a intercultural team / 1.C Communicate effectively in English / 2.A Assess the values of the organization in which they work / 4.A Appraise the performance of a team

### Course description

#### Module 1 – Brief Overview and Discussion of Supply Chain

- How has Supply Chain Management and Value Chain importance evolved?
- How do relationships make a difference in Supply Chain Management?
- What are the relationships and roles in the traditional Supply Chain?
- What are Micro and Macro Supply Chain Management Relationships
  - o Partnerships, Consultants and Brokers; Outsource, Offshore and Insource
  - o Global Supplier Base: Deep and Wide Supplier Relationships

#### Module 2 – Foundation for Global Supply Chain Relationships

- Expectations, Challenges and Opportunities in Long Distance (Global) Supply Chain Relationships – Examples and Cases; Relationship Value Proposition

- Harmony, Diversity, Culture, Morals and Values
- Ethics

- Academia, Government and Non-Profit Relationships

#### Module 3 – Sustainable Supply Chain Management, CSR and TQM

- TQM – Six Sigma and Lean Tools
- CSR – Greening, Sustainability and Corporate Social Responsibility

#### Module 4 – Recent 21st Century SCM Opportunities and Challenges

- Current Issues in Supply Chain Management
- Block Chain and other SCM Technologies
- Team Project
- Roles and Careers in 21st Century Supply Chain Management

Day 5 – Final Examination (option for in-class or take-home)

### Assessment / Feedback

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

### Evaluation

lecture; individual and group exercises; videos; case studies

### Recommended reading

<https://hbr.org/2020/03/a-more-sustainable-supply-chain>  
<https://www.supplychainquarterly.com/articles/109-relationships-for-supply-chain-success>  
<https://www.icmrindia.org/Casestudies/Management.asp?area=Supply%20Chain%20Management>  
<https://www.symbia.com/blog/2021/4/5/10-facts-global-supply-chains-sustainability>  
<https://www.greenbiz.com/article/6-steps-more-sustainable-supply-chain>  
<https://www.allthingssupplychain.com/sustainability-in-global-supply-chains-makers-movers-global-sustainable-supply-chain-summit-event-review/>  
<https://fortune.com/2021/06/22/supply-chain-secret-to-sustainability-success/>  
<https://www.ibm.com/services/supply-chain>  
<https://www.the-future-of-commerce.com/2020/01/22/ethical-supply-chain-definition-stats/>  
<https://www.riskmethods.net/resilient-enterprise/build-manage-sustainable-supply-chains>  
<https://blogs.opentext.com/what-is-the-ethical-supply-chain/>  
<https://www.billerudkorsnas.com/managed-packaging/knowledge-center/articles/ethical-supply-chain>  
<https://www.sdcexec.com/professional-development/article/21081387/managing-the-21st-century-supply-chain>  
<https://www.gep.com/white-papers/trends-supply-chain-management-21st-century>  
<http://www.globeconfreight.com/blog/three-key-priorities-21st-century-supply-chain-professionals/>  
<https://www.thebalancesmb.com/six-sigma-basics-2221423>  
<https://www.afflink.com/blog/6-ways-six-sigma-can-improve-your-supply-chain-efficiency>  
<https://www.benchmarkingsuccess.com/the-benefits-of-six-sigma-for-supply-chain-performance-improvement/>  
<https://www.industrystar.com/blog/2017/03/leveraging-six-sigma-dmaic-solve-supply-chain-challenges/>

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Lecture             | 8.0             |
| Interactive courses | 4.0             |
| Directed work       | 4.0             |

|                    |      |
|--------------------|------|
| Coaching           | 1.0  |
| Personnal work     | 4.0  |
| Collective project | 3.0  |
| Individual project | 2.0  |
| Independent work   |      |
| Research           | 4.0  |
| Total              | 30.0 |

adaptable hours

| FUNDAMENTALS OF OPERATIONS MANAGEMENT 2386 |                   |                                     |
|--|-------------------|-------------------------------------|
| 2021 - 2022                                | Credit : 2        | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                        | 2122_SYL_OPS_2386 | OPS                                 |

| Level     | Year | Semestre | Campus  | Language of instruction |
|-----------|------|----------|---------|-------------------------|
| Intensive | P    | NA       | L_P / P |                         |

### Prerequisites

None.

### Learning objectives

Manufacturing

- (1-Operations strategy
- 2-Manufacturing network
- 3-Workplace optimization)

Working capital

- (1-Inventory management
- 2-Demand analysis
- 3-Capacity)

Brief review on Supply Chain

- (1-Service level
- 2-Product flow and stock
- 3-Processes and systems
- 4-Supply chain network
- 5-Product portfolio)

Services

- (1-Customer experiences
- 2-Lean management
- 3-Frontline and sales
- 4-Business support function)

Supply and purchasing

- (1-Managing suppliers
- 2-Procurement strategy
- 3-Time to replenish
- 4-Time to deliver)

Product development

- (1-New product development
- 2-Portfolio management
- 3-Branding
- 4-Quality and value)

Case study

- (1-Studying a real case of the problem)

## Course description

### Fundamentals of Operations Management

#### Day 1

Introduction to Module -Operations management  
Operations performance -Quality and value  
Operations strategy -Demand and capacity Analysis

#### Day 2

Financial decision analysis  
Process design -Layout and flow management  
The nature of planning and control

#### Day 3

Supply chain management  
Lean management  
Case study

#### Day 4

Enterprise resource planning (ERP)  
Simulation  
Course wrap up - Test

## Assessment / Feedback

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

## Evaluation

None.

## Recommended reading

None.

## Work load

Type of course

Number of hours

|                     |      |
|---------------------|------|
| Interactive courses | 16.0 |
| Total               |      |



| INTRODUCTION TO STRATEGY 1035 |                   |                                     |
|-------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                   | Credit : 2        | <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                 |

### 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 exam |   |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |                  |   |   |   |   |   |   |   |    |    |    |
| 2nd session                |               |                  |   |   |   |   |   |   |   |    |    |    |
| Coefficient                | 60.0          | 40.0             |   |   |   |   |   |   |   |    |    |    |

### Evaluation

-Group projects (60%): Each day, students will prepare a short powerpoint working on a key aspect of the case study. In total there will be 4 group powerpoints to be prepared throughout the 4 days and this will constitute the student's participation grade (40%).  
 -Final Exam (40%): The module will finish with an MCQ final exam given on the Friday and will cover all of the key concepts seen throughout the week.

## Recommended reading

None.

## Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 16.0            |
| <b>Independent study</b>  |                 |
| Personnal work            | 8.0             |
| Collective project        | 6.0             |
| <b>Independent work</b>   |                 |
| Reading reference manuals | 6.0             |
| <b>Total</b>              | <b>36.0</b>     |

| INTRODUCTION TO BUSINESS ETHICS 1036 |                   |                                     |
|--------------------------------------|-------------------|-------------------------------------|
| 2021 - 2022                          | Credit : 2        | <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  |                         |

### 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 see how it may apply in real life situations 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 | Participation | Case study |   |   |   |   |   |   |    |    |    |
| Number of hours if written |               |               |            |   |   |   |   |   |   |    |    |    |
| 2nd session                | true          |               |            |   |   |   |   |   |   |    |    |    |
| Coefficient                | 40.0          | 30.0          | 30.0       |   |   |   |   |   |   |    |    |    |

### Evaluation

"A group project in team of 4 to 5 will have to be handed by the end of the course and presented orally (10 to 15 min presentation). It will consist in a critical analysis of a wrong business decision or the analysis of a dilemma with the help of the methodology seen in class. The objective is to think about what would have been a ""better decision"" in the context of the case study."

Personal participation

Case analysis

### Recommended reading

None.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| 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        | <b>IESEG - School of Management</b> |
| Class code :                         | 2122_SYL_STR_1037 | STR                                 |

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

### 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. Get familiarized with key CSR-/sustainability-related concepts and frameworks
2. Delineate key environmental, social and governance issues of an organization
3. Identify paths through which business organizations can generate social and environmental value next to economic performance
4. Use concepts and tools to address sustainability challenges 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.B Solve professional dilemmas using concepts of CSR and ethics / 2.C Generate sustainable solutions for organizations / 5.A Predict how business and economic cycles could affect organizational strategy

### Course description

In a world facing grand challenges such as climate change, demography, depletion of raw materials., firms are required to minimize their environmental impacts and have to integrate environmental and social considerations into their development (and investment) strategies. In this course, we focus on how businesses can approach such sustainability-related challenges. We aim to have students extend their knowledge and perspectives to include a broader set of issues, a longer time horizon and a deeper understanding of complexities involved in change for sustainability. We will therefore grapple with questions such as: 'what will it take to achieve a sustainability vision?'

The course equips students to approach business and societal challenges from a strategic and organizational perspective. To do this, the course will:

- Highlight a range of key CSR-/sustainability issues and challenges faced by contemporary corporate actors
- Examine CSR-/sustainability engagement efforts, tools and practices such as stakeholder management and mapping, social and environmental innovation, ESG reporting, and responsible leadership;
- Critically approach views on social and environmental performance and international frameworks such as the UN Sustainable Development Goals (SDGs);
- Apply these themes to specific, real-time/real-world cases.

The courses will alternate between theory, exercises and games, case studies, debates and discussions.

### Assessment / Feedback

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

| Type of test               | Participation | Group project | Individual project |  |  |  |  |  |  |  |  |  |
|----------------------------|---------------|---------------|--------------------|--|--|--|--|--|--|--|--|--|
| Number of hours if written |               |               |                    |  |  |  |  |  |  |  |  |  |
| 2nd session                |               |               |                    |  |  |  |  |  |  |  |  |  |
| Coefficient                | 20.0          | 40.0          | 40.0               |  |  |  |  |  |  |  |  |  |

### Evaluation

The assessment will be based on three parts: Participation (20%), group project (40%), individual project (40%)

### Recommended reading

Required readings will be posted online.

### Work load

| Type of course            | Number of hours |
|---------------------------|-----------------|
| Interactive courses       | 16.0            |
| Collective project        | 9.0             |
| Individual project        | 9.0             |
| Reading reference manuals | 6.0             |
| Research                  | 8.0             |

|       |      |
|-------|------|
| Total | 48.0 |
|-------|------|

| PREPARATION AU DELF B1 ET B2 0520 |                       |                                     |
|-----------------------------------|-----------------------|-------------------------------------|
| 2021 - 2022                       | 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  |                         |

### 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 exercises

| Assessment / Feedback      |                       |               |                |                  |   |   |   |   |   |    |    |    |
|----------------------------|-----------------------|---------------|----------------|------------------|---|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2             | 3              | 4                | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Participation | Digitalization | End of term exam |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |               |                | 1.5              |   |   |   |   |   |    |    |    |
| 2nd session                |                       |               |                |                  |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0                  | 20            | 20             | 40.0             |   |   |   |   |   |    |    |    |

### Evaluation

Detailed and regular individual feedback will be provided by professors to students to help them in their progression and help them if necessary

### Recommended reading

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 |
| Face to face        |                 |
| Interactive courses | 16.5            |
| Independent study   |                 |
| Personnal work      | 32.0            |
| Independent work    |                 |
| E-learning          | 1.5             |
| Total               | 50              |

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

| BIEN PRONONCER LE FRANCAIS 0521 |                       |                                     |
|---------------------------------|-----------------------|-------------------------------------|
| 2021 - 2022                     | Credit : 1            | <b>IÉSEG - 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  |                         |

### Prerequisites

no prerequisite

### Learning objectives

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.

### Course description

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

### Assessment / Feedback

| Rated element              | 1                     | 2              | 3             | 4                | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|----------------------------|-----------------------|----------------|---------------|------------------|---|---|---|---|---|----|----|----|
| Type of test               | Continuous assessment | Digitalization | Participation | End of term exam |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |                |               |                  |   |   |   |   |   |    |    |    |
| 2nd session                |                       |                |               |                  |   |   |   |   |   |    |    |    |
| Coefficient                | 20.0                  | 20.0           | 20            | 40.0             |   |   |   |   |   |    |    |    |

### Evaluation

Continuous assessment : 60%  
 > quizzes and activities : 20%  
 > digitalization: 20%  
 > participation : 20%  
 Final exam : 40%

### Recommended reading

| Work load      |                 |
|----------------|-----------------|
| Type of course | Number of hours |
| Lecture        | 14.6            |
| Personnal work | 9.2             |
| E-learning     | 1.2             |
| Total          | 25              |

| FRENCH AS A FOREIGN LANGUAGE (AVANCE) 2553 |                       |                                     |
|--|-----------------------|-------------------------------------|
| 2021 - 2022                                | Credit : 2            | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                        | 2122_SYL_LAN_FRE_2553 | LAN_FRE                             |

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

### 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 assessment | Digitalization | Participation | End of term exam | Oral assessment |   |   |   |   |    |    |    |
| Number of hours if written |                       |                |               | 1.5              |                 |   |   |   |   |    |    |    |

|             |    |    |    |    |    |  |  |  |  |  |  |  |
|-------------|----|----|----|----|----|--|--|--|--|--|--|--|
| 2nd session |    |    |    |    |    |  |  |  |  |  |  |  |
| Coefficient | 30 | 10 | 10 | 25 | 25 |  |  |  |  |  |  |  |

### Evaluation

A detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

### Recommended reading

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 - 2022                                  | 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                  |

### Prerequisites

None.

### Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level BEGINNER +. At the end of the course, students should reach BEGINNER + level. [Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, . Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

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

### Course description

Students will work on the 4 skills : listening, reading, speaking and writing . We will study the following thematic : Introducing himself-herself/ Buying in food shops/ Ordering and take away in a restaurant.

| Assessment / Feedback      |                       |                |               |                  |                 |   |   |   |   |    |    |    |
|----------------------------|-----------------------|----------------|---------------|------------------|-----------------|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2              | 3             | 4                | 5               | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Digitalization | Participation | End of term exam | Oral assessment |   |   |   |   |    |    |    |
| Number of hours if written |                       |                |               | 1.5              |                 |   |   |   |   |    |    |    |
| 2nd session                |                       |                |               |                  |                 |   |   |   |   |    |    |    |
| Coefficient                | 30                    | 10             | 10            | 25               | 25              |   |   |   |   |    |    |    |

### Evaluation

Detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

## Recommended reading

Provided by the course lecturers

## Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 27.5            |
| E-learning          | 6               |
| <b>Total</b>        | <b>50</b>       |



| FRENCH AS A FOREIGN LANGUAGE (BEGINNER) 2549 |                       |                                     |
|--|-----------------------|-------------------------------------|
| 2021 - 2022                                  | Credit : 2            | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                          | 2122_SYL_LAN_FRE_2549 | LAN_FRE                             |

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

### Prerequisites

None.

### Learning objectives

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

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

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

.

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

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

### Course description

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

We will study the following thematic : Introducing himself-herself/ Buying in food shops/ Ordering and take away in a restaurant.

| Assessment / Feedback      |                       |                |               |                  |                 |   |   |   |   |    |    |    |
|----------------------------|-----------------------|----------------|---------------|------------------|-----------------|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2              | 3             | 4                | 5               | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Digitalization | Participation | End of term exam | Oral assessment |   |   |   |   |    |    |    |
| Number of hours if written |                       |                |               | 1.5              |                 |   |   |   |   |    |    |    |
| 2nd session                |                       |                |               |                  |                 |   |   |   |   |    |    |    |
| Coefficient                | 30                    | 10             | 10            | 25               | 25              |   |   |   |   |    |    |    |

### Evaluation

Detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

### Recommended reading

Provided by the course lecturers

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 27.5            |
| E-learning          | 6               |
| <b>Total</b>        | <b>50</b>       |

| FRENCH AS A FOREIGN LANGUAGE (BEGINNER +) 2550 |                       |                                     |
|--|-----------------------|-------------------------------------|
| 2021 - 2022                                    | Credit : 2            | <b>IÉSEG - School of Management</b> |
| Class code :                                   | 2122_SYL_LAN_FRE_2550 | LAN_FRE                             |

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

### Prerequisites

None.

### Learning objectives

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

### Course description

None.

| Assessment / Feedback      |                       |                 |                  |               |               |   |   |   |   |    |    |    |
|----------------------------|-----------------------|-----------------|------------------|---------------|---------------|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2               | 3                | 4             | 5             | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Oral assessment | End of term exam | No assessment | No assessment |   |   |   |   |    |    |    |
| Number of hours if written |                       |                 | 1.5              |               |               |   |   |   |   |    |    |    |
| 2nd session                |                       |                 |                  |               |               |   |   |   |   |    |    |    |
| Coefficient                | 50.0                  | 25.0            | 25.0             |               |               |   |   |   |   |    |    |    |

### Evaluation

None.

### Recommended reading

Provided by the course lecturers

## Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 31.7            |
| E-learning          | 1.8             |
| <b>Total</b>        | <b>50</b>       |

| FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE) 2551 |                       |                                     |
|--|-----------------------|-------------------------------------|
| 2021 - 2022                                      | Credit : 2            | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                              | 2122_SYL_LAN_FRE_2551 | LAN_FRE                             |

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

### Prerequisites

Beginner +

### Learning objectives

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). Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.

<https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>

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

### Course description

Become an independent user (intermediate level - 1st part) in the 4 skills.

1st topic: Talk about yourself, share your experiences, and memories: Talk about your daily life and tastes. Talk about personal, cultural and geographical background. Describe a picture. Tell a memory and give impressions.

2nd topic: Talk new food trends: Talk about eating habits. Describe a dish, a recipe. Discuss new food trends (vegan, organic...) and responsible consumption.

3rd topic: Talk about the future, the environment and new technologies: Talk about environmental issues. Talk about progress. Describe innovative products. Give your opinion.

| Assessment / Feedback      |                       |                 |                  |   |   |   |   |   |   |    |    |    |
|----------------------------|-----------------------|-----------------|------------------|---|---|---|---|---|---|----|----|----|
| Rated element              | 1                     | 2               | 3                | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Type of test               | Continuous assessment | Oral assessment | End of term exam |   |   |   |   |   |   |    |    |    |
| Number of hours if written |                       |                 | 1.5              |   |   |   |   |   |   |    |    |    |

|             |      |      |      |  |  |  |  |  |  |  |  |  |
|-------------|------|------|------|--|--|--|--|--|--|--|--|--|
| 2nd session |      |      |      |  |  |  |  |  |  |  |  |  |
| Coefficient | 50.0 | 25.0 | 25.0 |  |  |  |  |  |  |  |  |  |

### Evaluation

Placement test in the 4 skills

- Online test (listening, reading, writing, grammar and vocabulary exercises)
- 1 MID-TERM EXAM (grammar and vocabulary exercises FlowMulti)
- 1 Speaking exam during the semester
- 1 Final exam (grammar and vocabulary exercises FlowMulti)

### Recommended reading

- Défi 2, EMDL
- ICI 2, Clé International
- VO 2, EMDL
- Communication Progressive du Français, niveau intermédiaire, Clé International
- Le DELF A2 100% réussite, didier

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 24.5            |
| E-learning          | 1.5             |

|       |    |
|-------|----|
| Total | 50 |
|-------|----|

| FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE +) 2552 |                       |                                     |
|--|-----------------------|-------------------------------------|
| 2021 - 2022  | Credit : 2            | <b>IESEG - School of Management</b> |
| <b>Class code :</b>                                | 2122_SYL_LAN_FRE_2552 | LAN_FRE                             |

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

### Prerequisites

Intermédiaire

### Learning objectives

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

\*Referring to the learning goal of school : - Work in an international and intercultural environment - Demonstrate an intercultural open mindset - Produce professional quality documents (appropriate to the language level ) - Make professional quality oral presentations using adapted tools

\*Referring to the Common European Framework of Reference for Languages and depending on the level: - Understand key points when clear and regular language is used while discussing familiar subjects -understand everyday language in written texts, descriptions of events, expressions of feelings and wishes in personal letters - Express themselves in an uncomplicated way when describing experiences and events, hopes and objectives in the context of explaining projects and opinions -writing a simple and coherent text about familiar subjects, as well as personal letters that describe experiences and impressions - Master both oral and written French which can be used in the world of work - Master both oral and written French which can be used in everyday communication in the business world

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

### Course description

Theme 1: Culture, society and identities

Compare and comment on lifestyles

Generational differences

Cultural symbols and stereotypes

(Express your opinion and feelings)

Theme 2: Work

Talk about their background / experiences (academic and professional); The French school system

Talk about your soft skills, hard skills and knowledge

(State ambitions and objectives)

### Assessment / Feedback

| Rated element | 1                     | 2               | 3                | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---------------|-----------------------|-----------------|------------------|---|---|---|---|---|---|----|----|----|
| Type of test  | Continuous assessment | Oral assessment | End of term exam |   |   |   |   |   |   |    |    |    |



|                            |      |      |      |  |  |  |  |  |  |  |  |  |
|----------------------------|------|------|------|--|--|--|--|--|--|--|--|--|
| Number of hours if written |      |      | 1.5  |  |  |  |  |  |  |  |  |  |
| 2nd session                |      |      |      |  |  |  |  |  |  |  |  |  |
| Coefficient                | 50.0 | 25.0 | 25.0 |  |  |  |  |  |  |  |  |  |

### Evaluation

A detailed individual and regular feedback will be given to the students in order to allow them to improve and to help them if needed.

CONTINUOUS ASSESSMENT : 50 % > Midterm : 30 %; participation : 10 % ; digitization : 10%

FINAL EXAM : 50 % > Written exam : 25% : oral speaking exam : 25%

### Recommended reading

GRAMMAIRE PROGRESSIVE DU FRANÇAIS/CLE INTERNATIONAL ; IESEG Online <http://www.ieseg-online.com/>

### Work load

| Type of course      | Number of hours |
|---------------------|-----------------|
| Interactive courses | 16.5            |
| Personnal work      | 31.7            |
| E-learning          | 1.8             |
| <b>Total</b>        | <b>50</b>       |

