



# SYLLABI

Courses for Incoming Exchange Students

Master PGE

Lille

FALL 2022

**Last Update: August 2, 2022**

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

MANAGERIAL ACCOUNTING : FINANCIAL DECISION TOOLS 2068		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ACC_2068	ACC

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

### Prerequisites

A prior course in managerial accounting is essential. This course reviews several methodologies introduced in prior managerial accounting courses, with the objective of instilling a deeper understanding of their underlying theories, methods, applications, and limitations. Practical applications and casework move rapidly through the areas. Prior work in variance analyses, capital investment modeling (present value methods), variable costing, and break-even is fundamental to success in the course.

### Learning objectives

1. Better understand the role and value of managerial accounting, (including terminology).
2. Differentiate between short and long-term decision relevance criteria; matching requisite performance techniques with analytic needs for optimal strategic decisions.
3. Further utilize CVP tools, including probability modeling, for short-term profitability planning.
4. Develop greater understanding of long-term capital budgeting (NPV, DCF) methods, including reasons underlying use of cash-based analyses over financial rules-based determinants.
5. Apply variance concepts to revenue and margin analyses.
6. Improve communication skills through analyses and group case work presentations

- 6.A Thoroughly examine a complex business situation
- 3.B Propose creative solutions within an organization
- 5.C Employ state-of-the-art management techniques
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.D Make effectual organizational decisions
- 1.B Successfully collaborate within a intercultural team

### Course description

Building on prerequisite, foundation managerial accounting methods, and designed for the hands-on decision-maker, several popular, practically-based management accounting areas are presented, actively demonstrated, and discussed. Each area builds from an introductory perspective, starting with a basic review of the each technique, working toward advanced decision theory applications, and culminating with group case analyses.

The cases are designed to explore each method's business relevancy, applicability, and practical usage. With the prerequisite foundation, this course provides both review and in-depth understanding of several financial decision tools. The following issues, decision techniques, and theories are among those examined: (1) Why Management Accounting? Whatever happened to simple cost accounting? (2) Long-term resource allocation decisions: It's All About Cash - (CASH? >> What happened to Financial Reporting Standards? (3) "How'd We Do?" / Performance modelling: Adapting traditional variance work to the Sales and Margin side. (4) Coming Up Short? Strategies supporting short-term business planning, including multi-product,

probabilistic, break-even modelling. (5) Is That All There Is? Discussion of other relevant decision areas, including Goldratt's bottleneck solutions that favour dropping cost accounting. Activity-Based Costing? or is it AB Hogwash? ~ Group presentations culminate the course. Creative analysis, innovative approaches / solutions, and professional reporting are the foundation of the assignment. Insightful, inventive thinking, with a dash of enthusiasm: the coup de maitre

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Midterm exam	Group project	Individual report	Individual project	Exercise								
Nb of hours if written exam	2.0	3.0												
2nd session	true													
Coefficient	20.0	15.0	40.0	15.0	6	4								

## Evaluation

Quizzes > reviewed in class (ZOOM); Class Exercises > solutions provided concurrently; Homework > review answers at start of each class (ZOOM).

## Recommended reading

One short reading is included in the coursebook. Otherwise the course is self-contained.

## Work load

Type of course	Number of hours
Independent study	
Personnal work	5.0
Collective project	16.0
Individual project	5.0
Independent work	
E-learning	12.0

Reading reference manuals	2.0
Research	2.0
<b>Distance learning</b>	
remote videoconferencing	8.0
<b>Total</b>	<b>50.0</b>

Presently the course & workload reflects distance learning, which was first implemented in Fall 2020 because of the pandemic. If we return to face-to-face for Fall 2021 (my preference) this syllabus will be adjusted accordingly. (The Course was originally designed for in-class, active learning environment. The pandemic is shifted us to online, which is a combination of ZOOM and online E-learning, visual & audio, methods. Students have individual and group work, case requirements by students also require visual and audio presentations.)

NEW PRODUCT CREATION & DIFFUSION 1095		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ENT_1095	ENT

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

### Prerequisites

The students should understand the basics of marketing and marketing management process.

### Learning objectives

This course aims to explore the major issues, problems, and challenges faced by new product development managers and their teams. Overall, this course is structured to cover: (1) The key stages of product development (i.e., opportunity identification, idea generation, product design, product testing, launch issues) and life-cycle management, (2) New analytical methods to reduce risk and improve innovativeness at both new product team level and firm-level, and (3) a variety of new product development strategies (i.e., incremental versus radical innovativeness, technological discontinuities and dominant designs, new product diffusion and adoption, and exploration versus exploitation) from the perspective of large companies and start-ups.

- 1.C Communicate effectively in English
- 3.B Propose creative solutions within an organization
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 2.C Generate sustainable solutions for organizations

### Course description

This course is designed to achieve a number of objectives, as follows: (1) To provide students with the fundamentals of the innovation and NPD processes; (2) To equip students with the analytical tools and evaluation methods used to increase the success rate in new product development; (3) To make students aware of both the external and internal influences on the methodologies needed to produce new products; and (4) To familiarize students with the procedures associated with and issues critical to the new product launch.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project												
Nb of hours if written exam														
2nd session														



Coefficient	20	80												
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### Evaluation

Evaluation as follows: - Individual Participation/Preparation (20%) - Group Internet Assignments (80%)

### Recommended reading

Merle C. Crawford, Anthony C. Di Benedetto (2010), New Products Management, 10th Edition (McGraw-Hill/Irwin Series in Marketing). ; IESEG Online <https://www.ieseg-online.com/>

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
Collective project	10.0
Reading reference manuals	10.0
<b>Total</b>	<b>36.0</b>

Chapter, Article and/or Case Readings ; Lectures, Case Discussions, and/or Learning Activities

INTRODUCTION TO CDO 2070		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_FIN_2070	FIN

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

### Prerequisites

The participants should have basic understanding and knowledge of structured finance as well as corporate finance concepts

### Learning objectives

Understand the mechanics of Securitization at large and specifically CDOs  
 Describe Techniques of internal and external credit enhancement and subordination  
 Build a simple Cash flow model on CDO

- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.D Make effectual organizational decisions
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

### Course description

I / Introduction to Securitization  
 •Securitization : the definition and the markets  
 •Securitization : the motives behind doing it  
 •Securitization : the various ways to achieve a securitization

II / Type of Assets  
 •Traditional Asset Classes : loans and bonds  
 •Non Traditional Asset Classes : stocks, structured assets  
 •Future Flows Securitization Types

III / Cash Securitizations  
 • Illustr 1- cash CLO  
 • Illustr 2- cash CDO  
 • Illustr 3 – Arbitrage deal

>>> AIG Case Study  
 >>> A full simulation on a securitization (through XLS)

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Multiple choice questions	Case study	Group report											
Nb of hours if written exam														
2nd session														
Coefficient	50.0	30.0	20.0											

### Evaluation

Two synchronous video sessions.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Personnal work	25.0
Distance learning	



remote seminar	25.0
<b>Total</b>	<b>50.0</b>

INTRODUCTION TO PROJECT FINANCE 2071		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_FIN_2071	FIN

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

### Prerequisites

Students should have a global understanding of corporate finance concepts structured finance concepts.

### Learning objectives

Understand differences between project finance & other forms of finance  
 Produce a simple diagram/structure of a project finance deal  
 Explain different setups and compare structures  
 Compute key ratios for project finance  
 Produce a simple risk matrix on project finance  
 Analyse a case study

- 2.C Generate sustainable solutions for organizations
- 6.A Thoroughly examine a complex business situation
- 1.A Demonstrate an international mindset
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.B Construct expert knowledge from cutting-edge information
- 5.A Predict how business and economic cycles could affect organizational strategy

### Course description

The course will address at an entry-level the considerations at play in project finance. Designed as a journey through project finance, mixing history perspective and financing techniques, the game has the ambition to appetize participants on a relatively unknown form of finance.

Key understanding of project finance and how it differentiates from other form of finance, the different types of project finance in different countries, the simple structure of a PF deal, the computation of key ratios and the identification of risks are among other topics the main blocks of knowledge the participants will acquire.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Case study	Individual project											

Nb of hours if written exam														
2nd session														
Coefficient	40.0	20.0	40.0											

## Evaluation

Asynchronous video sessions

## Recommended reading

None.

## Work load

Type of course	Number of hours
Personnal work	25.0
Independent work	
E-learning	25.0
<b>Total</b>	<b>50.0</b>



CORPORATE INVESTMENTS 2072		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_FIN_2072	FIN

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

### Prerequisites

Fundamentals of Finance

### Learning objectives

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

### Course description

Available for students

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Exercise	Case study	Continuous assessment											

Nb of hours if written exam														
2nd session														
Coefficient	20.0	50	30.0											

### Evaluation

None.

### Recommended reading

Valuation: The Art and Science of Corporate Investment Decisions - Titman, S., and Martin, J.  
Prentice Hall. 1st edition 2008

Advanced Capital Budgeting. Refinements in the economic analysis of investment projects. -Bierman, H. and Smidt, S.  
Routledge 1st edition 2007

Capital Budgeting and Long-Term Financing Decisions. - Seitz, N. and Ellison, M.  
South-Western 4th edition 2005

Damodaran web-page: [http://pages.stern.nyu.edu/~adamodar/New\\_Home\\_Page/dam2ed.htm](http://pages.stern.nyu.edu/~adamodar/New_Home_Page/dam2ed.htm)

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Lecture	10.0
Interactive courses	8.0
Personnal work	18.0
Collective project	8.0
Individual project	10.0
Reading reference manuals	10.0
<b>Outside training</b>	
Outside visit	0.0

Company visit	0.0
Distance learning	
remote videoconferencing	18.0
Total	54.0



STRUCTURES & ORGANIZATIONAL DESIGN IN INTERNATIONAL CONTEXTS 2074		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_HRM_2074	HRM

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

### Prerequisites

This is not a spoonfeeding course, the aim is to encourage the student to take a critical, and often ironic, view on what happens behind the organization. Students who sign up for this course should have at least basic knowledge of strategic management. They should also have good knowledge of current events in business and institutions. It is imperative that they are willing, and able, to study (and then analyse) academic texts on their own. The ability to ask critical questions and to pursue independent work is essential for success in this course.

### Learning objectives

- 1.B Successfully collaborate within a intercultural team
- 2.C Generate sustainable solutions for organizations
- 1.A Demonstrate an international mindset
- 3.B Propose creative solutions within an organization

### Course description

Introduction - The introduction's aim is to help all students to understand the basic tools of organizational design. So the first lesson imply the general definition of organization, including some consideration about the peculiarity of the international contest

Part 1-.The org-chart technique and the basic tool of all the course.

Following the program the student will be introduced to the theory of the organizational structuring: basic, functional and dipartimental structures. These are the so called hierarchical structures, since the integration model they normally use is based on the hierarchical relation between the actors.

Part 2 – Non-Hierarchical structure

This traditional approach to the organization is attenuated by using different model based on the mutual adjustment, the negotiation between the actors, the shared interests and the common culture.

Using these tools we create the non hierarchical organization, by which the most important examples are the Project Manager Model, the Product Manager Model and the Matrix.

Part 3 – Network Organization

At the end of the course the students will be introduced to the newest concept of the reticular organizations or Net-organizations. This innovative idea of organization seems to be an efficient answer to the request coming from the enterprises which have to face the crisis periods

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Individual project	Group project	Participation											
Nb of hours if written exam	8.0	4.0												
2nd session	true													
Coefficient	80.0	10.0	10.0											

### Evaluation

None.

### Recommended reading

Mintzberg H. (1989), Mintzberg on management: inside our strange world of organizations, Free Press, New York

Dowling P.; Festing M.; Engle A.(2017); International Human Resource Management, Cengage, Boston

### Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	18.0
Collective project	8.0
Reading reference manuals	8.0

Total	50.0
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ENVIRONMENTAL MARKETING 2075		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_MKT_2075	MKT

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

### Prerequisites

None.

### Learning objectives

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

### Course description

Knowledge of Marketing Principles is recommended to study this course, however not essential. Throughout the course students are expected allocate study time to explore selected material and other relevant academic texts and journals to give them the most current view of pressing global environmental issues. Students should be prepared to critically analyse the various approaches that are being debated to address the global concerns that climate change and other environmental sustainability challenges present.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Written exam												
Nb of hours if written exam		2.0												
2nd session														
Coefficient	50.0	50.0												

### Evaluation

None.

### Recommended reading

#### Session 1:

United Nations Climate Change (2021): COP26: The Glasgow Climate Pact

Truong, V,D (2014). Social Marketing: A Systematic Review of Research 1998–2012. Social Marketing Quarterly, Vol. 20 (1) 15-34.

McKenzie-Mohr, D (2000). Promoting Sustainable Behavior: An Introduction to Community-Based Social Marketing. Journal of Social Issues. Vol. 56, No. 3, 2000, pp. 543–554.

#### Session 2:

Fitzgerald, D (2007), 'The savewater® Online Water Conservation Report.' (dynamic reporting for the Water Industry)  
PRESENTED IN CLASS

Haley, Russell. (July 1968) "Benefit Segmentation: A Decision Orientated Research Tool" Journal of Marketing , Vol 32 pp. 30-35

Fitzgerald, D., & Reece, J. (2021). Organising circular transitions sustainability frameworks : investigating consumer decision-making in circular economies. In Kopnina, H. and Poldner, K. (2021). Circular Economy: Challenges and opportunities for ethical and sustainable business. Routledge.

#### Session 3:

Stocker F., de Arruda M.P., de Mascena K.M.C., Boaventura J.M.G.(2020). Stakeholder engagement in sustainability reporting: A classification model. Corporate Social Responsibility and Environmental Management, 27 (5) pp. 2071-2080

#### Additional resources:

Kollock, P (1998), Social Dilemmas: The Anatomy of Cooperation, Annual Review of Sociology, Vol 24,183– 214

Steg,L, Dreijerink,L, Abrahamse,W (2009) Factors inuencing the acceptability of energy policies: A test of VBN theory, Journal of Environmental Psychology 25 (2005) 415–425

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

[www.ecomarketing.com.au](http://www.ecomarketing.com.au)

[www.IPCC.ch](http://www.IPCC.ch)

[www.royalsociety.org](http://www.royalsociety.org)

[www.socialdilemmas.org](http://www.socialdilemmas.org)

### Work load

Type of course	Number of hours
Lecture	10.0

Interactive courses	6.0
Personnal work	14.0
Collective project	5.0
Individual project	5.0
Reading reference manuals	5.0
Research	5.0
<b>Total</b>	<b>50.0</b>

NEW PRODUCT MARKETING 2076		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_MKT_2076	MKT

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

### Prerequisites

Introductory course in Marketing (Marketing basics or Principles of Marketing)  
 Introductory course in statistics (Descriptive, Inferential, and Regression Analysis)  
 Basic understanding of costing  
 Ideally but not necessarily, an introduction to marketing research

### Learning objectives

Understand basic principles, concepts, and tools in the field of product development and management and apply these to the mission and operations of the organization.

Apply concepts, methods, and processes involved in the new product development from opportunity identification and product concept to launching strategy.

Use several quantitative analysis techniques to assess product robustness and design along the new product development process.

Identify and evaluate the market potential for a product or service. Perform a market analysis, identify the competition, and measure the attractiveness of the product category.

Develop marketing, financial, and manufacturing objectives for new and mature products and design competitive marketing strategies to support these.

Discuss new product launching strategies and tactics, Carry out necessary financial analysis and forecasting estimation to support the launching plan.

Understand the role of the new product teams during the different stages of the new product development process. Identify possible organizational and managerial problems to address for a successful team performance.

- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 3.B Propose creative solutions within an organization
- 5.C Employ state-of-the-art management techniques
- 1.B Successfully collaborate within a intercultural team

### Course description

This course provides a framework for the strategic analysis of new product management and innovation in the firm. It describes the strategies and programmatic perspective to anticipate the factors that impact the development of new products, examines the environmental factors that affect it, the nature of markets and organizational structure that promotes and inhibits innovation and technological development in the organization, as well as, the factors that determine products commercial success.

The course focuses on the analytical, decision making, and planning concepts and tools available to market a product and assist brand and product managers. Several themes such as: strategic considerations of product



development, product policy formulation, opportunity analysis and forecasting, selection of product market strategies are covered.

There is a particular emphasis on the managerial decisions during the new product development and testing phases of the overall product management process, launching strategies and tactics, and team organization and management.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Case study	Exercise	Group project										
Nb of hours if written exam														
2nd session														
Coefficient	5.0	30.0	40.0	25.0										

## Evaluation

The methodology for this course is based on class discussion, group dynamics, in-class experiential exercises, case discussions, and a final product launch strategy project. The instructor will present a conceptual framework and discuss the main ideas for the session. Students are expected to review the basic reading material in advance of the class and be ready for discussion.

Every day, there is one or two experiential applications (exercises and case analysis) that students individually and in teams have to complete. Groups will be asked to present their findings. The class content is a combination of applied theoretical ideas, design analytics, case analysis and discussion, and experiential learning.

## Recommended reading

IESEG has prepared a compendium of the in-class cases and exercise notes bundled and distributed to each student through the course webpage. Please be sure to bring copies of the cases and exercises to class every day.

Rodriguez, Carlos M. (2016), Product Design and Innovation: Analytics for Decision Making, Createspace Publishers, 2016, ISBN-13: 978-1523202836. Available through Amazon worldwide. This book guides the reader from ideation to concept, prototyping, and other aspects of product design.

Crawford, M & Di Benedetto, A. (2014), New Products Management, 11th. Edition, McGraw-Hill. This book offers a nice introduction to the management of new products.

Product Management, Lehmann, D. R. & Winer, R. S., (2005), Product Management, 4th. Edition, McGraw-Hill Irwin, New York. This book presents a more analytical and quantitative approach to product management and portfolio in general.

## Work load

Type of course	Number of hours
Lecture	16.0

Collective project	12.0
Reading reference manuals	12.0
<b>Total</b>	<b>40.0</b>

E-NEGOTIATION 1181		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_NEG_1181	NEG

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

### Prerequisites

Students are required to have "Introduction to negotiation" ideally but it's okay not to have it.

Students who have attended the "Practical Negotiation Skills" course won't necessarily attend this one. It can open for those who have never taken Practical Negotiation Skills before.

### Learning objectives

Develop an individual capability to cooperate with internal members and collaborate with external members in an inter-cultural environment.

Act and react in a dynamic context to adapt to differences and to create innovative change as a change-maker.

Incorporate technical tools and manage international negotiation in a geographically dispersed situation.

- 1.C Communicate effectively in English
- 1.A Demonstrate an international mindset
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 4.A Appraise the performance of a team

### Course description

None.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Exercise	Individual report											
Nb of hours if written exam			40.0											
2nd session														
Coefficient	30.0	30.0												

## Evaluation

\*Daily Participation

\*Solution Case Analysis and Solution-Providing Interactive Exercises

\*Incorporate the use of ICTs for internal information synthesis and sync communication when negotiating with the opponent team.

## Recommended reading

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

## Work load

Type of course	Number of hours
Lecture	4.0
Interactive courses	12.0
Personnal work	10.0
E-learning	10.0
Research	6.0
Distance learning	
remote videoconferencing	8.0
<b>Total</b>	<b>50.0</b>

NEGOTIATION AND PURCHASING IN AN INTERNATIONAL ENVIRONMENT 2077		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_NEG_2077	NEG

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

### Prerequisites

None.

### Learning objectives

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

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

- understand how Purchasing ties in with the other main business functions in the firm.
- master the key variables in Purchasing: price, quality, delivery and transportation...
- set up, improve and review an effective Purchasing strategy according to the Firm's global policy.
- link the buying strategies with Negotiating scenarios
- understand what makes International Negotiation and Purchasing specific and challenging.
- 2.C Generate sustainable solutions for organizations
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 1.A Demonstrate an international mindset
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.A Thoroughly examine a complex business situation
- 5.D Make effectual organizational decisions
- 5.C Employ state-of-the-art management techniques
- 5.B Construct expert knowledge from cutting-edge information
- 5.A Predict how business and economic cycles could affect organizational strategy
- 1.B Successfully collaborate within a intercultural team
- 4.C Convey powerful messages using contemporary presentation techniques
- 4.B Compose constructive personal feedback and guidance
- 4.A Appraise the performance of a team
- 3.C Organize change management processes
- 3.B Propose creative solutions within an organization
- 3.A Breakdown complex organizational problems using the appropriate methodology

## Course description

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

## Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Case study	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20											

## Evaluation

The assessment is mainly based on class participation, personal research and group project

## Recommended reading

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

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personal work	4.0
Collective project	10.0

Individual project	10.0
Reading reference manuals	6.0
Research	4.0
<b>Total</b>	50.0



SALES AND OPERATIONS PLANNING (S&OP) 2079		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_OPS_2079	OPS

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

### Prerequisites

Supply chain, accounting, information technology, Excel  
 Basic business activities

### Learning objectives

- 6.A Thoroughly examine a complex business situation
- 5.D Make effectual organizational decisions
- 5.C Employ state-of-the-art management techniques
- 4.A Appraise the performance of a team
- 3.B Propose creative solutions within an organization
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 1.C Communicate effectively in English

### Course description

Understand the content of operations management and develop skills to improve efficiency of these operations  
 Master the different steps and tools of a project (business or quality)  
 Build and analyse sales forecast to take adequate decisions on sales organization  
 Apply the concepts of supply chain management to take the best process decisions based on forecasts  
 Develop appropriate strategies to improve company's performance  
 Understand the links between metrics, forecasts and strategies

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Individual project											
Nb of hours if written exam														

2nd session														
Coefficient	30.0	30.0	40.0											

### Evaluation

Small exercises and cases during courses

### Recommended reading

- Sales Operations Planning- Best practices, lessons learnt from WW company- John Dougerty & Christophe Gray
- Operations management – Global edition – 11ème edition- Jarry Heizer, Barry Render

### Work load

Type of course	Number of hours
Lecture	10.0
Interactive courses	6.0
Personnal work	4.0
E-learning	3.0
Reading reference manuals	3.0
<b>Total</b>	<b>26.0</b>



DATA VISUALIZATION AND ANALYTICS WITH POWER BI 1081		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ACC_1081	ACC

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

### Prerequisites

Fundamentals of accounting , finance, and Excel.

ATTENTION requires a PC or laptop with Windows 10 Operating System. NOT suitable for MAC.

### Learning objectives

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

1. Understand how data analytics can be used to satisfy organizational information needs;
2. Identify opportunities to solve organizational problems through the use of data analytics;
3. Collect and analyse unstructured data pertaining to various business situations;
4. Synthesize the analysis of a professional situation in a structured and intelligible dashboard

- 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
- 5.C Employ state-of-the-art management techniques
- 5.B Construct expert knowledge from cutting-edge information
- 4.C Convey powerful messages using contemporary presentation techniques

### Course description

ATTENTION requires a PC or laptop with Windows 10 Operating System. NOT suitable for MAC.

The purpose of this class is to develop the understanding of data visualization & analytics along the completion of 4 e-learning modules:

(1) Create and use analytics reports with Power BI: This first part introduces you to Power BI and is meant to be a detailed tour of this cutting-edge analytics platform for beginners. You will get started building with Power BI, get data, model data, use visuals, explore data, and finally publish and share business intelligence reports.

(2) Power BI Data Methods: This module focuses on the data end of Power BI, also known as Power Query (the same Power Query found in Excel), and how this part of the application can automate the data querying process and restructuring of data sets. The module goes over the array of Power BI data connection options, from static files to Python scripts; shares key techniques for transforming unusable data; explains how to use the M formula language to improve efficiency and create custom queries.

(3)Power BI Data Modeling with DAX: DAX is a language you can use to create formulas for Power BI that extend your data model. This module covers the essentials of working with DAX, sharing best practices for data model design and optimization along the way. Learn how to work with DAX aggregate functions, add calculated columns, create measures, and work with DAX logical and filter functions.

(4) Data Dashboards in Power BI: This module focuses on the front end of the Power BI application—the dashboard—where users interact with charts and graphs that communicate trends in their data. The module steps through how to design and customize the setup of visuals and charts to make it easy to use, understand, and interact with the dashboard model. Learn how to work with data from open-source websites, create visuals such as heatmaps and sparklines, compare multiple variables with trendlines and violin plots, and build engaging maps.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Group project												
Nb of hours if written exam														
2nd session														
Coefficient	60	40												

## Evaluation

individual project and group project.

## Recommended reading

will be communicated in due time.

## Work load

Type of course	Number of hours
Personnal work	24.0
Collective project	10.0

E-learning	16.0
Total	50.0

TAX PLANNING 1085		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ACC_1085	ACC

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

### Prerequisites

The prerequisites are a good capacity to understand international complexity and laws interaction. International tax obliges to have a national focus on rules in a world of consolidated accounts and to understand the articulation between the consolidated point of view and the impact of national rules and practices . A minimum of legal knowledge and capacity to analyse legal concepts is also important to acknowledge the potential legal impact which may vary from one country to another because of the diversity of domestic legal organisations, rules and sensitivity. Also a worldwide vision is necessary to analyse the major trends in international field and the role of major international organisations such as OECD, UN and EU .

### Learning objectives

Describe basic international tax concepts and tax rules

State the most prominent tax cases which are at stake between the European Union and the United States

Explain the design of international tax planning within multinational corporations consistently with strategies and organizational choices and Interpret the possible consequences of it. Explain the role of transfer prices in managing business units of multinational companies.

- 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
- 4.B Compose constructive personal feedback and guidance
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

### Course description

Upon successful completion of the course, the student will gain knowledge and technical skills related to:

- Basic international tax concepts and tax rules governing Transfer Pricing, Permanent Establishment, Uncertain Tax Positions, VAT and Corporate Taxes.
- The design of international tax planning within multinational corporations consistently with strategies and organizational choices.
- The use of transfer prices in managing business units of multinational companies.
- Understanding of the complexity and hierarchy of international tax rules.
- Students will be aware of the vast changes which are ongoing worldwide in the field of international tax requiring more transparency and the fight from international organizations against aggressive tax practices.



- Basic knowledge of territorial and worldwide tax systems as well as The Tax Cuts and Jobs Act (TCJA) and environmental taxes.
- Basic knowledge of the major tax cases which are at stake between the European Union and the United states as well as the role of a Tax Director in a multinational corporation.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Written exam	Case study	Group project										
Nb of hours if written exam														
2nd session														
Coefficient	10.0	40.0	20.0	30.0										

### Evaluation

We give them immediate feedback after each presentation as well as after they finished the business case and different exercises we do in class.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Face to face	
Lecture	16.0
Personnal work	22.0
Collective project	12.0

Total	50.0
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FUNDAMENTALS OF AUDITING 1762		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ACC_1762	ACC

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

### Prerequisites

course on International Financial Reporting Standards

### Learning objectives

- understand the needs for auditing in an international setting
- predict how business and economic cycles could affect organizational strategy
  - recognize auditing-related issues and demonstrate an expertise on key concepts, techniques and trends within the profession
  - apply auditing and employ state-of-the-art management techniques in an ethical manner.
  - effectively communicate in English with audit-related audiences.
  - identify relevant risks and other factors, and analyse their effect on designing the audit plan and conducting the audit.
  - understand the role and implications of technology on the audit.
  - formulate strategically-appropriate solutions to complex and unfamiliar challenges in the audit environment
  - be aware of the expanding opportunities for public accountants in improving the reliability of information for decision making

- 3.B Propose creative solutions within an organization
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 1.C Communicate effectively in English
- 1.B Successfully collaborate within a intercultural team
- 1.A Demonstrate an international mindset
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

interactive course and lecture

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Continuous assessment	Multiple choice questions	Written exam	Case study	Group project									
Nb of hours if written exam			2.0											
2nd session														
Coefficient	10.0	30.0	10.0	30.0	20.0									

### Evaluation

None.

### Recommended reading

Principles of Auditing: An Introduction to International Standards on Auditing, by Hayes, Dassen, Schilder and Wallage. 2nd edition, Prentice Hall

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	2.0
<b>Independent work</b>	
Reading reference manuals	2.0

Total	34.0
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PROFESSIONAL ETHICS IN FINANCIAL MANAGEMENT & CONTROL 1764		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_ACC_1764	ACC

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

### Prerequisites

This course will be more practical and less theoretical. We expect students to have attended any introductory courses in the area of business ethics. As a minimum, students should have already studied the concept of ethical dilemma and the three normative theories (utilitarianism, deontological and virtue ethics) in one a previous course. In the course, we will review the main theoretical concepts at the beginning of the course, but previous knowledge is needed.

### Learning objectives

Recognize an issue that has ethical and corporate social responsibility implications in the financial and management and control context

Understand the main legal framework of reference for financial and management control and the difference between compliance & ethics

Be able to voice and defend their own values

- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 2.B Solve professional dilemmas using concepts of CSR and ethics

### Course description

The course will be focused on the ethical dilemma and challenges in the context of financial management and control. These challenges will be part of the daily life of students working in this area and addressing them in the right way will have a significant impact on their professional career and personal life.

In a complex and fast-moving environment challenges like globalization, diversity, competition, and sustainability require organizations and their constituents to continuously adapt, innovate, and engage in long-term improvement processes. Organizations, on the one hand, need to broaden their traditional view of the business. They are required to adopt long-term perspectives, combine profitability with sustainability, behave ethically, all the while managing various stakeholders' expectations. Future managers, project managers, team members, on the other hand, need to embody ethical values and practices in their day-to-day (managerial) behavior in order for them, and their organization, to attain an ethical and sustainable competitive advantage. This course helps the students to recognize and respond to the ethical dilemmas and social responsibility issues of the business life. This course exposes students to rigorous theoretical analysis, while at the same time striving for practical relevance for real-world business practices

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	End of term exam	Participation	Group project											
Nb of hours if written exam	2.0													
2nd session														
Coefficient	60.0	20.0	20.0											

### Evaluation

Professors will provide consistent feedback on the course on the ethical dilemma and challenges proposed to be sure that students progress

### Recommended reading

Case studies and readings provided by the Professors

### Work load

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

Total	50.0
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ENTREPRISE RISK MANAGEMENT 1766		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_ACC_1766	ACC

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

### Prerequisites

General understanding of Corporate Governance

### Learning objectives

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

- Understanding the benefits of risk management and its relationship with corporate governance, social responsibility, sustainability and organizational prosperity.
- Mastering the concepts of opportunity, downside risk and the influence of external factors such as markets and regulation.
- Knowing the importance of culture, communication, incentives and behavior in an effective risk management structure.
- Being able to identify the types of risk exposure typically faced by an organization.
- Being able to implement Enterprise Risk Management principles, framework and process in any type of organization.
- Being able to effectively assess risk and select appropriate risk treatment techniques.

- 3.C Organize change management processes
- 3.B Propose creative solutions within an organization
- 6.A Thoroughly examine a complex business situation
- 5.D Make effectual organizational decisions
- 4.C Convey powerful messages using contemporary presentation techniques
- 3.A Breakdown complex organizational problems using the appropriate methodology

### Course description

The two first sessions introduce you to the concept of risk, its impact on your organisation and how risk management can help you understand, communicate and deal with risk. You will start to look at the risk management process. We will equip you with the confidence and knowledge to link risk management with disciplines such as business continuity, governance, compliance and internal audit.

The third and fourth take you through the rest of the risk management process. Practical examples will be used to demonstrate how to embed risk management in your organisation's plans and activities. You will cover risk management frameworks, delegation of responsibilities and the creation of a risk-aware culture and learn how to implement a risk management structure in your own organisation.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Case study													
Nb of hours if written exam														
2nd session														
Coefficient	100.0													

Evaluation

None.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	4.0

Total	
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MULTINATIONAL FINANCIAL MANAGEMENT 1109		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2223_SYL_FIN_1109	FIN

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

### Prerequisites

Students who register for this course should be familiar with:

- basic calculus, statistics and probability theory
- financial derivatives such as forward, futures, and option contracts

### Learning objectives

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

- understand the importance of multinational transactions
- understand international monetary arrangements and balance of payments
- understand how foreign exchange rates are determined
- understand foreign exchange risk
- 1.A Demonstrate an international mindset
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

### Course description

This course aims to provide students with knowledge of international finance and help them develop skills to properly handle FX securities in a global environment. Topics include FX markets, international monetary arrangements, foreign exchange rates parities, determinants of exchange rates, FX derivatives, as well as FX risk management.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	End of term exam												
Nb of hours if written exam	0.5	1.5												
2nd session		true												
Coefficient	20.0	80.0												

### Evaluation

Feedback will be provided in the form of MCQs and numerical exercises which will be used as a base of discussions as part of the four teaching days. The Assessment will take the form of (mid-term) quizzes and one final exam with theoretical and practical questions in which students will be asked to define, apply, and use concepts learned in class.

### Recommended reading

International Financial Management, 8th Edition, by Eun and Resnick, McGraw Hill;  
Multinational Business Finance, 14/e, Global Edition by Eiteman, Stonehill, and Moffett, Prentice-Hall.

### Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	20.0
Independent work	
Reading reference manuals	14.0
Total	50.0

CORPORATE GOVERNANCE 1110		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_FIN_1110	FIN

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

### Prerequisites

basics of corporate finance and accounting

### Learning objectives

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

- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 4.A Appraise the performance of a team
- 2.A Assess the values of the organization in which they work

### Course description

Theoretical framework  
 Ownership structure  
 Board of directors
 

- CEO
- CEO duality
- Independent directors
- Director identity
- Board committees
- Busy directors
- Board interlocks
- Director networks
- Board size
- Board diversity

 Managerial incentives  
 Corporate debt as a governance mechanism  
 Shareholder activism  
 Mergers and acquisitions  
 Blockholders  
 Governance of family firms  
 Rules and regulation

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Case study	Case study	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	20.0	50.0	10.0										

### Evaluation

Assessment is based on two short case studies to be solved in class (20% grade each). These cases require independent research on the Internet and group work. Another 10% of the grade is for attendance and participation. The remaining 50% of the final grade is for the presentation of the main case study, which is a group work as well and requires intensive out-of-class preparation.

### Recommended reading

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

### Work load

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

Total	50.0
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ENTREPRENEURIAL FINANCE 1113		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2223_SYL_FIN_1113	FIN

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

### Prerequisites

The course requires the concepts and skills developed in accounting and corporate finance. It is a pre-requisite.

### Learning objectives

- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 1.B Successfully collaborate within a intercultural team
- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English

### Course description

The course is targeted to budding entrepreneurs and there are four main areas of focus. First, business evaluation and valuation will give the students tools to value early-stage business opportunities. Second, financing will highlight the main ways that entrepreneurs are financed and analyze the role of financial contracts in addressing information and incentive problems in uncertain environments. Third, venture capital funds will discuss the structure of venture capital funds and their fundraising process. Finally, we will discuss how founders should exit.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Multiple choice questions	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	30.0	40.0											

### Evaluation

Grading will be based on cases studies, a MCQ and final group project.

### Recommended reading

Smith J, Smith RL, Smith R, Bliss R. Entrepreneurial finance: strategy, valuation, and deal structure. Stanford University Press;

### Work load

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

CREATING & LEADING DIVERSE & INCLUSIVE ORGANIZATIONS 1736		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_HRM_1736	HRM

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

### Prerequisites

- A basic understanding of organizational behaviour/human behavior is required.

### Learning objectives

Fostering a diverse and inclusive workplace implies respect for and appreciation of differences - these differences may be based on numerous social categories (ethnicity, gender, age, national origin, disability, sexual orientation, social class, education, religion etc). Respecting and valuing such differences can yield benefits for organizations. However, managing a diverse and inclusive workplace also implies challenges. Through several case study analysis and debates, this course explores issues associated with managing workplace diversity and inclusion, provokes discussion and raises awareness on an increasingly salient organizational issue.

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

- explain the business/social case for diversity and inclusion in the workplace
- recognize how various bases of diversity (gender/sexual orientation/race/ethnicity/class/age) can influence day-to-day interactions and decision making processes in organizations
- identify key notions and issues associated with diversity and inclusion in the workplace by analyzing problem and practical case-based situations
- identify action alternatives and analyze their implications for varying stakeholders in the organization

- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 3.B Propose creative solutions within an organization
- 1.C Communicate effectively in English

### Course description

Fostering a diverse and inclusive workplace implies respect for and appreciation of differences - these differences may be based on numerous social categories (ethnicity, gender, age, national origin, disability, sexual orientation, social class, education, religion etc). Respecting and valuing such differences can yield benefits for organizations. However, managing a diverse and inclusive workplace also implies challenges. Through several case study analysis and debates, this course explores issues associated with managing workplace diversity and inclusion, provokes discussion and raises awareness on an increasingly salient organizational issue.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Continuous assessment	Individual project	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	40.0	20.0											

### Evaluation

Continuous feedback on class activities will be provided.

The course follows the attendance policy of the masters program.

### Recommended reading

This is a case-based course. Each day, we will discuss cases pertaining to diversity and inclusion in the companies. The cases and articles (from Harvard Business Review) will be shared by the instructor.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	8.0
Individual project	7.0
E-learning	7.0
Reading reference manuals	7.0
Research	5.0

Total	50.0
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GENDER, LEADERSHIP AND WORK 2383		
2022 - 2022	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_HRM_2383	HRM

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

### Prerequisites

No specific requirements. This interdisciplinary course is open to any Master students, regardless of their gender and their specialization/major. This course is particularly recommended for students who wish to engage in a Master thesis with a gender perspective (regardless of the field - in finance, accounting, entrepreneurship, marketing, management, HR, etc.).

### Learning objectives

Upon successful completion of the course, the student will be able to:

- Understand and explain how gender shapes our social world, using key concepts in the sociology of gender
- Identify and analyze key gender issues in business and management, and demonstrate confidence in challenging these inequalities
- Analyze and critically assess the multidimensional factors leading to gender inequality and discrimination in leadership and in the workplace, both at the individual and organizational levels
- Develop creative interventions based on a good understanding of progress achieved and challenges remaining in terms of gender equality
- Build strong ethics and responsible leadership to make a positive impact and create awareness in organizations.

- 3.B Propose creative solutions within an organization

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

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

- 6.A Thoroughly examine a complex business situation

### Course description

The course is composed of four parts, taught by four different faculty from various nationalities (Chilean, Italian, Belgian and French) and academic/research backgrounds (Marketing, Management, Finance, Human Resources, Political Science): Professors Antonella Tempesta Fernández, Pierpaolo Parrota, Jérémie Bertrand and Coline Briquet.

#### Part 1: Understanding gender

The main objective of the introductory session is to foster critical thinking about one of the most fundamental forms of social categorization, gender, and the relationship of this concept to sex and sexuality. It is intended that students not only learn about scholarly research but also that they use this material to become more aware of the social, cultural, and historical underpinnings of their own modes of thinking and behaving towards gender and power.

#### Part 2: Gender inequalities in the workplace

The second session of the course will focus on empirical evidence reported in academic studies concerning the sources of gender differences, over time and across countries, in (a) workforce participation and segregation, (b) jobs and tasks, (c) promotions and representation in senior jobs, (d) wages and child-care asymmetric costs.

#### Part 3: Gender, leadership and power

The third session is dedicated to the place of women in leadership. In this part we will see the basics of leadership and gender psychology. This will then allow us to address the problems of incongruities in leadership, such as the Queen Bee syndrome. Finally, we will see how to avoid the development of this kind of syndrome in order to allow the development of women leaders.

#### Part 4: Designing and implementing change

Finally, the last session aims at analysing what governments and organizations can do to reduce gender inequality. Students will have the opportunity to discover and discuss various interventions and tools (laws, reforms, incentives, best practices, behavioral designs, etc.) that have been implemented in different countries, and particularly in France. As future project and/or team managers, students will be invited to think creatively about the role they wish to play in redesigning the way we work, collaborate and lead.

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The course mainly focuses on inequalities and power relationships at work between men and women. It also explores key concepts linked to sexual orientation and gender identity (during the introduction session) but please note that the course main focus is not sexual diversity or LGBT studies.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual report	Exercise	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	40	40	20											

#### Evaluation

Assessment is composed of 3 parts:

- \* oral participation in class (20%)
- \* engaging activities in class (40%)
- \* and a take-home essay - topic to be chosen among several options - (40%).

Students will receive oral and written feedback on their work.

#### Recommended reading

Bibliography will be indicated on the ieseg-online course page.

#### Work load

Type of course	Number of hours
Interactive courses	16

Personnal work	20
Reading reference manuals	4
Research	5
Total	45



GEOPOLITICS & DIGITAL ECONOMICS 2382		
2022 - 2022	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_IBE_2382	IBE

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

### Prerequisites

Students should be familiar with basic concepts of International Relations and Economy. The course do not require extensive technical expertise in computer science

### Learning objectives

Understand the global powers map  
 Understand in-depth how shifting global power dynamics affect organisations and individuals  
 Explore how control of information enhances a country's/ a company's power  
 Realise how can the control of the information be a political weapon  
 Understand the digital empires strategies of development and control  
 Realise how technology and global challenges will impact your business and strategy  
 Become aware of the challenges of cybercrime and cyber warfare for the countries and for the companies

- 5.A Predict how business and economic cycles could affect organizational strategy
- 1.B Successfully collaborate within a intercultural team
- 2.B Solve professional dilemmas using concepts of CSR and ethics

### Course description

The course explains how cyberspace, like physical space, becomes a power issue for states and for companies. Controlling cyberspace and controlling information is a major competitive issue these days. Through practical cases and concrete examples, students will become aware of the importance of information and the importance of good information management as part of a company's development strategy.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	End of term exam											
Nb of hours if written exam			2.0											
2nd session		true	true											
Coefficient	20.0	40.0	40.0											

## Evaluation

None.

## Recommended reading

The The Geopolitics of Cyberspace: A Diplomatic Perspective, Shaun Riordan  
Internet and Digital Economics: Principles, Methods, and Applications- Eric Brousseau and Nicolas Curien  
Strategy and geopolitics, Mike Rosenberg

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	10.0
Individual project	10.0
Reading reference manuals	4.0
Research	4.0
<b>Total</b>	<b>50.0</b>

CHINESE POLITICAL AND ECONOMIC STRATEGIES 1136		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_IBE_1136	IBE

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

### Prerequisites

Basic knowledge of Macro-Economics concepts and models + Basic knowledge of international markets dynamics + Natural interest in geopolitical facts+international economics.

### Learning objectives

At the end of the course, the student should be able to understand where the PRC is ranked in economic freedom + to recognize, analyze and discuss economic data to have an understanding of where China is today, and what can be done to improve

In this project we will be engaging in a series of coworking and researches designed to move China along an economic path that will ensure a bright and better future for the citizens of China and more openness to the rest of the world. The goal is to develop and provide important information to the students on policies that create prosperity. Fortunately, a reliable blueprint for a better future is available. Economic freedom, extended to all, has been shown to generate positive social and economic outcomes, including opportunity, diversification of the economy, increased economic growth, enhanced job creation, political stability, and the peaceful development of other freedoms.

The course will consist of series of coworking to examine specific areas of economic policy. Each coworking will prepare a report on its discussions, conclusions, and recommendations. A team of students will prepare a comprehensive series of policy recommendations.

- 1.B Successfully collaborate within a intercultural team
- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 5.B Construct expert knowledge from cutting-edge information
- 2.C Generate sustainable solutions for organizations

### Course description

None.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Group report	Presentation	Participation	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	50.0	30.0	10.0	10.0										

### Evaluation

None.

### Recommended reading

James Gwartney, Robert Lawson, Joshua Hall, and Ryan Murphy (2021). Economic Freedom of the World: 2021 Annual Report. Fraser Institute

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	8.0
Individual project	8.0
Research	12.0

Total	50.0
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STRATEGY OF FIRMS LOCATION 1138		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_IBE_1138	IBE

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

### Prerequisites

Students should know some basic notions of corporate strategy and of change management

### Learning objectives

In this course, students will develop skills to: a. Analyze the industrial choices and conditions of investments b. Analyse the key success factors base on organizational assets and skills c. Identify the conditions of mobilization of forward-looking industrial policy and the subsequent actions to be undertaken d. Gather information on good practices developed by companies and regions to anticipate and manage change and restructuring. Special attention to be given to innovative practice e. Create a list of existing major National Networks/Initiatives in order to link the main stakeholders and create an informal observatory for anticipation of change f. Build up a survey on understanding strategic issues on anticipating changes: re-localization,? g. Understand the contribution of corporate real estate strategy to the overall strategy h. Understand the real estate location model i. Analyze different project profiles j. Carry out scenario development and assessment k. Explore strategic consideration l. Explore financial consideration m. Reflect models on new location approach n. Analyze different types of business sites o. Identify partners and stakeholders p. Identify locations factors q. Analyze the market. r. Understand the investor/end-user s. Define and implement a site marketing strategy t. Analyze key-success factors of existing clusters as a tool to anticipate changes u. Identify the conditions of mobilization of forward-looking regional policy and the subsequent actions to be undertaken v. Define needs expected by the stakeholders w. Define a business model to implement a business route for the stakeholders. x. Propose actions, performance indicators. y. Understand challenges in innovation for the entrepreneurs or the project leader z. Understand the impact of NTBF?s in the socio-economic environment aa. Assess a science park performance bb. Define and implement a marketing strategy for retaining and attracting new technological organisations

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

- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

The course topics include: 1. Context facing the European Automotive Industry 2. Mechanisms of Anticipation of Change at Company and at Regional Level 3. Current Practices of Anticipation and Management of Change in the European Automotive Industry 4. Management of Change at Company and Regional Level ? Some Illustrations from other Industries 5. Global competition current government and business strategies in Europe: re-localization 6. The Importance of Real Estate Strategy 7. Successfully Marketing a Business Site 8. Cluster as a tool to anticipate changes/Implementing a cluster 9. Challenges addressing innovators 10.Added value of Science Parks and Areas of Innovation to innovators and Regions 11.Successfully marketing Science Parks

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Presentation											
Nb of hours if written exam														
2nd session	true	true	true											
Coefficient	30.0	30.0	40.0											

### Evaluation

Coaching, oral presentation and written report

### Recommended reading

Blöcker, A Jürgens, U (2008) ? The restructuring of Value Chains by Multinational Companies? in ?The European Automotive Industry and the Impact on Labour, edited by Watt, A., Peter Lang ; Bramwell, A and Wolfe (2008) ?Universities and regional economic development: the entrepreneurial University of Waterloo?, Research Policy 1175-1187 ; OECD, (2007) Moving up the Value Chain: Staying competitive in the Global Economy? OECD

### Work load

Type of course	Number of hours
Interactive courses	10.0

Coaching	6.0
Personnal work	16.0
Reading reference manuals	4.0
Research	14.0
<b>Total</b>	<b>50.0</b>

Written reports and business games: questionnaires, role-playing ; Individual work/Readings ; Lecture



DATA ANALYSIS IN PYTHON 1842		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_MIS_1842	MIS

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

### Prerequisites

None

### Learning objectives

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

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

### Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Individual project												
Nb of hours if written exam														
2nd session														
Coefficient	20.0	80.0												

### Evaluation

None.

### Recommended reading

None.

### Work load

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

DIGITAL TRANSFORMATION AND IT CHANGE 1154		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2223_SYL_MIS_1154	MIS

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

### Prerequisites

Advanced knowledge of managerial issues  
 Knowledge about the use of Information Systems in organizations  
 Basic knowledge of project management  
 Basic knowledge of change management

### Learning objectives

At the end of the course, the students will be able to diagnose the core managerial challenges of a complete digital transformation for an organization and develop policies and tactics to address those challenges.

- 3.B Propose creative solutions within an organization
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 3.C Organize change management processes

### Course description

This course focuses on the managerial challenges of managing the processes of digital innovation and digital transformation. While these terms are often used as synonyms, they point at two different processes: digital innovation deals with the introduction of value-generating IT in products and services, digital transformation regards the transformative processes that are enabled by IT (SMACIT) to take advantage of digital innovations. The emphasis of the course is on the different levels of management and on the strategic (external) and organizational (internal) challenges that managers face when implementing digital innovation and transformation. The course draws on research on economics, strategy, organizational theory, organizational behavior to address two core challenges in IT-related change: making change happen and making change valuable. The course focuses therefore on two distinct but interrelated processes of creating a different value for the final customer but also to re-organize the firm accordingly to these digital activities to capitalize on new digital opportunities. For this reason, half of the course will focus on strategic factors and the other half on internal changes. The course will draw on multiple cases that exemplify and highlight the challenges inherent in these two processes. Finally, an IT-led change management simulation will be used to ground the use of change management tools

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Continuous assessment											

Nb of hours if written exam														
2nd session														
Coefficient	20.0	70.0	10.0											

### Evaluation

the course is built around pedagogical tools that provide immediate feedback. The project will be evaluated at the end with a short written feedback to the students.

### Recommended reading

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.

Garrett, G. and Ritchie, W. (2018) Competing in the Connecting World. Lioncrest Publishing

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.0
Collective project	14.0
E-learning	2.0
Reading reference manuals	12.0
Research	6.0
<b>Total</b>	<b>50.0</b>



ESSENTIALS IN DIGITAL ANALYTICS 1708		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_MKT_1708	MKT

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

### Prerequisites

Basic understanding of digital technologies.

### Learning objectives

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

### Course description

The course provides a thorough introduction to digital analytics and its applications. Students will acquire the necessary knowledge and skills to thrive in a digital working environment. The course is structured around 4 interactive sessions.

Session 1: Introduction - Introduction to digital marketing analytics - History of & a modern view on data analytics - The digital ecosystem - Digital data infrastructure

Session 2: Analysis & reporting - Digital marketing vocabulary - Applying a measurement framework - Introduction of most important digital metrics - Analytics and tools - Google analytics intro - Digital marketing maturity

Session 3: Optimization & automation - The customer journey and customer touchpoints. - Managing the sales funnel (e.g., converting leads to customers) - Search Engine Marketing (SEM) and Search Engine Optimization (SEO) - Marketing automation

Session 4: Experimentation & learning - Designing, conducting, and analyzing experiments in a digital marketing environment - A/B testing - Data-driven decision making - Intro to predictive modelling & machine learning - Artificial Intelligence & Big Data - Applications of data driven decision making in digital marketing

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Continuous assessment	Written exam	Group project											
Nb of hours if written exam		2.0												
2nd session		true												
Coefficient	20.0	50.0	30.0											

### Evaluation

Regular feedback modalities will be provided.

### Recommended reading

Digital Marketing Analytics: In theory and in practice by Kevin Hartman (2020)  
 Digital Marketing Analytics (2nd edition) by Chuck Hemann & Ken Burbary (2018)  
 Web Analytics Demystified by Eric Peterson (2004).  
 The art of SEO (3rd edition): Mastering Search Engine Optimization by Eric Enge, Stephan Spencer, Jessie Stricchiola (2015, O'Reilly Media)  
 Reviews : Driving Digital Strategy: A guide to reimagining your business by Sunil Gupta in Harvard Business Review (2018).

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	14.0
Collective project	6.0
E-learning	14.0

Total	50.0
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ESSENTIALS IN DIGITAL TECHNOLOGY 1709		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_MKT_1709	MKT

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

### Prerequisites

None.

### Learning objectives

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

1. Understand the underlying psychology of human-computer interactions and user experience;
  2. Develop an analytical mindset and manage the process of evaluating the design of digital interfaces (e.g., a company's website) by performing a heuristic review;
  3. Have gained hands-on experience with the development of static websites working directly from source code.
- 
- 4.C Convey powerful messages using contemporary presentation techniques
  - 5.B Construct expert knowledge from cutting-edge information
  - 5.D Make effectual organizational decisions
  - 4.A Appraise the performance of a team
  - 6.B Synthesize multifaceted information from various sources across different functional fields
  - 3.B Propose creative solutions within an organization
  - 2.C Generate sustainable solutions for organizations
  - 1.C Communicate effectively in English
  - 1.A Demonstrate an international mindset

### Course description

This course focuses on the basics of Human-Computer Interaction (HCI) and User Experience (UX). It provides a general overview of the domain and explores in more depth its sub-area of usability and web design. Areas covered include user interface design strategies, gathering requirements, and website development. Brief tutorials will be given on developing websites in source code.

The following topics will be covered:

- Chapter 1: Introducing HCI, Usability, and User Interface Design requirements
- Chapter 13: Choosing interaction elements: software components
- Managing Web Design Projects: A 6-phase process
- Evaluating the Usability of a Website by performing a Heuristic Review
- Designing a website through source code (a 3-part tutorial)

Students will be responsible for two individual projects (each worth 50% of the grade):

1. A Heuristic Review of an existing company's website
2. The design and development of a basic, static website

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Individual project												
Nb of hours if written exam														
2nd session														
Coefficient	50.0	50.0												

### Evaluation

None.

### Recommended reading

User Interface Design and Evaluation, , March 22, 2005, ISBN 0120884364. - Coursepack based on the book by Stone, D., Jarrett, C., Woodroffe, M., and Minocha, S Morgan Kaufmann

### Work load

Type of course	Number of hours
Personnal work	9.0
Individual project	10.0
E-learning	15.0

Distance learning	
remote videoconferencing	10.0
remote seminar	6.0
Total	50.0

SALES FORECAST 1710		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_MKT_1710	MKT

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

### Prerequisites

Students should be knowledgeable about basic concepts in statistics and econometric (correlation, regression analysis, etc.). Some knowledge of SPSS package 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 forecasting techniques available;
  2. Understand the use of these different forecasting techniques for sales and business forecasting;
  3. Identify the relevant statistical forecast technique to perform;
  4. Apply the different forecast techniques and interpret the results of statistical output
- 
- 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
  - 3.A Breakdown complex organizational problems using the appropriate methodology

### Course description

The course of Sales Forecasting focuses on three main forecasting techniques: Holt's Method, Winter's Method and Box-Jenkins (ARIMA) Methodology. Students will learn when and how to use these different forecasting techniques for sales. To get acquainted to this, students will perform several exercises in class using the data analysis software SPSS, and solve a challenging business case in groups based on real-life data (group project).

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Participation	Case study	Group project										
Nb of hours if written exam														
2nd session														

Coefficient	20.0	10.0	20.0	50.0										
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### Evaluation

The class sessions include the development of cases with real databases where students must put into practice the three forecasting methods developed in class. Feedback for each of the cases is made at the beginning of the next class. Regarding the final work, the case study solution is posted on the course website after the delivery of the respective works.

### Recommended reading

John E. Hanke and Dean W. Wichern (2009), "Business Forecasting", Pearson

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	8.0
Directed work	8.0
Collective project	10.0
Individual project	14.0
Reading reference manuals	10.0
<b>Total</b>	<b>50.0</b>

ESSENTIALS OF CEX / CRM 1715		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_MKT_1715	MKT

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

### Prerequisites

General knowledge from Coursework in Marketing and Branding

### Learning objectives

Learners will understand how the marketing elements of CONTEXT, CONSUMERS, COMPETITION and CAPABILITIES are integrated connected to CEX/CRM that sustains customer journeys especially during the Covid19 era. Emphasis will be placed on curation of current trends and the application of theories from Psychology, Neuroscience, Management and Culture.

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

### Course description

Course is presented in English in using a variety of teaching strategies that help students apply oral and written English skills

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Participation	Presentation	Individual report										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	30.0	30.0	20										

### Evaluation

Through daily small group visitation and response to assignments, feedback will be provided.

### Recommended reading

No text for the 16 hour class, but students will read and discuss articles in very interactive sessions from the current CEX landscape as examples:

<https://www.marketo.com/articles/the-future-of-marketing-six-visionaries-speak/>

<https://www.forbes.com/sites/blakemorgan/2020/04/27/customer-experience-mindset-in-a-post-covid-19-world-an-infograph/#2aba93533d0e>

In addition a mini Case study will be completed using the Reports of Sparks & Honey research

:<https://www.sparksandhoney.com/reports>

### Work load

Type of course	Number of hours
Lecture	6.0
Interactive courses	6.0
Directed work	2.0
Coaching	2.0
Personnal work	2.0
Collective project	3.0
Individual project	2.0
E-learning	2.0
Reading reference manuals	2.0
Research	2.0
<b>Total</b>	<b>29.0</b>

The assignment of hours on task is blended during the interactive course, students will work on individual and team projects and meet for tutorial and coaching in small groups.



KEY CUSTOMER RELATIONSHIP MANAGEMENT 1179		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_NEG_1179	NEG

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

### Prerequisites

NONE

### Learning objectives

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

- 1.C Communicate effectively in English
- 7.C Effectively apply in-depth specialized knowledge to take advantage of contemporary opportunities in
- 5.C Employ state-of-the-art management techniques
- 3.C Organize change management processes

### Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Group project	Participation											
Nb of hours if written exam														
2nd session														

Coefficient	40.0	40	20.0											
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### Evaluation

Time is allocated for feedback and reflection for formative continuous assessment, i.e. the sessions constitute learning experiences in their own right, and assessed throughout the elective based upon student commitment and performance in the exercises. The students themselves will have the opportunity to appraise each group based on their feedback presentation, encouraging continued commitment. In order to further support meaningful learning, students will be required to complete a written Group assignment which comprises of analyzing a simple KCM/KAM Case Study which they will have studied in class and brings together key learning from the module. The Group Case is also an appropriate context to display new learning and thinking and should make an explicit link between their learning and the content of the elective. There will also be a final exam or individual assignment comprising of two questions.

### Recommended reading

Key Account Management: The Definitive Guide, Woodburn and McDonald (2011), Wiley ; Implementing Key Account Management, Marcos, Davies, Guesalaga and Holt (2018), Kogan Page ; Key Account Plans: The Practitioner's Guide, Ryals and McDonald (2007), Butterworth-Heinemann ; IESEG Online <http://www.ieseg-online.com/>

### Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	4.0
Individual project	2.0
Reading reference manuals	18.0
Research	10.0
<b>Total</b>	<b>50.0</b>



WORKPLACE CONFLICT AND EMPLOYEE WELL-BEING 2078		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_NEG_2078	NEG

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

### Prerequisites

None

### Learning objectives

None

- 2.A Assess the values of the organization in which they work
- 4.B Compose constructive personal feedback and guidance
- 5.D Make effectual organizational decisions
- 1.A Demonstrate an international mindset

### Course description

This course is part of the negotiation track. It focuses on several evidence-based techniques for conflict management that can help promoting healthy organizations.

Contents:

1. Introduction
2. Conflict management and employee well-being at interpersonal level: emotions and skills
3. Conflict management and employee well-being at group level: problem solving and constructive controversy
4. Conflict management and employee well-being at organizational level: work environment and dispute resolution systems

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

- Understand the concept of healthy workplaces and the role of conflict management for improving employee well-being and organizational performance;
- Understand the levels of analysis of conflict management techniques;
- Demonstrate competency in the basic elements of think critically, solve problems, and make decisions;
- Define, engage in, and develop effective conflict management techniques at different levels of analysis.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test														
Nb of hours if written exam														
2nd session														
Coefficient	40.0	60.0												

### Evaluation

Feedback via face-to-face interaction (in-class sessions), and computer delivered feedback (individual work, assignments)

### Recommended reading

Folger, J., Poole, M. S., and Stutman, R. K. (2017). Working through conflict: Strategies for relationships, groups, and organizations. Routledge.

Glasl, F. (1982). The process of conflict escalation and roles of third parties. In Conflict management and industrial relations (pp. 119-140). Springer, Dordrecht.

Tjosvold, D., Wong, A. S. H., and Feng Chen, N. Y. (2014). Constructively Managing Conflicts in Organizations. Annual Review of Organizational Psychology and Organizational Behavior, 1, 545-568.

Van Kleef, G. A., and Côté, S. (2018). Emotional Dynamics in Conflict and Negotiation: Individual, Dyadic, and Group Processes. Annual Review of Organizational Psychology and Organizational Behavior, 5, 437-464

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	20.0
Reading reference manuals	4.0

Total	40.0
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PERFORMANCE METRICS 1197		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_OPS_1197	OPS

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

### Prerequisites

None.

### Learning objectives

The course objective is to cover the advantage of using performance management in the company strategy. The goals and objectives are as follows:

- \*Understand the concept of performance management
- \*Understand the concepts for performance measurement
- \*Identify individual indicators for building a performance management system
- \*Build a hierarchy of the indicators
- \*Understand the meaning and influence of indicators
- \*Understand the relationship between indicators
- \*Design a performance management system
- \*Use performance management on a given case
- \*Analyse the output of a performance management system
- \*Understand the limitation and advantages of performance management

To present and demonstrate their understanding of the material, the students will work on a case.

- 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
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 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

Many companies and institutions are for optimization reasons changing working procedures, implementing new strategies/technologies etc. Related to those changes the following questions arise: 1) are we moving in the right direction? and 2) How to measure improvement? Often management have an overwhelming

amount of data, which are impossible to overview. It is important to select dominating indicators which can be measured and at the same time know the relation to the other indicators. By having this holistic framework, the management is supported in their decision-making. During the course, the students will obtain an understanding for what a performance management system is and through a project make suggestions for how to build up a framework of indicators. At the same time, the students will focus on advantages and disadvantages.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Participation												
Nb of hours if written exam														
2nd session														
Coefficient	90.0	10.0												

### Evaluation

Each day starts with a lecture and discussions whereafter the students will work on their project under supervision from the lecturer. The student will be evaluated on class participation and the project work.

### Recommended reading

Articles and Notes

### Work load

Type of course	Number of hours
Lecture	16.0
Individual project	34.0



Total	50.0
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The individual project is done under supervision

INTERNATIONAL ENTREPRISE PROJECT MANAGEMENT 1741		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_OPS_1741	OPS

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

### Prerequisites

global knowledge on how a company works

### Learning objectives

- 1.A Demonstrate an international mindset
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 1.C Communicate effectively in English
- 4.B Compose constructive personal feedback and guidance
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 1.B Successfully collaborate within a intercultural team
- 5.C Employ state-of-the-art management techniques

### Course description

The need for flexibility and responsiveness is a key challenge for to-day organisations and companies in a global world. How can complex organisations react timely in front of a moving environment, with changing competitors and customers? How can each element or individual in this organisation react with the same discipline?

The International Flexible Enterprise Project Management approach is one answer to this challenge. Using industry-standard templates and methodologies, the course will provide students with operational tools and organisation principles that are needed to manage cross-functional projects, especially in the Business Process Re-engineering area.

The course will allow students to understand & apply the project management methodology & discipline, which is key to success in most compartments of companies and organisations.

The course is illustrated by real-life projects in which the instructor is involved personally at IBM

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type of test	Group project	Individual report												
Nb of hours if written exam														
2nd session														
Coefficient	70.0	30.0												

### Evaluation

None.

### Recommended reading

Harold KERZNER : Project Management, A System approach to Planning, scheduling and controlling.

Van Nostrand Reinhold, New York, ISBN 0-47-1393428

Bennet LIENTZ: Project management in 21st century, Academic Press by Bennet P. Lientz, Kathryn P. Ros,  
ISBN 0-12-449966-X

### Work load

Type of course	Number of hours
Lecture	1.0
Interactive courses	15.0
Personnal work	17.0
Collective project	17.0

Total	50.0
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PEOPLE IN OPERATIONS MANAGEMENT 2696		
2022 - 2022	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_OPS_2696	OPS

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

### Prerequisites

no prerequisite but a management expérience would be greatly appreciated

### Learning objectives

- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 4.A Appraise the performance of a team
- 5.A Predict how business and economic cycles could affect organizational strategy

### Course description

Timothee Marty is a former student of IESEG in 2003 and currently Operation manager in Amazon Logistics. this course was created with a single purpose: provide the practical tool box of best practise and easy-to-use knowledge to the people manager wannabees. (with a strong focus on feedback games, management stories, in-class discussions); can be applied to all domain: operations, logistics, sales, admin, HR...

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Case study	Individual report											
Nb of hours if written exam														
2nd session														
Coefficient	0.5	0.25	0.25											

### Evaluation

None.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16
Personnal work	10.0
Individual project	4.0
<b>Total</b>	<b>30.0</b>

ORGANIZATION AND MANAGEMENT: THINK DIFFERENT TO BUILD A NEW WORLD 1094		
2022 - 2023	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_STS_1094	STS

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

### Prerequisites

Command of the English language. It is necessary to attend the entire length of the course to understand the logic of the content. This class requires entailment and open mindedness. It is necessary for students to have already followed internships in companies.

### Learning objectives

At the end of the course, the student should be able to: - Audit and identify the type of structure, organization and management style of a company. (LO 2.A) - Understand the concept of paradigms, identify the characteristics of the systemic paradigm, and its implications through the concept of 3rd industrial revolution. (LO 3.A) - Understand why type 1 and 2 organizations are facing difficulties to solve the complex problems brought by the systemic paradigm, especially for Western countries. (LO 3.A) - Understand the proposition of type 3 organization (also called learning organizations) to adapt to this systemic paradigm. (LO 3.A) - Integrate basic neuroscience and psychology principles to: (LO 1.B) 1) Understand the mechanism of resistance to change 2) Understand the diversity of the human profiles and mentalities that can be found in organizations 3) Develop a team's capacity to adapt 4) Be aware and fight against management traps (in hierarchical or transversal management position) - As future manager, identify levers to respect, promote and emphasize innovation and creativity within organizations, which is necessary to face complexity. (LO 6.C)

- 1.B Successfully collaborate within a intercultural team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 2.A Assess the values of the organization in which they work
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This course is not a mix of creativity technics to be used as a tool box. The terms "Think different" and "build a new world" refers to a necessary revolution that has to occur in cultures and practices of most companies to adapt to this 21st century's challenges. 80 to 90% of western companies are operating on business models that matched with former paradigms but do not produce anymore the economical results expected today. On the other end, emerging countries using these business models don't face any problem of growth, but they contribute to the planet destruction and are quite far from CSR (Corporate Social Responsibility) concept. Who could blame them? The world is different, and its challenges are different from what they were 20 years ago. Most people know it. But in most of the companies, nothing has changed, and things are still running as if nothing could happen in the future. There is a gap that has to be filled by new managers' generation. This course wants to be practical and is based on a pragmatic approach. It starts from the observation of the environment, and winning and losing company practices, to understand them better. It proposes a concrete, lucid, positive and dynamic approach of management. This course is built around 3 main topics: - Environment and Organizations: understand the environment changes and their consequences on Organizations, Human behaviours, economical results and ecology. - Management: understand how management can serve organizations to get better human and economical results. Identify operational winning and losing management practices. - Skills and Behaviour development: why is pedagogy so important in management? Useful basic neuroscience, psychology and communication principles to develop people's capacity to learn, adjust, innovate and create.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Presentation	Multiple choice questions											
Nb of hours if written exam			1.0											
2nd session														
Coefficient	40.0	30.0	30.0											

### Evaluation

Comprehension of the material will be assessed through a case study analysis and its presentation. Feedback will be given during each exercise, and upon request of the students on their report.

### Recommended reading

The Fifth Discipline: The art and practice of the learning organization ? Peter Senge (1990), Doubleday, New York, 1990. ; Inside Our Strange World of Organizations - Henry Mintzberg (1989) This is an indicative reading for further learning, but it is not required to prepare the class. ; The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World ? Peter Senge (2008)

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Collective project	12.0
<b>Independent work</b>	
Research	10.0



Total	36.0
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DATA SCIENCES 1653		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_FIN_1653	FIN

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

### Prerequisites

None

### Learning objectives

Visualize data using Tableau

Source data using SQL

Analyze data using python

Recall basic machine learning concepts

- 5.C Employ state-of-the-art management techniques
- 4.C Convey powerful messages using contemporary presentation techniques
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.B Construct expert knowledge from cutting-edge information

### Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Individual project	Individual project	Individual project										
Nb of hours if written exam														
2nd session														
Coefficient	10.0	30.0	30.0	30.0										

### Evaluation

MCQ quizzes (10%)  
Data Visualization Project (30%)  
Data Sourcing Project (30%)  
Data Analysis Project (30%)

### Recommended reading

None.

### Work load

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

PERSONAL DATA PROTECTION AND MANAGEMENT 2586		
2023 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_LAW_2586	LAW

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

### Prerequisites

Students must have completed all previous law courses or have a basic understanding of contract law, torts, and company law.

### Learning objectives

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

- Understand the international framework of privacy law, in general, and the EU personal data protection rules, in particular.
  - Learn how to safely acquire, process and transfer personal data.
  - Be familiar with best practices to achieve GDPR compliance and minimise legal risk.
  - Think out of the box and use privacy and data protection law as a source of competitive advantage (bonus).
- 
- 2.B Solve professional dilemmas using concepts of CSR and ethics
  - 4.C Convey powerful messages using contemporary presentation techniques
  - 1.A Demonstrate an international mindset
  - 5.B Construct expert knowledge from cutting-edge information

### Course description

1. The international framework (US, Chinese and EU approaches).
2. Privacy, personal data and human rights.
3. GDPR: key concepts, actors and principles. Scope. Lawful bases for processing. Data controllers and data processors' obligations. Data subjects rights. International data transfers.
4. GDPR compliance. Using privacy and data protection laws for competitive advantage.
5. Data protection, Intellectual Property and Artificial Intelligence.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Group project	End of term exam											
Nb of hours if written exam			2.0											
2nd session			true											
Coefficient	20.0	30.0	50.0											

## Evaluation

Individual and in groups, during class and after the examinations.

## Recommended reading

The professor will provide relevant articles, book chapters and other resources during the course. The students do not need to buy any specific book for this course.

The works mentioned below are suggested for reference.

- Handbook on European data protection law, 2018 (<https://op.europa.eu/en/publication-detail/-/publication/5b0cfa83-63f3-11e8-ab9c-01aa75ed71a1>)
- Paul Voigt, Axel von dem Bussche, The EU General Data Protection Regulation (GDPR) - A Practical Guide, 2017
- Salami, E. A. (2017). An Analysis of the General Data Protection Regulation (EU) 2016/679 [[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2966210](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2966210)]

Mandatory webinar:

- LinkedIn Learning: GDPR Compliance: Essential Training Course (1h 24m)

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Lecture	16.0
Personnal work	8.0
Collective project	8.0
Reading reference manuals	8.0
Research	8.0
<b>Distance learning</b>	

remote seminar	2.0
Total	

CHANGE MANAGEMENT FOR SUSTAINABILITY STRATEGIES 1651		
2022 - 2023	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_STS_1651	STS

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

### Prerequisites

None.

### Learning objectives

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

### Course description

#### DESCRIPTION OF THE COURSE

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

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

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

A variety of interactive teaching methods will be combined, including case studies, videos, work sessions and potentially interactions with practitioners. A final presentation, delivered in a poster session workshop,

supplemented by a written group report, will capture this learning. Throughout the course, students will be exploring their own perceptions, aspirations and future role as individuals and potential leaders in business. A final essay is designed to allow students to individually share these thoughtful reflections.

## WHAT TO EXPECT: CONTENT AND TEACHING METHODS

This course will be based on three main components:

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

### **B. Individual work:**

After the final session, all students will need to upload an individual reflective essay on how CSR and sustainability influence their professional perspective in their anticipated (ideal) career and how they consider themselves equipped to become changemakers for a better society. This assignment speaks to the learning goal of solving professional dilemmas using concepts of CSR and ethics.

### **Group work:**

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

1. First part relates to the themes of the 5 CSR/Sustainability sessions and focuses on analyzing the selected case firm and its opportunities for more sustainable strategies;
2. Second part relates to the content covered in 4 Change Management sessions and focuses on developing a change plan for the selected case firm.

This assignment speaks to learning goal 3C. Organize change management processes.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Individual report	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	50.0	25.0	25.0											

## Evaluation

Multi-modal feedback policy

- In-class collective feedback at the start of each session regarding previous session work and informative readings- related quizzes
- Dedicated coaching sessions during class 6 and during class 11
- Live feedback process in poster forum / final presentation session
- Virtual open office hours for collective feedback and on-demand specific feedback

## Recommended reading



\* List of required readings :

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

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

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

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

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

Whelan, T., & Fink, C. (2016). The comprehensive business case for sustainability. Harvard Business Review, October 21. Available at <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>

World Economic Forum & Boston Consulting Group (2020). Embracing the New Age of Materiality. World Economic Forum, March 2020. Available at [http://www3.weforum.org/docs/WEF\\_Embracing\\_the\\_New\\_Age\\_of\\_Materiality\\_2020.pdf](http://www3.weforum.org/docs/WEF_Embracing_the_New_Age_of_Materiality_2020.pdf)

Serafeim, G. 2020. Making sustainability count. How to improve environmental, social and governance (ESG) performance. Harvard Business Review. Available at: <https://hbr.org/2020/09/making-sustainability-count>

World Economic Forum (2020). The Global Risks Report 2020 – 15th Edition. World Economic Forum, January 2020. Available at [http://www3.weforum.org/docs/WEF\\_Global\\_Risk\\_Report\\_2020.pdf](http://www3.weforum.org/docs/WEF_Global_Risk_Report_2020.pdf)

Senge, P. M., Smith, B., Kruschwitz, N., Laur, J., & Schley, S. (2008). The necessary revolution: How individuals and organizations are working together to create a sustainable world. Currency, June 8th.

Winston, A. (2020). Leading a new era of climate action. Harvard Business Review, January 24 2020. Available at <https://hbr.org/cover-story/2020/01/leading-a-new-era-of-climate-action>

The Economist (2015). The sustainable development goals: Beyond handouts. The Economist, September 19 2015, 416(8956), p. 55. Available at <https://www.economist.com/international/2015/09/17/beyond-handouts>

Kramer, M. R., Agarwal, R., & Srinivas, A. (2019). Business as Usual Will Not Save the Planet. Harvard Business Review. June, 12. Available at: <https://hbr.org/2019/06/business-as-usual-will-not-save-the-planet>

Guido Palazzo. (2020). From Corona Anxiety towards a New Enlightenment. Business & Society Blog. Available at <http://businessandsociety.org/2020/05/29/from-corona-anxiety-towards-a-new-enlightenment-why-a-return-to-normal-is-not-a-meaningful-option/>

McKinsey, (2020). COVID-19: Implications for business – Executive Summary. Available at: <https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>

Landry, L. (2020). Business model innovation: What is it and why is it important? Northeastern University blog, May 2 2020. Available at <https://www.northeastern.edu/graduate/blog/implementing-business-model-innovation/>

Atasu, A., Agrawal, V., Rinaldi, M., Herb, R., & Ülkü, S. (2018). Rethinking sustainability in light of the EU's new circular economy policy'. Harvard Business Review, July 3 2018. Available at <https://hbr.org/2018/07/rethinking-sustainability-in-light-of-the-eus-new-circular-economy-policy>

Young, D. & Reeves, M. (2020). The quest for sustainable business model innovation. Boston Consulting Group, March 2020. Available at [https://image-src.bcg.com/Images/BCG-The-Quest-for-Sustainable-Business-Model-Innovation-Mar-2020\\_tcm9-24057.pdf](https://image-src.bcg.com/Images/BCG-The-Quest-for-Sustainable-Business-Model-Innovation-Mar-2020_tcm9-24057.pdf)

Raffaelli, R. (2017). Organizational Behavior Reading: Leading Organizational Change, 1-17.

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. Harvard Management Review 73 (2), 59–67.

Watson, B. (2014). How to create system change that solves sustainability challenges. The Guardian, March 14 2020. Available at <https://www.theguardian.com/sustainable-business/create-systemchange-sustainability-challenges>

Lessons for the future. The Interface guide to changing your business to change the world. Available at [http://interfaceinc.scene7.com/is/content/InterfaceInc/Interface/Americas/WebsiteContentAssets/Documents/Sustainability%2025yr%20Report/25yr%20Report%20Booklet%20Interface\\_MissionZeroCel.pdf](http://interfaceinc.scene7.com/is/content/InterfaceInc/Interface/Americas/WebsiteContentAssets/Documents/Sustainability%2025yr%20Report/25yr%20Report%20Booklet%20Interface_MissionZeroCel.pdf)

Raffaelli, R. (2017). Organizational Behavior Reading: Leading Organizational Change, 20-26; 37-38..

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

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

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

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

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

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

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

\* Suggested readings: see syllabus on IOL

Work load	
Type of course	Number of hours
Interactive courses	27.0
Coaching	5.0
Collective project	35.0
Individual project	12.0

E-learning	6.0
Reading reference manuals	15.0
<b>Total</b>	100.0

UNDERSTANDING BUSINESS CYCLES FOR STRATEGIC DECISIONS 1654		
2022 - 2023	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_STS_1654	STS

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

### Prerequisites

- Macroeconomics
- Conjuncture and economic fluctuations
- Fundamentals of Strategy
- Background in different disciplines of Management (Marketing, Finance, Accounting, HRM, OPS, ...)

### Learning objectives

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

### Course description

Part A: Business Cycle (on line + Interactive classes)  
 Session 1 : Overview of business cycles analysis (this session in 100% on line)  
 Session 2 : Business Cycles and Macroeconomic Uncertainty  
 Session 3 : Macroeconomic Policies and Business Cycles  
 Session 4 : Business Cycles and the Eurozone  
 Session 5 : Business Cycles in a global economy

Part B: Strategic Analysis (this part is 100% on line)

Session 6: Analysis & Business Strategy

Session 7: Corporate Strategy: Vertical Integration & Diversification

Session 8: Strategic Alliances, Mergers & Acquisitions, and Global Strategies

Session 9: CSR and the Stakeholder Theory (ESG, Corporate Governance and Business Ethics, Conflicts of Interest Between Stakeholders, Principal-Agent Problem)

Part C: Business Game (coaching & simulation course)

Session 10: Overall presentation of the Business game, play practice round, round 1 and prepare the "Mission Statement" document

Session 11: Play round 2 to 4, work on the Intermediate Strategy Reflection and Report

Session 12: Play round 5 to 6

Session 13: Play round 7, Final ppt to prepare and to upload on the course website

For more detail on the content for each part, please refer to ieseg.online: <https://www.ieseg-online.com/>

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Multiple choice questions	Group project	Exercise										
Nb of hours if written exam														
2nd session	true	true	true											
Coefficient	33.0	33.0	20.0	14.0										

Evaluation														
Feedback is given orally at the end of the each component of the module (Business Cycle, Strategic Analysis, Business Game). A general feedback will be given at the end of the whole module (by email).														

Recommended reading														
None.														

Work load	
Type of course	Number of hours
Interactive courses	7.33

Coaching	24.0
Personnal work	15.0
Individual project	12.0
E-learning	9.16
Reading reference manuals	18.0
Research	15.0
<b>Total</b>	<b>100.49</b>

The sequencing of the Module "Understanding Business Cycle for Strategic Decisions" is as follow:

Session 1 : Business Cycle / Online session (Coordinator: Simone Moriconi)

Session 2 to 5 : Business Cycle / Interactive Class (Coordinator: Simone Moriconi)

Session 6 to 9 : Strategic Analysis / 100% Online sessions (Coordinator: Olivier Bouclier)

Session 10 to 13 : Business Game / Coaching (Coordinator: Loïc Plé)

PREPARATION AU DELF B1 ET B2 0520		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_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

- null

### Course description

Listening, Reading, Speaking and Writing exercises

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Participation	Digitalization	End of term exam										
Nb of hours if written exam				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

Work load	
Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	16.5
<b>Independent study</b>	
Personnal work	32.0
<b>Independent work</b>	
E-learning	1.5
<b>Total</b>	<b>50</b>

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



BIEN PRONONCER LE FRANCAIS 0521		
2022 - 2023	Credit : 1	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2223_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.

- null

### 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	13	14
Type of test	Continuous assessment	Digitalization	Participation	End of term exam										
Nb of hours if written exam														
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

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

## Work load

Type of course	Number of hours
Lecture	14.6
Personnal work	9.2
E-learning	1.2
<b>Total</b>	<b>25</b>

FRENCH AS A FOREIGN LANGUAGE (ADVANCED)2548		
2022 - 2023	Credit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2223_SYL_LAN_FRE_2548	LAN_FRE

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

### Prerequisites

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

The aim of this course is to allow you to use the French language with ease and spontaneity, to be able to follow a complex argumentation et to present your views. At the end of this level, you will be able to express yourself with precision and ease in personal, professional and academic fields.

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

### Course description

You will be able to watch a radio, television program and most of the current standard French movies. You will work on documents for the general public rather long, but also on texts or recordings dealing with more specialized fields. You will reformulate complex information you will have read, or heard. You will give presentations. The papers discussed will cover current topics, French society and cultural traits and behaviors. You will write clear, detailed and structured texts.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Oral assessment	Written exam											
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20.0											

## Evaluation

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

## Recommended reading

Provided by the course lecturers

## Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	31.66
E-learning	1.84
<b>Total</b>	<b>50</b>

FRENCH AS A FOREIGN LANGUAGE (BEGINNER) 2229		
2022 - 2023	Credit : 2	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2223_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	13	14
Type of test	Continuous assessment			End of term exam	Oral assessment									
Nb of hours if written exam				1.5										
2nd session														
Coefficient	50.0			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 +) 2547		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2223_SYL_LAN_FRE_2547	LAN_FRE

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

### Prerequisites

Beginner level

### Learning objectives

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

### Course description

Several topics related to daily life will be covered in the course:

- Introducing oneself
- The family
- Health
- The city
- Shops

All themes will involve the 4 skills mentioned above.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Oral assessment	End of term exam											
Nb of hours if written exam			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) 2545		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_LAN_FRE_2545	LAN_FRE

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

### Prerequisites

Beginner + level

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

### Course description

1st topic : Live in France

Tell your arrival in France, where you live and how you found your accommodation, describe and compare a place to live, deal with daily issues with professionals...

2nd topic : Well-being and health

Talk about eating habits. Discuss health issues and good/bad habits. Take a medical appointment, describe symptoms, understand a prescription and advice...

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Oral assessment	End of term exam											
Nb of hours if written exam														

2nd session														
Coefficient	60.0	20.0	20.0											

### Evaluation

- Continuous assessments
- 1 Speaking exam during the semester
- 1 Final exam

### Recommended reading

- Défi 2, EMDL
- Edito A2, DIDIER FLE
- 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	31.66
E-learning	1.84

Total	50
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FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE +) 2546		
2022 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2223_SYL_LAN_FRE_2546	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.B Successfully collaborate within a intercultural team

- 1.A Demonstrate an international mindset

### 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: The revolutions

Sociales, politiques and technologique

Theme 3 : Learning

Scholare and professional background; French School system

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Continuous assessment	Oral assessment	End of term exam											
Nb of hours if written exam														
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 % > Listening test 25% ; reading test 25%

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	31.5
E-learning	2.0

Total	50
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