



SYLLABI

Courses for Incoming Exchange Students

Bachelor PGE

Paris

SPRING 2023

Last Update: January 10, 2023

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

CORPORATE FINANCE 0200		
2022 - 2023	Credit : 3.0	IESEG - School of Management
Class code :	2223_SYL_FIN_0200	FIN

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

Prerequisites

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

Learning objectives

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

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 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

Course description

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

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Presentation	End of term exam	Case study										

Nb of hours if written exam			2.0											
2nd session			true											
Coefficient	15	15	55	15										

Evaluation

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

Recommended reading

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

Work load

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

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 0334		
2022 - 2023	Credit : 2.5	IESEG - School of Management
Class code :	2223_SYL_HRM_0334	HRM

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

Prerequisites

none

Learning objectives

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

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 4.B Compose constructive personal feedback and guidance
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions

Course description

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

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

Type of test	Participation	Multiple choice questions	Individual report	Group report	End of term exam									
Nb of hours if written exam					1.5									
2nd session														
Coefficient	20.0	15.0	15.0	25.0	25.0									

Evaluation

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

Recommended reading

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

‘Fundamentals of Human Resource Management’, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, International Edition, Eighth Edition.

Work load

Type of course	Number of hours
Interactive courses	18.5
Personnal work	10.0
Collective project	8.0
Individual project	10.0
Reading reference manuals	14.0
Research	3.0

Total	63.5
-------	------

FUNDAMENTALS OF ORGANIZATION 0335		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_HRM_0335	HRM

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

Prerequisites

None.

Learning objectives

Acquire the jargon and concepts necessary to discuss organizational issues.
 Examine organizational choices at different levels and discuss related design models and alternatives.
 Understand the importance of ethics in stakeholders' decision-making.

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

Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Exercise	Group report	End of term exam										

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

Evaluation

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

Recommended reading

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

Work load

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

ADVANCED BUSINESS LAW 0554		
2022 - 2023	Credit : 1.5	IESEG - School of Management
Class code :	2223_SYL_LAW_0554	LAW

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

Prerequisites

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

Learning objectives

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

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology

Course description

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

Assessment / Feedback

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

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

Recommended reading

IESEG ONLINE www.ieseg-online.com

Work load

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

MANAGEMENT OF INFORMATION SYSTEMS 0569		
2022 - 2023	Credit : 3.5	IESEG - School of Management
Class code :	2223_SYL_MIS_0569	MIS

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

Prerequisites

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

Learning objectives

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

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

Course description

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

Assessment / Feedback

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

Type of test	Continuous assessment	Group project	Individual project											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	35.0	45											

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	5.5
Collective project	25.0
Individual project	25.0
Independent work	
Reading reference manuals	8.0
Research	8.0

Total	87.5
-------	------

MARKET RESEARCH 0667		
2022 - 2023	Credit : 3.5	IESEG - School of Management
Class code :	2223_SYL_MKT_0667	MKT

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

Prerequisites

none

Learning objectives

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

More specifically:

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

- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes

Course description

The aim of this course is to develop students' understanding of marketing research methodology for better decision-making. Marketing research is becoming increasingly important in the decision-making processes of firms in all industries. Most major marketing decisions made by large manufacturers and service firms are based, at least in part, on the results of marketing research. Only those marketing managers with a solid understanding of research are able to use it effectively.

The classes for this module are given into several sessions. The first sessions provides insights into the basics of the marketing research 'architecture': problem definition, research design and sampling. Then we focus on designing, applying and analyzing qualitative research. The last sessions explores specific data analysis applications of marketing research: quantitative research.

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

Executing secondary research

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

IC3: Analyzing qualitative research

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

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

IC6: Analyzing quantitative data

This course enables students to learn how to execute market research via a marketing research project and to collaborate with other (international) students (AOL 1B). Students will be able to understand the differences in research techniques and will learn how to select the right research method for the underlying research question (AOL 3.A.; 3.B; 6.C). Next, students will learn how to commit to quality as they receive different types of feedback (in class exercises, group project, written feedback, oral feedback, individual feedback, group feedback) at different moments (in class, during the group work and after each assignment of the group work).

Students are also requested to take part in behavioral studies this in order to learn how research is done and how to build a questionnaire/experiment. Learning by doing.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	End of term exam	Group project											
Nb of hours if written exam		2												
2nd session		true	true											
Coefficient	10.0	50.0	40.0											

Evaluation

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	24.0
Collective project	35.0
Individual project	16.0
Total	75.0

INTRODUCTION TO NEGOTIATION 0811		
2022 - 2023	Credit : 1.5	IESEG - School of Management
Class code :	2223_SYL_NEG_0811	NEG

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

Prerequisites

No

Learning objectives

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

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

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

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

Nb of hours if written exam				1.0										
2nd session														
Coefficient	20.0	20.0	40.0	20.0										

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Lecture	16.0
Collective project	6.0
Individual project	6.0
Independent work	
E-learning	3.0
Reading reference manuals	6.0
Research	3.0
Total	40.0

INDUSTRIAL REALITIES 0871		
2022 - 2023	Credit : 2.5	IESEG - School of Management
Class code :	2223_SYL_OPS_0871	OPS

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

Prerequisites

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

Learning objectives

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

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

Course description

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

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

Type of test	Group report	Participation	End of term exam											
Nb of hours if written exam			2											
2nd session														
Coefficient	30	30	40											

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	4.0
Directed work	12.0
Collective project	25.0
Individual project	9.5
E-learning	12.0
Outside training	
Outside visit	0.0

Total	62.5
-------	------

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

ADVANCED ECONOMETRICS 0957		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_QMS_0957	QMS

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

Prerequisites

Basic understanding of Ordinary Least Squares

Learning objectives

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

- Understand, identify and avoid common pitfalls when running a Linear Regression
 - Recognize the issues when applying Linear Regression to study discrete choices
 - Comprehend, apply and interpret discrete choice models
 - Compare the quality of different discrete choice models
 - Develop a project that concerns a quantitative analysis from scratch
-
- 1.C Communicate effectively in English
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 5.A Predict how business and economic cycles could affect organizational strategy
 - 5.B Construct expert knowledge from cutting-edge information
 - 5.C Employ state-of-the-art management techniques
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation
 - 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Participation	Individual project	Exercise										

Nb of hours if written exam	2.0													
2nd session														
Coefficient	30.0	15	35.0	20										

Evaluation

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

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	10.0
Coaching	6.0
Individual project	30.0
Reading reference manuals	2.0
Research	2.0
Total	50.0

ADVANCED DATA ANALYSIS 0958		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_QMS_0958	QMS

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

Prerequisites

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

Learning objectives

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

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

Assessment / Feedback

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

Type of test	Group project	Continuous assessment	End of term exam											
Nb of hours if written exam			2											
2nd session														
Coefficient	50.0	25.0	25.0											

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	8.0
Directed work	8.0
Personnal work	6.0
Collective project	28.0

Total	50.0
-------	------

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

ADVANCED OPTIMIZATION METHODS 0959		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_QMS_0959	QMS

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

Prerequisites

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

Learning objectives

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

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

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

2nd session														
Coefficient	45.0	20.0	35.0											

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	15.0
Collective project	10.0
Independent work	
Reading reference manuals	6.0
Total	47.0

FUNDAMENTALS OF STRATEGY 1003		
2022 - 2023	Credit : 3.0	IESEG - School of Management
Class code :	2223_SYL_STS_1003	STS

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

Prerequisites

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

Learning objectives

1. Understand the main concepts that drive strategy in organisations 2. Apply strategic management frameworks to real organisations 3. Analyse real organisations strategy and its impact on performance 4. Evaluate critically the key strategic choices of real organisations 5. Create ethical managerial strategies

- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 5.C Employ state-of-the-art management techniques
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	End of term exam	Group project	Participation	Presentation										
Nb of hours if written exam														
2nd session														
Coefficient	40	20	20	20										

Evaluation

None.

Recommended reading

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

Work load

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

MANAGEMENT CONTROL 2321		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_ACC_2321	ACC

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

Prerequisites

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

Learning objectives

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

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

1. Define key management control tools and know when and how to use them, in isolation or in combination.
2. Understand how management control systems and the information they provide can be used to make relevant decisions and to monitor performance. Understand their link to strategy.
3. Explain their advantages and drawbacks, their potential positive or negative effects.

- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.A Appraise the performance of a team
- 5.C Employ state-of-the-art management techniques
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course is composed on 9 sessions of 1h50.

Session 1: Introduction to management control

Session 2: The budgeting process

Session 3: Variance analysis

Session 4: Case study on budgets

Session 5: KPIs

Session 6: Managing multidimensional performance (scorecards)

Session 7: Case study on scorecards

Session 8: Controlling CSR + coaching on the PPP project

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

Assessment / Feedback

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

Type of test	Participation	Continuous assessment	End of term exam											
Nb of hours if written exam			2											
2nd session			true											
Coefficient	15.0	25.0	60.0											

Evaluation

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

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

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

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

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	15.2
Coaching	1.3
Personnal work	21.0
Collective project	5.0
E-learning	3.0
Reading reference manuals	5.0

Total	50.5
-------	------

FINANCIAL ANALYSIS 2327		
2022 - 2023	Credit : 3	IESEG - School of Management
Class code :	2223_SYL_ACC_2327	ACC

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

Prerequisites

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

A basic knowledge of MS-Excel is mandatory.

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

Learning objectives

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

- 1) Understand, at a basic level, the key concepts and techniques used in financial analysis;
 - 2) Analyze and compare financial statements of (real-life) companies; and
 - 3) Successfully apply the knowledge and skills acquired in the course to this semester's interdisciplinary project titled "People, Planet, Profit (PPP)".
- 3.A Breakdown complex organizational problems using the appropriate methodology
 - 5.B Construct expert knowledge from cutting-edge information
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation

Course description

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

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

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

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

Session 5: Income statement analysis + Cash flow statement analysis

Session 6: Ratio analysis: Introduction + ROE decomposition

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

Session 8: Ratio analysis: Evaluating financial management + Course wrap-up

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	Multiple choice questions	Multiple choice questions	Multiple choice questions	Multiple choice questions									
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	60.0	8.0	8.0	10.0	14.0									

Evaluation

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

Recommended reading

(STRICTLY OPTIONAL REFERENCE)

A custom textbook comprising of chapters from two different textbooks:

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

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

Work load

Type of course	Number of hours
Interactive courses	24.0
Personnal work	30.0

E-learning	21.0
Total	75.0

INTRODUCTION TO DATA SCIENCE 2325		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_FIN_2325	FIN

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

Prerequisites

None

Learning objectives

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

1. Visualize data using Tableau
 2. Source data using SQL
 3. Analyze data using python
 4. Recall basic machine learning concepts
- 1.A Demonstrate an international mindset
 - 1.C Communicate effectively in English
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 4.C Convey powerful messages using contemporary presentation techniques
 - 5.B Construct expert knowledge from cutting-edge information
 - 5.C Employ state-of-the-art management techniques

Course description

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

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

Evaluation

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

Recommended reading

None

Work load

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

PEOPLE AND ORGANIZATION MANAGEMENT 2319		
2022 - 2023	Credit : 3	IESEG - School of Management
Class code :	2223_SYL_HRM_2319	HRM

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

Prerequisites

None.

Learning objectives

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

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

- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.C Organize change management processes
- 4.B Compose constructive personal feedback and guidance
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

This is an introductory course on managing people and organizations. It explores a number of issues in human resources management, including human resource strategy, workforce planning, recruitment,

selection, performance management and appraisal, compensation, training and development and employee retention. The course also helps students understand of how better organizational choices can be made, as well as equips students with knowledge and some analytical tools in order to handle the complexities of organizational design. The course combines a rigorous theoretical approach with several individual and group activities, including case discussions, exercises and quizzes to enable its participants to gain a solid understanding of modern organizations and people management.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Individual project	Group project										
Nb of hours if written exam		2.0												
2nd session														
Coefficient	20.0	30.0	20	30.0										

Evaluation

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

Recommended reading

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

Work load

Type of course	Number of hours
Face to face	
Interactive courses	24.0
Personnal work	15.0
Collective project	12.0
Individual project	15.0

Reading reference manuals	7.5
Distance learning	
remote seminar	1.5
Total	75.0

ENGLISH FOR THE WORKPLACE 2324		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_ENG_2324	LAN_ENG

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

Prerequisites

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

Learning objectives

Additional Learning Objectives EN

At the end of the course the students will be able to:

- Research and identify a range of documents and sources related to a specific topic.
- Acquire and use appropriate vocabulary to construct and formulate arguments.
- Demonstrate oral fluency in a professional English presentation.
- Prepare for a job interview in English.
- Put into practice relevant skills and expressions for the recruitment process.
- Conduct and perform in an interview using appropriate professional English.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 4.C Convey powerful messages using contemporary presentation techniques
- 6.A Thoroughly examine a complex business situation

Course description

This course has a total of 18h20 teaching hours: 16h30 of face-to-face teaching (9 x 1h50 sessions) and 1h50 of digitalised sessions. The main aims of the course are to improve the students' English competency in the 4 main language skills (reading, writing, listening, speaking).

The course contains 2 modules:

1. The Changing Workplace
2. English for Recruitment

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Presentation	Digitalization	Multiple choice questions	Individual project	Individual project	Group report	Group project						

Nb of hours if written exam														
2nd session					true	true								
Coefficient	5.0	15.0	10.0	5.0	10.0	10.0	40	5.0						

Evaluation

Feedback is provided to students after each evaluation:

- After the oral presentation, students are given feedback in oral or written form
- Students are given individual feedback online via IOL for the digital activity via a rubric.
- Students are given oral feedback on their group project in the coaching session.
- Following the interview simulation, students are given peer and teacher feedback in a dedicated feedback session.
- The students are given detailed written comments and feedback on their written report on IOL via a rubric.

Students do a Peer-to-peer evaluation at the end of their project on the Challenge game platform.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	18.33
Personal work	10.67
Collective project	12.0
Individual project	7.0
E-learning	2.0

Total	50.0
-------	------

DIGITAL INNOVATION 2320		
2022 - 2023	Credit : 4	IESEG - School of Management
Class code :	2223_SYL_MIS_2320	MIS

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

Prerequisites

None.

Learning objectives

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

1. Make the case for digital initiatives, with sustainability-related issues in mind
2. Examine the design and use of digital technologies from an ethical point of view
3. Identify the most common security issues in digital environments
4. Assess the complexities and consequences of implementing digital innovations
5. Explain some of the broader social, economic, and legal implications of digital technology as a pivotal element in the fourth industrial revolution

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

Course description

The Digital Innovation course introduces students to the essential elements and ramifications of implementing and using digital technologies in organizational and social settings in a world where the fourth industrial revolution is taking place. The course is intended for students to recognize the role of digital technologies in streamlining and innovating processes, products, services, and business models and critically examine those technologies, particularly concerning the ethical, environmental sustainability, and social aspects.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Group project	Continuous assessment	End of term exam										

Nb of hours if written exam				1.0										
2nd session														
Coefficient	30.0	25.0	20.0	25.0										

Evaluation

Students receive feedback in different forms and fashions in this course. After each quiz, students quickly receive their grades and can discuss their grades and performance in one-on-one in-person meetings or electronic exchanges with their teachers. Students also receive instant feedback (both specific and general) during class time, when they are engaged in different forms of individual and group activities such as exercises and case analyses. There are also several debrief moments throughout the sessions to provide feedback by instructors. Moreover, students receive grades and feedback on their case study group assignments. Finally, students receive grades for the final exam and can ask teachers to receive detailed feedback on their performance.

Recommended reading

- Information Systems for Business and Beyond [free e-book]
- Processes, Systems, and Information: An Introduction to MIS, by Earl H. McKinney & David M. Kroenke [not to be purchased by students]

Work load

Type of course	Number of hours
Interactive courses	18.3
Personnal work	18.7
Collective project	8.0
E-learning	30.0

Total	75.0
-------	------

MANAGING RESOURCES 2322		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_OPS_2322	OPS

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

Prerequisites

None.

Learning objectives

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

- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.C Organize change management processes
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

Course description

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

The course primarily aims at providing an introduction to:

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

Assessment / Feedback

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

Type of test	End of term exam	Participation	Group project											
Nb of hours if written exam	2													
2nd session														
Coefficient	50.0	20.0	30.0											

Evaluation

None.

Recommended reading

None.

Work load

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

Total	50.0
-------	------

SUSTAINABILITY AND BUSINESS 2318		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_STS_2318	STS

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

Prerequisites

None.

Learning objectives

- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course introduces students to the growing business case for sustainability and more broadly the importance of taking sustainability issues seriously for society. Students will be given tools to understand how to integrate sustainability into business to create sustainable businesses.

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

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

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

2nd session														
Coefficient	60.0	10	20.0	10										

Evaluation

None.

Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	16.5
Personnal work	10.0
Collective project	15.0
Individual project	10.0
Total	51.5

INTERNATIONAL FINANCIAL REPORTING 2770		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ACC_2770	ACC

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

Prerequisites

This course is intended as a follow-up on an introductory class on Financial Accounting. Prerequisites for the current course are a good understanding of the accounting information system and of the content and format of financial statements.

Learning objectives

When finishing this course students should be able to read and understand financial statements more in detail and especially extract information that is relevant in interpreting the intercompany investments. The student should also be able to run analyses similar as what was done in class, and build a conclusion with regard to strategic decisions that a company can take.

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

Course description

Companies increasingly invest in other companies to make a return, to grow or to face competition, both nationally and internationally. These investments are shown in companies' financial statements. How they are reported and presented can however be very different and heavily depends on the size and the aim of the investment. It is the goal of this course to show the different reporting formats, to explain concepts that are important in the context of intercompany investments like intangible assets and impairment testing and to illustrate some computations. The course is a good preparation for students that are interested in firm valuation and corporate finance. Note that the course is set up from a readers' perspective, without the technicalities of debit and credit, so a basic understanding of financial statements should do.

Topics covered during this course:

1. Understanding financial statements
2. Minority passive investments
3. Minority active investments
4. Controlling investments
5. Intangible assets
6. Impairment testing

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														
Coefficient	15.0	35.0	50.0											

Evaluation

Students are required to actively participate during the course. This will be asked to comment and answer on assigned cases and they will have to prepare a group presentation on the red line case of the course. Feedback will consist of in class advice, recommendations on additional material/practice. For feedback on the final exam, students can contact the professor to get more details on their performance.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	24.0
Collective project	10.0

Total	
-------	--

INTERNATIONAL FINANCE 2771		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2771	FIN

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

Prerequisites

None.

Learning objectives

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

- the importance of multinational transactions
- international monetary arrangements and balance of payments
- how foreign exchange rates are determined
- 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	Presentation	End of term exam											
Nb of hours if written exam	0.5	0.5	1.0											
2nd session			true											
Coefficient	40.0	20.0	40.0											

Evaluation

Feedback will be provided in the form of MCQs and numerical exercises which will be used as a base for discussions as part of the six teaching days. The Assessment will take the form of (mid-term) quizzes and presentations, 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

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

INTERNATIONAL HRM 2769		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_HRM_2769	HRM

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

Prerequisites

Students have successfully taken the introductory course in HRM.

Learning objectives

- Understand the complexity deriving from managing people in a multinational company.
- Comprehend the aim of and applied HRM tools and the different approaches that multinational companies might adopt.
- Properly and ethically use the main methodologies related to every HR operational system in an international context.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 3.A Breakdown complex organizational problems using the appropriate methodology

Course description

The International HRM course is centred on how MNCs manage expatriates in dealing with trans-national operations. In particular, the course is built around the following HRM operational systems: staffing, recruitment and selection, performance assessment, compensation, and training.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Participation	Individual project											
Nb of hours if written exam			4.0											
2nd session			true											
Coefficient	30.0	15.0	55.0											

Evaluation

The feedback to be provided to students is indeed meant to reinforce their team based and individual learning process and related performances. Providing formal and written feedback to each student is of great importance for the effectiveness of the learning process of students. It is suggested to provide to students three levels of feedback:

1. (Optional) A general written feedback to the entire cohort in which the overall trend of the class is synthesized in relation to each dimension of the assessment system;
2. A specific written feedback related to the teamwork tasks (in addition to the oral feedback given during the presentation);
3. A specific written feedback related to the individual assignment.

Finally, students are invited to contact their instructor in order to plan a meeting if necessary.

Recommended reading

Dowling, Festing & Engle. International Human Resources Management. Thomson,
Case studies, articles
and slides are selected by the instructors and available on IESEG online.

Work load

Type of course	Number of hours
Lecture	6.0
Interactive courses	10.0
Personnal work	14.0
Collective project	4.0
Individual project	4.0
Reading reference manuals	8.0
Research	4.0
Total	50.0

INTERNATIONAL BUSINESS LAW 2773		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_LAW_2773	LAW

Level	Year	Semestre	Campus	Language of instruction
Bachelor	-	S6	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 legal environment of business: its main actors, institutions and rules.
- Use international contracts strategically, identify key contractual clauses and spot red flags.
- Be able to select the best alternative to settle transnational disputes.
- 1.A Demonstrate an international mindset
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information

Course description

1. The international legal environment of business: players, rules and institutions. Legal implications when deciding to enter foreign markets. Alternatives. Strategic use of Comparative Law. What do legal families have to do with doing business? Governance databases.
2. International contracts. How to negotiate, draft and read international contracts. Principles. Freedom of contract. Key contractual clauses: applicable law and competent forum. Force majeure and hardship. The CISG. The Incoterms.
3. EU Law (the internal market). EU International Private Law: the Rome I Regulation.
4. Solving transnational business disputes (prevention, litigation, negotiation, mediation, arbitration). Enforcing foreign decisions and awards

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

Formative and summative feedback will be provided, at a general and individual level.

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 books mentioned below are suggested for reference only.

- Wevers, H. (2021). A basic guide to international business law (5th ed.). Wolters-Noordhoff B.V.
- DiMatteo, L. A. (2016). International business law and the legal environment: a transactional approach (3rd ed.). Routledge.
- Bishop, Bernard. (2009). European Union law for international business: an introduction. Cambridge University Press.

Mandatory reading:

- DiMatteo, L. A. (2010). Strategic contracting: Contract law as a source of competitive advantage. American Business Law Journal. <https://doi.org/10.1111/j.1744-1714.2010.01108>.

Other resources:

- United Nations Convention on Contracts for the International Sale of Goods (Vienna, 1980) (CISG) [https://uncitral.un.org/sites/uncitral.un.org/files/media-documents/uncitral/en/19-09951_e_ebook.pdf].
- Regulation (EC) No 593/2008 of the European Parliament and of the Council of 17 June 2008 on the law applicable to contractual obligations (Rome I) [<https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex%3A32008R0593>].
- Incoterms® 2020 [<https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-2020/>].

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	8.0
Collective project	8.0

Reading reference manuals	8.0
Research	8.0
Distance learning	
remote seminar	2.0
Total	50.0

GLOBAL BRAND MANAGEMENT 0668		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_0668	MKT

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

Prerequisites

The student should have basic knowledge in marketing and show an interest in global brand management.

Learning objectives

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

Master the basic concepts and theory for planning, implementing, and evaluating global management strategies.

Effectively design brand elements.

Develop a clear brand positioning strategy and architecture.

Know how to enhance brand equity from both a financial and consumer perspective.

Master the basic brand communication tools.

Draft a clear and effective global brand management strategy.

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

Course description

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

Assessment / Feedback

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

Type of test	Participation	Group project	End of term exam											
Nb of hours if written exam			1.5											
2nd session														
Coefficient	15	50	35											

Evaluation

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

Recommended reading

Class Book:

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

Advised Books:

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

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

Internet sources:

IESEG online

Interbrand <https://www.interbrand.com/best-brands/>

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	10.0
E-learning	4.0

Reading reference manuals	4.0
Research	6.0
Total	50.0

INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS 2767		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2767	OPS

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

Prerequisites

An understanding of the foundations of business administration and economics is expected.
 Knowledge acquired in a basic course of operations management.
 Presentation skills.

Learning objectives

By the end of the seminar, students will

- be able to demonstrate management skills apt for analysing supply chains and identifying sustainable innovations suitable for future-oriented solutions
- understand of issues of logistics and supply chain management in an international environment
- have gained deepened insight into current research and development work in logistics and supply chain management
- have acquired specialised methodological knowledge for the management of logistics and supply chains
- have a systemic perspective on supply chain management and logistics within organisations
- understand the relevance and prerequisites of logistics sustainability

Students are expected to engage actively in the seminar and contribute. Beyond the specific SCM and logistics know-how developed during the seminar, an improvement of teamwork and presentation skills is part of the objectives.

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

Course description

The environment of production and distribution is more and more fickle and challenging for organisations, as recent developments such as the COVID pandemic and the Brexit have shown. The implications on supply chains and logistics were significant, ranging from shortage in raw materials and logistics staff, to disruptions of supply chains due to different rules and regulations. As a consequence, corporates are challenged to reconsider their supply chains, which are often international.

How to ensure production and delivery to customers in challenging and disruptive circumstances?

Do product portfolios have to be adjusted or production strategies?

And how to integrate the growing need to meet sustainability targets?

Answering these questions requires know-how, agility and an open mind, analytical skills and a systemic perspective.

Therefore, the objective of this course is to provide a solid understanding of the structures, interconnections, concepts, challenges and opportunities of international supply chains and logistics, as well as of the dynamics of their environment and of their management.

This includes the analysis of supply chains, their design and planning, ensuring their sustainability and resilience, via profitability, reliability and adaptability. This also includes the development of a thorough understanding of the impact of digitalisation on supply chain management and logistics and the identification of its successful integration for the optimisation of efficiency and sustainability.

The Teaching and Learning Strategy of the seminar is focusing on a balanced mix of development of know-how and practical applications. Therefore, self-studying in preparation for the seminars will be complemented with case studies, analysis of real-life supply chains and, subject to confirmation, a logistics site visit as integrative part of the seminar. The seminar is backed by a systemic approach, therefore integrating supply chain management and logistics into the context of organizational structures, including the interrelation to other areas such as operations, organisation management, marketing, finance, product development, etc.

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

Evaluation

Feedback includes

> evaluation of an exam (50%)

> contribution throughout group work in classes (50%)

Recommended reading

Chopra, Sunil: Supply Chain Management - Strategy, Planning, and Operation; Pearson

McKinnon, Alan: Decarbonizing Logistics - Distributing Goods in a Low Carbon World; Kogan Page

Key documentation will be distributed prior to the seminar

Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	14.0
Individual project	10.0
Reading reference manuals	6.0
Outside training	
Company visit	4.0
Total	50.0

INTERNATIONAL BUSINESS STRATEGIES 2772		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_STS_2772	STS

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

Prerequisites

Prior to class you are expected to read the assigned case studies, articles
 All course materials will be available on IESEG online (IO).

Learning objectives

Identify and understand major trends and transformations affecting international business and strategy.
 Apply to real organizations theoretical frameworks and models.
 Audit a firm's global strategy and positioning, synthesize its organizational capabilities and assess its competitive advantage and performance.
 Solve complex organizational issues and make realistic recommendations

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization

Course description

The course is designed to immerse students into the theory and practice of strategic management, with a strong focus on internationalization. This course addresses the fundamentals of strategy and advanced concepts in international business. Participants will learn by applying theoretical frameworks and through readings, discussions, debates, short lectures, case studies and presentations.

The class format will be mostly discussion-based. The value of this course also lies in preparing for, listening to, participating in case discussions and group projects, and in sharing your insights, opinions and experiences.

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

Nb of hours if written exam														
2nd session														
Coefficient	40.0	10.0	50.0											

Evaluation

Class participation and contribution: 10%

Group work and presentations: 40%

Final exam: 50%

The final exam includes a mini case with a set of short questions.

Recommended reading

Peng, M. W. (2021). Global strategy. Cengage learning.

Work load

Type of course	Number of hours
Interactive courses	16
Personnal work	15
Collective project	20
Total	51

MANAGEMENT CONTROL MISSION 2723		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ACC_2723	ACC

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

Prerequisites

- Financial accounting
- Fundamentals of strategy
- Cost accounting

Learning objectives

- Be able to work in a team
 - Time management
 - Effective intermediate presentations
 - Effective oral communication
-
- 1.B Successfully collaborate within a intercultural team
 - 1.C Communicate effectively in English
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 5.A Predict how business and economic cycles could affect organizational strategy
 - 5.B Construct expert knowledge from cutting-edge information
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation
 - 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The course "Management control mission" aims to put in practice the techniques and concepts which are related to the financial performance of the firm. The aim is to apply a professional approach based in the resolution of managerial problems described in case studies. The course is focused in problem solving techniques which are driven by cost analysis and performance management. The work is done in a team and a coaching is organised by the tutor in order to guide students and help them to find the relevant solutions.

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

Nb of hours if written exam														
2nd session														
Coefficient	25	20	10.0	25	20									

Evaluation

- Oral feedback during the coaching for each team
- Oral feedback after the intermediary oral presentation for each team
- Oral and written feedback (assessment) after the final presentation and the final written report

Recommended reading

Kaplan Roberts S. Norton David P. (1996), The Balanced Scorecard: Translating Strategy into Action, Harvard Business Review Press; 1st edition.

Drury C. (2015), Management and Cost Accounting, Cengage Learning EMEA; 9th edition.

Work load

Type of course	Number of hours
Lecture	2.0
Interactive courses	6.0
Coaching	8.0
Personnal work	8.0
Collective project	18.0
Independent work	
E-learning	4.0
Reading reference manuals	2.0
Research	2.0
Total	50.0

The course is a mix of lectures, coaching sessions and oral presentations. It requires the involvement of each student.

CORPORATE FINANCIAL REPORTING & BUSINESS ENVIRONMENTS 2794		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_ACC_2794	ACC

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

Prerequisites

This course is intended as a follow-up on introductory classes on Financial Accounting and Financial Analysis. Prerequisites for the current course are a good understanding of the accounting information system and of the content and format of financial statements. The course is especially designed to equip students wishing to major in accounting and/or finance and that have the ambition to consult business on financial reporting environments.

Learning objectives

At the end of the course, you are expected to master the following technical aspects of financial reporting:

Know how to journalize (Debit/credit);

- Understand and apply all the steps of the accounting cycle, including preparation of three different trial balances (unadjusted, adjusted and post-closing balances)
- Understand and apply the indirect method of preparing cash flow statements;
- Know the concept of Value Added Taxes (VAT)

In addition, students should be able to read and understand financial statements of typically larger companies/groups and especially extract information that is relevant for corporate stakeholders and financial intermediaries like investors, financial analysts, credit analysts, auditors, regulators, management, and tax professionals.

- 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

Companies invest substantially in financial reporting formats, software and technically skilled personnel to produce high quality financial statements that deliver a true and fair view of the financial position to corporate stakeholders. The current course is a comprehensive journey into the preparation process of these financial statements and gives detailed insights in how various stakeholders benefit from high-quality reports and interpretation.

Selected topics covered during this course:

Part I

1. Understanding financial statements
2. Mastering financial input functions
3. Mastering details of the accounting cycles

Part II

4. Financial analysts and financial reporting
5. Institutional investors and financial reporting
6. Auditors and financial reporting
7. The tax function and financial reporting

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group project	Exercise	End of term exam	Case study									
Nb of hours if written exam														
2nd session														
Coefficient	10.0	15	25.0	25.0	25									

Evaluation

Students are required to actively participate during the course. They will be asked to work on exercises and to comment and answer on assigned cases and they will have to prepare a group presentation on specific cases during the course. Feedback will consist of in-class advice, recommendations on additional material/practice. For feedback on the final exam, students can contact the professor to get more details on their performance.

Recommended reading

The following textbook is mandatory in this course: Financial Accounting: IFRS, 2nd edition by Weygandt, Jerry J., Kimmel, Paul D., Kieso, Donald E. (2012).

Other elected course materials will be available on ieseg-online.

Work load

Type of course	Number of hours
Interactive courses	43.0
Personnal work	72.0
Collective project	35.0

Total	
-------	--

EXPLORING THE AUDIT PROFESSION 2786		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ACC_2786	ACC

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

Prerequisites

Knowledge of the general organization of a company and basics in accounting. This course is aimed at students wishing to move towards financial auditing and accounting professions.

Learning objectives

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

- Understand the role and added value of the auditor in corporate governance as well as the different types of audit mission
- Define the regulatory environment in which auditors operate and the rules applicable in terms of ethics
- Understand the risk-based audit approach and the importance of internal control system in audit
- Understand the current evolutions of the profession in connection with technological innovation (eg Blockchain, Data Analytics ...) and regulations (eg: Pacte Law in France)
- Understand the necessary balance between standardization and professional judgment in analyzing results and defining audit recommendations

- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 6.A Thoroughly examine a complex business situation

Course description

This course is divided into 4 interactive sessions of 4 hours. Each session will be dedicated to a specific question :

Session 1: What is an auditor and why do we need auditors in the economy.?

Session 2: How to become an auditor? What are the current Hot topics in the profession

Session 3 : Why are ethics & internal control system so important in audit ?

Session 4 : What does an auditor do exactly during an audit ?

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	Group project										
Nb of hours if written exam														
2nd session														

Coefficient	20.0	20.0	40.0	20.0										
-------------	------	------	------	------	--	--	--	--	--	--	--	--	--	--

Evaluation

Students will be assessed in several ways:

- their participation for 20% of the note
- 2 group projects done in class (40%) - discussion about the case study will be done in class + written feedback for each group
- 1 individual MCQ with individualized feedback through IOL.

Recommended reading

All materials and ressources will be available on IOL.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	15.0
Collective project	10.0
Independent work	
E-learning	9.0
Total	50.0

NEW GLOBAL IMBALANCES: GLOBAL GEO-PERSPECTIVE 2730		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2730	DEV

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

Prerequisites

Be curious!

Learning objectives

To provide keys to understanding an increasingly complex and uncertain world faced with increasingly multifaceted threats.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Our world of 2022 is one of a space that develops interactions but witnesses the rebirth of blocks: the West facing authoritarian regimes and an attentive and perplexed South. This mode of operation is increasingly complex to grasp. While globalisation is a formidable lever for growth, it is also a vector of instability. For example, there have never been so many financial and economic crises as there have been since the 1990s: the Asian crisis of 1997, the Russian crisis of 1998, the global financial crisis of 2007/2008, the Sras-covid2 pandemic in 2020/21. The meteoric rise of China has reshuffled the cards in our global hierarchy. To this we can add the fallout from armed conflicts such as the Russian-Ukrainian conflict in 2022. More than 345 conflicts have been recorded by the UN worldwide! Global warming has become a major player in this global geopolitics. Moreover, this much-vaunted happy globalisation is increasingly caught up with another increasingly tentacular occult one, that of various and varied criminalities...

Articulation: The aim of the course is to provide students and future executives with a grid for reading our world, to enable them to understand it in its entirety. The political and economic game cannot be reduced to economic and financial globalisation alone. We are indeed in a planetary "Kriegsspiel". Geopolitical knowledge is the basis of economic intelligence. This course therefore proposes a framework for analysing "country risk". The objective is to make students aware that the space surrounding the business world is subject to multiple risk factors: economic, political, socio-cultural, environmental...

Presentation of the program :

- The world on the move: dynamics of contemporary geopolitics - Demographic, migratory and food issues
- The dark side of globalization: the rise of crime<The challenges of an increasingly violent planet
- A new guest in globalization: the environment

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	End of term exam												
Nb of hours if written exam	0.5	1.0												
2nd session														
Coefficient	25.0	75.0												

Evaluation

The evaluation will be both summative and formative. Ongoing monitoring will take place in the penultimate session. It is not really an MCQ, it prepares the final evaluation by verifying the acquisition of the key concepts of this course. An answer key will be posted online after the evaluation.

Recommended reading

There is no reference manual, the bibliographic and numerical references vary with each course. These will be mentioned at the beginning of each session.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	34.0

Total	50.0
-------	------

FUNDAMENTALS OF POLITICAL SCIENCES 2734		
2022 - 2023	Credit : 4.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2734	DEV

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

Prerequisites

Curiosity, to be open to cultural diversity.

Learning objectives

- To gain an understanding of the contemporary political panorama and international organizations
- To develop research ability
- To develop critical thinking
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Since their development, human societies have built political structures to govern themselves. Since ancient Greece, humans have thought about what we call Political Science today.

This class allows our students to discover numerous and complex political subjects, using lessons and sharing personal/group research.

The course structure, after a general introduction to Political Science, is built around 3 axes :

- a . Political Ideologies : from the Ancient World to Modern Political Ideologies
- b. Governments and Political Institutions
- c. International Institutions and Organizations.

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	Multiple choice questions	Group report	Presentation										
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	40.0	20.0	20.0	20.0										

Evaluation

Grades will be given in the last session.

Coaching of semester-long research project in groups.

Recommended reading

Pas de livre de cours, articles et références données séance par séance.

Work load

Type of course	Number of hours
Interactive courses	32.0
Personnal work	20.0
Collective project	28.0
Independent work	
Research	20.0

Total	100.0
-------	-------

Des ajustements sont à prévoir sur les projets individuels/groupe en fonction du nombre d'inscriptions.

CHALLENGES AND PERSPECTIVES OF THE EUROPEAN CONSTRUCTION 2759		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2759	DEV

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

Prerequisites

Be curious!

Learning objectives

To understand the mechanisms of the EU, the challenges and threats to European integration in a globalisation that seems less and less controlled and questioned.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

- The aim of the course is to provide students and future executives with a reading grid of Europe, to allow them to apprehend it in its globality:
- The objective of this course is also to make students aware that the space, which surrounds the business world, remains subject to multiple risk factors: political, socio-cultural and environmental...

Course outline:

I/ The Brexit reveals European failures

II/Europe facing the populist challenge Which way to choose between Viktor Orban's illiberalism and Emmanuel Macron's powerful Europe?

III/ What place for Europe in a world in tension (?) -The Russian-Ukrainian War, translation of the war between European soft power and Russian hard power - Xi Jin Ping's "Chinese dream", Europe's nightmare? - The challenge of European trade relations at a time of "deglobalisation".

IV/ Europe at the time of the Green Deal, the challenge of energy between energy transition and geopolitical challenge, intervention of an expert of Euratom and former student of IESEG!

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Presentation											

Nb of hours if written exam	0.5	1.0												
2nd session														
Coefficient	20	50	30											

Evaluation

The evaluation will be both summative and formative. Ongoing monitoring will take place in the penultimate session. It is not really an MCQ, it prepares the final evaluation by verifying the acquisition of the key concepts of this course. An answer key will be posted online after the evaluation.

Recommended reading

There is no reference manual, the bibliographic and numerical references vary from course to course. Slideshows and other resources will be available on l'éseg on line.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	34.0
Total	50.0

CONFLICTS AND EXCHANGES: HISTORY AND PROJECTIONS 2764		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2764	DEV

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

Prerequisites

Listening skills and note-taking, curiosity.

Learning objectives

To encourage active participation in discussion through personal knowledge.
 To acquire basic knowledge of current events, geopolitical and economic trends throughout history.
 To develop critical thinking and scientific discipline.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The class is built around 3 themes to underline the different links that exist between human societies, economy and conflicts. It deals with the past, the present and the near future.

1. War, economy and the birth of Nation-State
2. "How to pay for the War": from Richelieu to the World Wars
3. Economic war: new weapon or ancient tool?

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	Multiple choice questions	Individual report	Individual project										

Nb of hours if written exam	2.0	0.25		20.0										
2nd session														
Coefficient	40.0	20.0	20.0	20										

Evaluation

Grades will be given in the last session.

Feedback session after the final exam.

Recommended reading

Geoffrey Parker, La Révolution militaire : la guerre et l'essor de l'Occident, Folio, 2013

Ali Laidi, Histoire mondiale de la guerre économique, Perrin, 2020

Olivier Kempf, Economie et guerre : de l'économie de guerre à la guerre économique, L'Harmattan, 2013

Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	16.0
Independent work	
Reading reference manuals	12.0
Research	4.0
Total	

ART, LUXURY AND TRADE 2756		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2756	DEV

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

Prerequisites

curiosity and interest for art and fashion

Learning objectives

At the end of the course the students will be able to :

- analyse and simulate cases of the market of art : negotiation between professional and a client
- for this they will learn to identify the actors of the market of art and their respective roles
- situate them in the institutional and legislative frame
- be autonomous in finding prices of art works and up-to-date information on the artist's rating
- be able to analyse et simulate the mechanisms of production, marketing and delivery of fashionable and luxury goods
- identify and apply to their project creative mechanisms used in the history of fashion and in the now-a-days fashion and luxury

- 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.B Propose creative solutions within an organization
- 4.A Appraise the performance of a team
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Presentation of the course (plan for the sessions)

1. history, rules and frames of the market of art
2. the actors of the market of art : galerist, auctioneer, advisor in artistic assets
3. the price of a work of art : reputation of the artist, quality of the art work, innovation inspiration and speculation?
4. Fashion and Luxury trade over ages : production, marketing and delivery of fashionable and luxury goods
5. link between the fashion and luxury design and art; best innovative trends now-a-days
6. presentations of projects on an artistic or a luxury trade (a precise artist, brand and their trade)

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment													
Nb of hours if written exam														
2nd session														
Coefficient	100.0													

Evaluation

None.

Recommended reading

Bibliographie

G. Adam , La face cachée du marché de l'art, Paris, 2017

S. Cavaliero, F. Elkaïm, C. Pirot de Corbion, « Les métiers du marché d'art », Paris, 2013.

M-A. De Boisdeffre et H. Chayette, Les 100 mots du marché de l'art, Paris (PUF, Que sais-je ?), 2014

R. Moulin, Le marché de l'art. Mondialisation et nouvelles technologies, Paris, 2003

J. N. Kapferer, V. Bastien, The Luxury strategy : break the rules of Marketing to build Luxury brands, 2012.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	2.0
Collective project	10.0
Reading reference manuals	2.0

Research	10.0
Total	40.0

GEOGRAPHY AND CLIMATE CHANGE: EVOLUTION AND PERSPECTIVES 2783		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_DEV_2783	DEV

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

Prerequisites

None

Learning objectives

None

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information

Course description

Plan of the seminar

1. Introduction to Climate Change and Geography
 - Overview of the seminar and of validation works
 - Geography and its key concepts (e.g. physical geography, human geography, geopolitics, geoeconomics).
 - Climate Change / Global Warming and its key concepts (e.g. climate vs. weather, carbon dioxide, methane, greenhouse gas, albedo effect, fossil fuels, low-carbon energies, global average temperature, global warming, sea-level rise, tipping points).
2. What is happening to Earth? A comprehensive review of 2021 IPCC reports

Content:

 - The physical science basis of Climate Change / Global Warming measurements and projections (IPCC 2021 1st report)
 - Impacts, Adaptation and Vulnerability (IPCC 2021 2nd report)
 - Possible political actions to mitigate Climate Change / Global Warming during the 21st century (IPCC 2021 3rd report)
 - Case study: Climate change in Bangladesh

Suggested readings:

IPCC, Climate Change 2021: The Physical Science Basis, Summary for Policymakers (final version), 2021.
 IPCC, Climate Change 2022: Impacts, Adaptation and Vulnerability, Summary for Policymakers, 2022.
 IPCC, Climate Change 2022: Mitigation of Climate Change, Summary for Policymakers, 2022.
3. Geopolitical consequences of Global Warming

Content:

 - Worldwide state on play and forecast on resource shortages, climate refugees, failed States, wars on

resources, and political shift towards authoritarian democracies.

- Case study: forecasted wars on resources across the globe

Suggested readings:

Satterthwaite, D. (2011). How urban societies can adapt to resource shortage and climate change.

Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences, 369 (1942), 1762-1783.

Sending, O. J., Øverland, I., & Hornburg, T. B. (2019). Climate change and international relations. *Journal of International Affairs*, 73(1), 183-194.

Hinkkainen Elliott, K., & Kreutz, J. (2019). Natural resource wars in the shadow of the future: Explaining spatial dynamics of violence during civil war. *Journal of peace research*, 56(4), 499-513.

4. Can we stop using fossil fuels?

Content:

- Fossil fuels, energy transition, low-carbon energy, industrial and agricultural degrowth, sustainable cities, clean transportation.

- Case study: the nuclear power debate in Japan

Suggested readings:

Newell, P., & Simms, A. (2020). Towards a fossil fuel non-proliferation treaty. *Climate Policy*, 20(8), 1043-1054.

York, R., & Bell, S. E. (2019). Energy transitions or additions?: Why a transition from fossil fuels requires more than the growth of renewable energy. *Energy Research & Social Science*, 51, 40-43.

Zeppini, P., & Van Den Bergh, J. C. (2020). Global competition dynamics of fossil fuels and renewable energy under climate policies and peak oil: A behavioural model. *Energy Policy*, 136, 110907.

5. Can we stop factory farming / industrial animal agriculture?

Content:

- Impact of animal agriculture on greenhouse gas, vegetarianism, veganism, animal rights, arable land scarcity.

- Case study: the 2022 worldwide food crisis

Suggested readings:

McCarthy, J., & Zen, Z. (2010). Regulating the oil palm boom: assessing the effectiveness of environmental governance approaches to agroindustrial pollution in Indonesia. *Law & Policy*, 32(1), 153-179.

Cooper, L. L. (2018). A new veganism: How climate change has created more vegans. *Granite: Aberdeen University Postgraduate Interdisciplinary Journal*, 2(1), 16-24.

Rosi, A., Mena, P., Pellegrini, N., Turrone, S., Neviani, E., Ferrocino, I., ... & Scazzina, F. (2017). Environmental impact of omnivorous, ovo-lacto-vegetarian, and vegan diet. *Scientific reports*, 7(1), 1-9.

6. Is Neo-Malthusianism an option?

Content:

- Overpopulation, overconsumption, demographic degrowth, birth control, birth control policies, demographic collapse.

- Case studies: India's green revolution and China's birth control policies

Suggested readings:

Lerner, A. B. (2018). Political neo-Malthusianism and the progression of India's green revolution. *Journal of Contemporary Asia*, 48(3), 485-507.

Maja, M. M., & Ayano, S. F. (2021). The impact of population growth on natural resources and farmers' capacity to adapt to climate change in low-income countries. *Earth Systems and Environment*, 5(2), 271-283.

Madsen, J. B., Robertson, P. E., & Ye, L. (2019). Malthus was right: Explaining a millennium of stagnation. *European Economic Review*, 118, 51-68.

7. Collapsology: are we headed to a post-apocalyptic world?

Content:

Collapsology, ecosystem collapse, Theory of Hothouse Earth, cognitive bias, ecological denial, eco-anxiety.

Suggested readings:

Bland, L. M., Rowland, J. A., Regan, T. J., Keith, D. A., Murray, N. J., Lester, R. E., ... & Nicholson, E. (2018). Developing a standardized definition of ecosystem collapse for risk assessment. *Frontiers in Ecology and the Environment*, 16(1), 29-36.

Lenton, T. M., Rockström, J., Gaffney, O., Rahmstorf, S., Richardson, K., Steffen, W., & Schellnhuber, H. J. (2019). Climate tipping points—too risky to bet against.

8. Students' works part 1

- Individual case studies and collective works (all of them) are submitted in writing to the teacher

- Some groups give their final oral presentation to the class
9. Students' works part 2
- The remaining groups give their final oral presentation to the class
 - General conclusion of the seminar: an open interactive debriefing by students and the teacher

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	Participation	End of term exam											
Nb of hours if written exam			4											
2nd session														
Coefficient	33	33	34											

Evaluation

Feedback can be given by email at : thomas.guenole.b@gmail.com

Recommended reading

IPCC, Climate Change 2021: The Physical Science Basis, Summary for Policymakers (final version), 2021.

IPCC, Climate Change 2022: Impacts, Adaptation and Vulnerability, Summary for Policymakers, 2022.

IPCC, Climate Change 2022: Mitigation of Climate Change, Summary for Policymakers, 2022.

Satterthwaite, D. (2011). How urban societies can adapt to resource shortage and climate change. *Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences*, 369(1942), 1762-1783.

Sending, O. J., Øverland, I., & Hornburg, T. B. (2019). Climate change and international relations. *Journal of International Affairs*, 73(1), 183-194.

Hinkkainen Elliott, K., & Kreutz, J. (2019). Natural resource wars in the shadow of the future: Explaining spatial dynamics of violence during civil war. *Journal of peace research*, 56(4), 499-513.

Newell, P., & Simms, A. (2020). Towards a fossil fuel non-proliferation treaty. *Climate Policy*, 20(8), 1043-1054.

York, R., & Bell, S. E. (2019). Energy transitions or additions?: Why a transition from fossil fuels requires more than the growth of renewable energy. *Energy Research & Social Science*, 51, 40-43.

Zeppini, P., & Van Den Bergh, J. C. (2020). Global competition dynamics of fossil fuels and renewable energy under climate policies and peak oil: A behavioural model. *Energy Policy*, 136, 110907.

McCarthy, J., & Zen, Z. (2010). Regulating the oil palm boom: assessing the effectiveness of environmental governance approaches to agroindustrial pollution in Indonesia. *Law & Policy*, 32(1), 153-179.

Cooper, L. L. (2018). A new veganism: How climate change has created more vegans. *Granite: Aberdeen University Postgraduate Interdisciplinary Journal*, 2(1), 16-24.

Rosi, A., Mena, P., Pellegrini, N., Turrone, S., Neviani, E., Ferrocino, I., ... & Scazzina, F. (2017). Environmental impact of omnivorous, ovo-lacto-vegetarian, and vegan diet. *Scientific reports*, 7(1), 1-9.

- Lerner, A. B. (2018). Political neo-Malthusianism and the progression of India's green revolution. *Journal of Contemporary Asia*, 48(3), 485-507.
- Maja, M. M., & Ayano, S. F. (2021). The impact of population growth on natural resources and farmers' capacity to adapt to climate change in low-income countries. *Earth Systems and Environment*, 5(2), 271-283.
- Madsen, J. B., Robertson, P. E., & Ye, L. (2019). Malthus was right: Explaining a millennium of stagnation. *European Economic Review*, 118, 51-68.
- Bland, L. M., Rowland, J. A., Regan, T. J., Keith, D. A., Murray, N. J., Lester, R. E., ... & Nicholson, E. (2018). Developing a standardized definition of ecosystem collapse for risk assessment. *Frontiers in Ecology and the Environment*, 16(1), 29-36.
- Lenton, T. M., Rockström, J., Gaffney, O., Rahmstorf, S., Richardson, K., Steffen, W., & Schellnhuber, H. J. (2019). Climate tipping points—too risky to bet against.

Work load	
Type of course	Number of hours
Interactive courses	13
Directed work	3.0
Personnal work	10
Collective project	14
Individual project	10
Total	50

Validation works:

- Individual work: a case study of a specific and precise issue (e.g. "Geopolitical impact of melting Arctic Ice", "Worldwide resource scarcity"). Submitted in writing to the teacher at the beginning of session 8. 1/3 of the final grade.
- Collective work (6 groups of around 5 members each): imagine every thinkable solution to a given worldwide ecological issue. Use as many concepts and theories of the seminar as possible (e.g. low-carbon energies, degrowth). Submitted in writing to the teacher at the beginning of session 7, and orally presented

as a 20 to 30-minute presentation during sessions 7 and 8. 1/3 of the final grade.

- Final test: a 2-hour long short essay on a single topic chosen by the teacher. 1/3 of the final grade.

INDUSTRIAL ORGANIZATION & BUSINESS STRATEGIES 2776		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ECO_2776	ECO

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

Prerequisites

- Macroeconomics
- Microeconomics
- Imperfectly Competitive Markets

Learning objectives

This elective covers main topics in the field of Industrial Organization & Strategy. The learning objectives are as follow:

- To understand how price and non-price competition among firms affect economic welfare.
 - To analyze and evaluate models of competitive, oligopolistic, and monopoly markets.
 - To analyze and evaluate how firms' structure and conduct affect economic welfare and how these results feedback to effect structure and conduct.
 - To understand the main schools of strategic business; how those strategies are implemented; the process needed to build business strategies and their impact on firm performance.
 - To gain general knowledge about business from both the theoretical and practical perspectives.
 - To have the analytical and evaluative skills necessary to diagnose a sector or a firms' strategic position (market, prices, barriers, R&D...).
 - To understand how a firm chooses its competitive strategy and the effects of the contemporary business environment.
-
- 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.A Appraise the performance of a team
 - 4.B Compose constructive personal feedback and guidance
 - 5.A Predict how business and economic cycles could affect organizational strategy
 - 5.B Construct expert knowledge from cutting-edge information
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation
 - 6.B Synthesize multifaceted information from various sources across different functional fields
 - 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The topics that will be covered are as follow:

Introduction to Industrial Organization & Theory of the Firm

- Concepts in Noncooperative Game Theory
- Competing Through Quantity and Price: Homogeneous Goods & Markets for Homogeneous Goods
- Competing Through Quantity and Price: Heterogeneous Goods
- Product Differentiation in Geographic or Characteristic Spaces
- Contemporary Strategy Analysis: Concepts, Techniques, Applications.
- Firm, market and strategies (Market share, Price level, Competitors, Concentration, Concentration's rates (CR4, CR8, HHI)).
- Some fields will be studied in depth: business law, management theories, industrial economics, problem-solving and decision-making, organizational behavior, policy and ethics, global business issues, conflict management and leadership.
- We will also include talks from business leaders who develop new products and processes that take into account issues like human rights, water scarcity, climate change, sustainable development, etc.
- Keys to Business Strategies as SWOTs, BCG MATRIX, Arthur D. Little MATRIX, MASON'S Model (SCP), Mickael Porter's Model (5 Forces), Cost-benefit analysis are used in combination with several other methods.

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	Group project	Participation											
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	50.0	40.0	10.0											

Evaluation

Feedback will be given after each continuous assessment, exam using. This will be done in class, by email or on IESEG ON LINE

Recommended reading

- Nicholas Lee, Ian Ling, 2008, "Doing Business Research: A Guide to Theory and Practice", SAGE Publications
- Grant, Robert, M. « Contemporary Strategy Analysis », Text and cases edition, Seventh Edition, A John Wiley & Sons, Ltd, Publication, 2010.
- Mark Saunders, Philip Lewis and Adrian Thornhill, Research Methods for Business Students, Fourth Edition, 2007, Prentice Hall, Pearson Education.
- Oz Shy, Industrial Organization: Theory and Applications, Cambridge, MA: The MIT Press, 1995.
- Jean Tirole, The Theory of Industrial Organization, Cambridge, MA: The MIT Press, 1988.
- Stephen Martin, Advanced Industrial Economics (2nd ed.), Oxford, UK Blackwell Publisher, 2002.

Work load

Type of course

Number of hours

Interactive courses	12.0
Directed work	4.0
Collective project	10.0
Individual project	5.0
Independent work	
E-learning	4.0
Reading reference manuals	5.0
Research	6.0
Total	50.0

GLOBAL BUSINESS ENVIRONMENT 2780		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_ECO_2780	ECO

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

Prerequisites

Introductory courses in Macroeconomics and Microeconomics

Learning objectives

Understand the economic environment in which businesses are conducted

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course is comprised of four sections:

Section 1 : International Trade and Investment (4 sessions) – teacher: Joseph Bitar

- Session 1 : Introduction to international trade
- Session 2 : Absolute and comparative advantages
- Session 3 : The HOS Model
- Session 4 : Economies of scale and intra-industry trade

Section 2: International Economic Integration and International Business (4 sessions) – teacher: Joseph Bitar

- Session 1 : Protectionism theory
- Session 2 : Trade agreements and organizations
- Session 3 : The “Standard Trade Model” and the terms of trade
- Session 4 : First Solar case study

Section 3: Monetary Economics, Central Banking and Financial Economics (4 sessions) – teacher: Joseph Bitar

- Session 1: Introduction to Money, interest rates and financial markets (1)
- Session 2 : Introduction to Money, interest rates and financial markets (2)
- Session 3 : Introduction to Central Banking
- Session 4: Group projects on: unconventional monetary policy; central bank communication; the asset prices transmission channel of monetary policy; crypto assets, CBDC

Section 4: Economic Growth and the Conjuncture Cycle (4 sessions) – teachers: Marianne Guyot (Lille) and Rabih Zotti (Paris)

- Session 1: Introduction to economic conjuncture cycles and to the Problem Based Learning (PBL)

method

- Session 2 : Economic cycles theory and conjuncture (using PBL)
- Session 3 : Economic growth theories (using PBL)
- Session 4 : Shocks and economic crises - response mechanisms (using PBL)

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	Continuous assessment	Continuous assessment	Continuous assessment									
Nb of hours if written exam														
2nd session	true	true												
Coefficient	15	40.0	15	15	15									

Evaluation

Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	45.0
Personnal work	40.0
Collective project	40.0
Individual project	25.0

Total	150.0
-------	-------

GEOPOLITICS OF BUSINESS 2781		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ECO_2781	ECO

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

Prerequisites

Students should be familiar with basic concepts of International Relations and Economy and be aware of political news in the world

Learning objectives

Understand the global powers map and how the political decision may impact the corporate activities
 Be able to integrate economic, social and geographic realities into the company's development strategy
 Be able to adapt to structural changes affecting the economy
 Develop a coherent long-term strategy and vision
 Build capacity to do an efficient Geopolitical Risk Analysis
 Assess and predict the impact of geopolitics events on strategic decisions of the firm

- 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
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 6.A Thoroughly examine a complex business situation

Course description

-Introduction to Geopolitics: Geopolitical agents, Power, Globalization
 -The global powers map: Unilateralism, Multilateralism, Emergence.
 The implications for Business
 -The management of the global risks and challenges: Terrorism- Global Warming...
 The implications for the company's development strategy
 -The changing governance of International Trade and Implications for Business: Protectionism/ Free-Trade.
 Risks and opportunities for the company
 -Could Business Shape the geopolitical landscape?

Assessment / Feedback

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

Type of test	Group project	Participation	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	10.0	50.0											

Evaluation

Oral Feedback after each project presentation and written feedback after the examination (IESEG ONLINE)

Recommended reading

Strategy and Geopolitics: Understanding Global Complexity in a Turbulent World, Mike Rosenberg, 2017

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	8.0
Independent work	
Reading reference manuals	8.0
Research	8.0

Total	50.0
-------	------

MIGRATION STUDIES 2726		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ECO_2726	ECO

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

Prerequisites

Since this is an introductory course, students don't need to have any special prerequisites. However, students should be interested international movements and international relations. Furthermore, basic knowledge of data mining and statistics will be helpful, but not necessary.

Learning objectives

At the end of the course, the student should be able to: Be familiar with the main theories of migration; Understand trends and patterns of global migration; Understand the effects of migration on both sending and receiving states ; Assess the impact of migration and remittances on home and host countries Understand State implications on managing migration flows and migration policies; Understand the human rights aspects of migration, including policy towards refugees, asylum seekers, and undocumented immigrants

- 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.A Appraise the performance of a team
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course will provide learners theoretical knowledge of migration patterns and consideration of migration process as a part of broader processes of global change and development. The course will also underline that labor demand in destination societies and poverty and inequality in the source countries are the main drivers of international migration. The course is also designed to understand why despite States restrictive policies, migration processes gain their own trends and momentum.

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														
Coefficient	10.0	40.0	50.0											

Evaluation

IESEG ONLINE, MAIL, or in class after each assessment.

Recommended reading

Hein de Haas, Stephen Castles, Mark J. Miller. 2020. The Age of Migration: International Population Movements in the Modern World. NY: The Guilford Press (ISBN: 9781462542895).

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	8.0
Reading reference manuals	10.0
Research	10.0

Total	50.0
-------	------

UNDERSTANDING INCOME INEQUALITY IN THE 21ST CENTURY 2753		
2022 - 2023	Credit : 2.0	IÉSEG - School of Management
Class code :	2223_SYL_ECO_2753	ECO

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

Prerequisites

Understandings of basic microeconomics and data analysis

Learning objectives

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

- understand the concept of wage inequality from an economics perspective
- compare and contrast different firm characteristics that can contribute to wage inequality
- search for appropriate data to empirically examine wage inequality in different countries
- 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
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 5.B Construct expert knowledge from cutting-edge information
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

This is a course in applied labor economics, focusing on the economics of wage inequality. The course will cover the following topics:

- 1- General concepts about wage inequality
- 2- Firm characteristics that may contribute to wage inequality: (a) productivity differences, (b) organizational structure, and (c) the use of management practices

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	Group project	Participation	Oral assessment										
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	50.0	15	20.0	15										

Evaluation

The overall assessment will be based on a final exam, a group project, and participation. Feedback will be given within class via Q&A

Recommended reading

OECD (2021), The Role of Firms in Wage Inequality: Policy Lessons from a Large Scale Cross-Country Study, OECD Publishing, Paris
 Chapters 1-3
 [Available online: <https://doi.org/10.1787/7d9b2208-en>]

Garicano, L. (2000). Hierarchies and the Organization of Knowledge in Production. Journal of Political Economy, 108(5), 874-904
 [Available on IESEG online]

Bloom, N., & Van Reenen, J. (2007). Measuring and explaining management practices across firms and countries. The Quarterly Journal of Economics, 122(4), 1351-1408
 [Available on IESEG online]

Work load

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

Reading reference manuals	10.0
Research	4.0
Total	50.0

STRATEGY AND ORGANIZATION OF INNOVATION 2742		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_ENT_2742	ENT

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

Prerequisites

Understanding of introductory concepts in strategic management and organization

Learning objectives

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization

Course description

This course is organized in two main components: Strategy of Innovation and Organization of Innovation. The first part is intended to provide students with practical skills to understand, evaluate, create, and ultimately manage an effective innovation strategy within an organization. In the second part students are confronted with the internal perspective of organizing for innovation in an open, multi-actor and digitally-mediated world. The course will provide insights on organizing and orchestrating collectives of actors within and outside the organization for effective innovation and value creation. This will include a perspective on organizing for innovation with teams, with digital technologies, platforms, and infrastructures, as well as discuss effective strategies for business innovation with different forms of open organizing such as crowds and communities.

The students will have the opportunity to appreciate the relevant skills to manage innovation using examples of main leading international firms. We will make use of several materials such as books, case studies, articles, a simulation, a practitioner talk, and sources in the public domain.

The sessions are structured in the following way:

1. Strategy of Innovation
 - a) Introduction, typologies of innovation as well as industry dynamics
 - b) Innovation strategy
 - c) Collaboration strategy for innovation
 - d) Regional aspects of innovation, such as ecosystems and clusters
2. Organization of Innovation
 - a) Different forms of innovative organization with teams
 - b) Organizing for innovation with digital technologies and platforms
 - c) Orchestrating for innovation at digital infrastructures of multiple actors
 - d) Organizing for innovation with communities
 - e) Organizing for innovation with crowds and in sharing economy

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Individual report	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

The course uses participation as a form of continuous assessment as well as group and individual work. Students receive individual feedback on class participation and written work. Feedback on the group presentation is at the group-level in written form.

Recommended reading

Melissa Schilling (2020), "Strategic Management of Technological Innovation", 6th edition, McGraw-Hill Education

Eric von Hippel (2017), "Free Innovation", https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2866571

S. Abrahamson et al. (2013), "Crowdstorm: The Future of Innovation, Ideas, and Problem Solving,"

Henry Chesbrough (2003), "Open Innovation: The New Imperative for Creating and Profiting from Technology"

HBS cases and articles

Course Website - please check regularly IO at <https://www.ieseg-online.com/>

Work load

Type of course	Number of hours
Lecture	43.0
Collective project	25.0

Individual project	25.0
Research	57.0
Total	150.0

PRACTISING 360 DEGREE INNOVATION 2735		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ENT_2735	ENT

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

Prerequisites

None

Learning objectives

Assess and identify improvements to commonly encountered systems, products, and processes.
 Create upon demand a written design brief for the improvement of a system, product, or process.
 Appreciate through direct engagement both the "push" and "pull" aspects of sociotechnical improvements to the human-designed world.
 Engage in discerning critique of proposed improvements by others to existing systems, products and/or processes.

- 1.C Communicate effectively in English
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance

Course description

Students will engage in practical innovation beginning with recognizing everyday examples from around the world - both past and present. Business examples in the local community will be accessed in proximity to IESEG. Randomly assigned teams will identify an innovation site of their choosing within a given radius of the school. They will commission an innovation design for another team. All teams will serve as both a consulting team completing an assigned task from another team and as a customer team who have requested an innovation. All teams will judge at least two other teams' products, grading both individual students within their own team and grading others at the team-level only. Note: There are only two brief lectures by the professor during this course. All other course content is generated by student teams.

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	85	15												

Evaluation

Most of the work throughout the course is undertaken in assigned teams. Individual teams are required to interact with other assigned teams in the course of completing various assigned tasks. Work is turned into the instructor (and shared with their own team or other teams as appropriate) on a daily basis. The instructor circulates continuously providing both individual and team coaching as needed. Students are limited to using resources in the carefully curated set of resources within IESEG online for this course. The instructor retains half of the 85% of the student's grade for group projects and the students collectively provide the other half of the 85%. The 15% individual report is held entirely by the professor.

Recommended reading

Berkun, S. (2002). The Myths of Innovation. O'Reilly.

Marchand, L. (2022). The Innovation Mindset: Eight Essential Steps to Transform any Industry. Columbia Business School Publishing.

Sawyer, R. K. (2012). Explaining Creativity: The Science of Human Innovation. Oxford University Press, 2e.

Work load

Type of course	Number of hours
Lecture	2.0
Interactive courses	14.0
Personnal work	6.0
Collective project	20.0
Individual project	3.0
Reading reference manuals	3.0
Outside training	
Outside visit	2.0
Total	50.0

HOW TO SETUP AN ONLINE BUSINESS 2778		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ENT_2778	ENT

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

Prerequisites

None

Learning objectives

The theories and concepts will be applied practically for building your online business.

Below are the main themes, but the order will be different during the course, as we will mix theory and practice

High-level perspective

- Economics of online businesses, case study of existing firms, and the future of internet (e.g. AI)
- Different online start-ups strategies and theories supporting them
- Business models of emerging new companies (e.g. industry 4.0) and already established online companies (google, amazon, facebook, apple, etc.)

Designing your online business

- Knowledge of your industry and of your customers
- Establishing a business model and its cash-flow

Introduction to specific skills necessary to implement an online business

- A/B testing
- Web-marketing social media, emailing and SEO
- Ethics of using cognitive biases in your online business

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information

Course description

Understand the online economy from a high-level perspective (economics, main actors, business models)

Design an online business (industry, products, business model) and a cash flow model.

Master or have a good understanding of the specific skills required to implement and set-up an online business (Artificial intelligence, A/B Testing, digital and social marketing, ethics)

Have a practical experience of creating a website (html, introduction to php, wordpress, photo, video, selling, etc.)

Understand the ethics of using cognitive biases

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report													
Nb of hours if written exam														
2nd session														
Coefficient	100.0													

Evaluation

During presentation, feedback will be given.
Upon request, a feedback on the final report will be sent.

Recommended reading

How to setup an online business, Kevin partner, 2017
Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons

Work load

Type of course	Number of hours
Lecture	16.0
Collective project	20.0
E-learning	2.0
Research	12.0

Total	50.0
-------	------

ENTREPRENEURIAL DECISION MAKING 2788		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ENT_2788	ENT

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

Prerequisites

Students should have at least three business idea.

Learning objectives

1.A & 1.B : group work in international teams using decision making (DM) tools and techniques
 2A : Evaluating the value of using decision making tools and processes within an organization
 2B : Ethical impact of behavioral economics (e.g. psychological manipulation using decision biases)
 2C : applying the decision making tools to solve entrepreneurial issues (e.g. understanding entrepreneurial overconfidence and its impact on launching a business)
 3A : applying entrepreneurial decision making tools and techniques to solve organization problems (e.g. improving the efficiency of group decision making using the technique of "the red team")
 3B : Combining various decision making tools and techniques to creatively improve entrepreneurial decision making and sort through various solutions
 3C : Using decision making tools to improve change management processes
 4A : Use personality types to improve the performance of a team
 4C : Various presentations and interactions during the course to improve the impact of communicating powerful messages
 5A : Use decision making tools and techniques related to historical analysis to help predict how business and economic cycle are influencing organizations.
 5B : Incorporating cutting-edge information in the entrepreneurial decision making process (e.g. use of AI)
 5C : Many state-of-the-art papers will be studied during this course.
 5D : Understanding effectuation as an entrepreneurial decision making technique.
 6A : Using entrepreneurial decision making tools and techniques, as well knowledge of cognitive biases to examine complex business situation
 6B : Understanding how looking at situations from different angles helps to improve entrepreneurial decision making. The entrepreneurial DM tools and techniques are the most powerful when used in combination.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 4.C Convey powerful messages using contemporary presentation techniques

- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The following questions will be treated :

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

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report	Participation	Video	Group project										
Nb of hours if written exam														
2nd session														
Coefficient	50	10.0	30	10										

Evaluation

Feedback during the course (exercises)

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

Recommended reading

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

- ARIELY, D. (2009). Predictably irrational, revised and expanded edition: The hidden forces that shape our decisions. HarperCollins -
- DANE E and PRATT MG (2007) Exploring Intuition and Its Role in Managerial Decision Making. Academy of Management Review 32(1), 33-54. -
- THOMAS, O. (2018). Two decades of cognitive bias research in entrepreneurship: What do we know and where do we go from here?. Management Review Quarterly, 68(2), 107-143. -

- SHEPHERD, D. A., WILLIAMS, T. A., & PATZELT, H. (2015). Thinking about entrepreneurial decision making: Review and research agenda. Journal of management, 41(1), 11-46. -
- SHEPHERD, D. A., & GRUBER, M. (2020). The lean startup framework: Closing the academic-practitioner divide. Entrepreneurship Theory and Practice, 1042258719899415.
- WALSH, Isabelle, HOLTON, Judith A., et MOURMANT, Gaëtan. Conducting Classic Grounded Theory for Business and Management Students. SAGE Publications Limited, 2019.
- All the books by Olivier SIBONY on cognitive biases.

Work load	
Type of course	Number of hours
Lecture	16
Collective project	25.0
Reading reference manuals	2
Research	7
Total	50.0

FUNDAMENTALS OF FINANCIAL DERIVATIVES 0205		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_0205	FIN

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

Prerequisites

Fundamentals of Financial Markets:

- Basic notions of financial mathematics (e.g. discounting, compounding, present value of cash flows)
- Basic knowledge of primary financial assets (shares/stocks, bonds)

For the group project, the management of basic statistical knowledge and/or classic regression analysis is highly recommended.

Learning objectives

The course targets the understanding of general principles of derivatives markets by focusing on the following key points:

- The objective of this course is to provide basic knowledge about most used derivatives (e.g. common financial derivatives products). Such knowledge deals with the nature of derivatives, usage and also implications for regulation and related regulatory changes. The focus is globally set on derivatives as well as their use for debt management.
- The understanding of derivatives market starts from the diversity of derivatives traders and their different motives for trading such derivatives.
- Moreover, major derivatives instruments are introduced as well as their interest to risk management. In this light, the hedging properties of derivatives and related possible arbitrage opportunities are highlighted. However, derivatives are also subject to specific risks that investors or derivatives traders should notice.

MORE SPECIFICALLY:

At the end of the course, students should have knowledge about the:

1. Mechanisms of the most used derivatives: futures, forwards, options and swaps;
2. Broad principles of derivatives' valuation and related speculative/hedging use: advantages and disadvantages of those financial assets and their corresponding risk;
3. Elaboration of simple computer-based tools (e.g. Excel) to manage/report derivative positions (among which signaling tools).

- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The derivatives lectures will be split across approximately 6 sessions which are organized as follows:

- Lecture 1: Introduction, and institutional aspects of futures and forward contracts (2 sessions).
- Lecture 2: Determination of forward and futures prices, and hedging strategies using futures (no arbitrage)

- principle)
 contracts (1 session).
 - Lecture 3: Swaps (1.5 sessions).
 - Lecture 4: Options markets, trading strategies, and exotic options (1.5 sessions).

The course will be composed of classic lectures with well-chosen case studies, up to date real life examples, as well as immediate applications using Excel and a group project to help students learn and evolve so as to acquire a professional mindset.

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	Group project												
Nb of hours if written exam	1.5													
2nd session	true													
Coefficient	50.0	50.0												

Evaluation

Professor-specific and detailed reply to students.

Recommended reading

- Main reference: Hull J. (2014) Fundamentals of Futures and Options Markets, 8th Edition, Prentice-Hall International, Inc. (Chapters 1 to 10)

- Supplementary reading: Hull J. (2011) Options, Futures, and Other Derivatives, 8th Edition, Pearson Education.

Work load	
Type of course	Number of hours
Lecture	9.0
Interactive courses	7.0

Personnal work	17.0
Collective project	17.0
Total	50.0

BANKING, INSURANCE AND REGULATION 2757		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2757	FIN

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

Prerequisites

None.

Learning objectives

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

- Understand the main concepts and methodologies discussed in class
(Additional elements added for information only will be specifically identified. They will not be part of the topics for the exam)
- Be able to present a summary of the main rules and regulations related to the main risks discussed in class
- Know the main order of magnitudes of data concerning the financial industry and the financial markets
- Know and be able to practically use a limitative set of key formulas clearly identified in the slides
- For all other formulas, be able to understand them and explain them (no need to learn these by heart!)
- Understand & be able to use (not to reconstruct) the excel sheets that are used as examples and are discussed in class

- 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
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 5.A Predict how business and economic cycles could affect organizational strategy
- 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 presents the two main financial regulated sectors Banking and Insurance, their actors, their economic drivers, their risks and the regulatory framework in which they operate

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											
Coefficient	20.0	30.0	50.0											

Evaluation

MCQ at the beginning of some course

Appraisal of group presentation

Rehearsal session to unify the concepts and exercises discussed and to secure an adequate preparation in view of the final exam

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	36.0
Interactive courses	6.0
Directed work	3.0
Personnal work	50.0
Collective project	30.0
Independent work	
Research	25.0

Total	150.0
-------	-------

“Banking, Insurance & Regulation”:

- is an elective course of PGE 3rd Bachelor – 6th semester
- It is a 6 ECTS course (around 150 hours):
 - With 45 hours ‘in-class’
 - With around 105 hours ‘preparation’, split among (indicative):
 - General reading: +/-25h
 - Group preparation: +/-30 h
 - Other study and work: +/-50h

CLIMATE FINANCE AND RISK MANAGEMENT 2761		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2761	FIN

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

Prerequisites

Good understanding of financial system functioning, types of financial institutions and main regulatory frameworks.

Learning objectives

Upon successful completion of the course, students will have a thorough understanding of how to approach climate risk in the financial sector. Students will be able to critically assess the underlying concepts and methodological choices called upon, and to discuss the robustness of hypotheses and datasets they build on. They will also get a concrete sense of current research and development trends in the field and of where the finance community is heading to.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 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
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Climate change is one of the main threats and challenges of the century, and currently brings new constraints and objectives to the economy. In this course, we will focus on the role and function of the financial system in the face of this 'new' threat, from both the perspectives of financial risk and contribution to the decarbonation of the economy. The course is made of mainly two parts. First part will be dedicated to understanding what climate change is, from a scientific perspective, and why this is so important for the financial sector. We will then examine how financial stakeholders (from individuals to financial institutions to data providers to regulators) progressively grasped the topic, until it recently became a core issue for most actors of financial markets. This journey into climate-related finance will be centred on the articulation between the new 'demand' (from society, savers, regulators, supervisors, governments, ...) and the new 'supply' response from practitioners (banks, asset owners, asset managers, insurers, data&tool providers, ...), highlighting the most recent progress in risk management approaches, as well as their limitations, which new generations of professionals will have to overcome.

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	Participation	Group project											
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	50.0	25.0	25.0											

Evaluation

Type of work may be adjusted depending on the size of the class, within the same total workload.

Students are evaluated based on their in-class participation and interaction with the professor and the other students, contributions to group projects, oral presentations to the class. An individual final assessment will be held via a written exam.

Individual feedback will be provided on demand. Debrief meeting proposed.

Recommended reading

Recommended readings:

- IPCC summaries for policy makers (working groups I,II,III), and/or synthesis report
- The Paris Agreement (official text, Wikipedia page), https://unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf
- Climate change news from LeMonde, TheGuardian, TheFinancialTimes, TheNewYorkTimes, etc.
- The Global Risks Report 2022, World Economic Forum, https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf
- European Commission Sustainable Finance Action Plan, https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance_en#overview
- Socially Responsible Investing, https://en.wikipedia.org/wiki/Socially_responsible_investing
- Bolton, P., Despres, M., Pereira da Silva, L. A., Samama, F., and Svartzman, R. (2020). The green swan: central banking and financial stability in the age of climate change. Bank for International Settlements (BIS), <https://www.bis.org/publ/othp31.pdf>
- Chenet, Hugues. 2019. "Climate Change and Financial Risk." SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.3407940>
- Chenet, H., Kedward, K., Ryan-Collins, J., van Lerven, F., 2022. Developing a precautionary approach to financial policy – from climate to biodiversity, The INSPIRE Policy Briefing Paper Series. London. Available at <https://www.inspiregreenfinance.org/wp-content/uploads/2022/04/Chenet-et-al-April-2022-Developing-a-precautionary-approach-to-financial-policy-from-climate-to-biodiversity.pdf>

Work load

Type of course	Number of hours
Interactive courses	16.0

Personnal work	16.0
Collective project	4.0
Reading reference manuals	10.0
Research	4.0
Total	50.0

INFRASTRUCTURE AND DEVELOPMENT FINANCE 2775		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2775	FIN

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

Prerequisites

- Students must be able to participate in the interactive sessions and ask critical questions to get the best out of this course
- Basic knowledge of finance and accounting is recommended, but not compulsory. This includes familiarity with fundamental concepts such as financial statements, capital budgeting, sources of finance, etc.
- A basic knowledge of MS Excel and MS Powerpoint is highly recommended.

Learning objectives

- Understand importance concepts related to financing infrastructure projects and complexities of development projects
- Critically examine inadequacies in various infrastructure domains and the role of government in facilitating development
- Identify new techniques and methods employed in addressing issues related to regulatory bodies and sustainability practices
- Reflect upon the role of public private partnerships and intergovernmental organizations
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

- Session 1: Introduction and Basics
Why infrastructure and development finance?
Types of infrastructure projects and sectors
Types of development projects
Challenges
- Session 2: Infrastructure Projects – Financing
Sources of financing
Application: Case study 1
Public-private partnerships
Mini cases
- Session 3: Infrastructure Projects – Evaluation

Cash flows, risk, and returns

Project life cycle

Application: Case study 2

Discontinued projects

Distressed projects

Mini cases

- Session 4: Development Projects – Financing

Financing institutions

Debt vs Equity

Application: Case Study 3

Geopolitical powerplay

Mini cases

- Session 5: Development Projects – Evaluation

Public good, welfare, utility

Evaluation techniques

- Session 6: Final Group Presentations

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														
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

- Regular in-class feedback during the course
- Dedicated weekly office hours for students as and when they need additional feedback
- Detailed feedback on group projects

Recommended reading

(OPTIONAL REFERENCES)

"Principles of Project and Infrastructure Finance", Willie Tan, Routledge; 1st edition

"Contemporary Issues in Development Finance", Edited By Joshua Yindenaba Abor, Charles Komla Delali Adjasi, and Robert Lensink, Routledge; 1st edition

Work load

Type of course	Number of hours
Lecture	3.0

Interactive courses	13.0
Personnal work	15.0
Collective project	15.0
Research	4.0
Total	50.0

DATA ANALYTICS AND VISUALIZATION FOR FINANCE 2793		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2793	FIN

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

Prerequisites

None.

Learning objectives

The course provides learners with "formation" and "skills on

- Understanding data types, forms and structures
 - Improving data-driven quantitative skills in finance
 - Gaining applied knowledge of basics of financial forecasting
 - Developing critical thinking competency based on data
 - Learning how to develop/communicate managerial decisions with data
 - Acquiring (hands-on) learning experience via Tableau Software
-
- 1.A Demonstrate an international mindset
 - 1.B Successfully collaborate within a intercultural team
 - 1.C Communicate effectively in English
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 4.A Appraise the performance of a team
 - 4.C Convey powerful messages using contemporary presentation techniques
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation

Course description

This course provides students with an introduction to data visualization and analytics with a particular focus on financial applications as well as managerial practices. Covering managerial practices from both corporate finance and financial markers/services side, the course aims at providing learners with necessary formation and various essential skills on data visualization and analytics.

The course consists of two main parts, based on the following chapters and topics:

PART I: Data Visualization with Tableau Software

Chapter 1.1: Data Visualization with Tableau: Software, Introduction and Basics

Chapter 1.2: Data Visualization with Tableau: Essential Tools and Design

Chapter 1.3: Data Visualization with Tableau: Visual Perception and Storytelling

Chapter 1.4: Data Visualization for Corporate Finance

Chapter 1.5: Data Visualization for Financial Markets, Asset Management and Trading

PART II: Financial Data Analytics with R Software

Chapter 2.1: Background on R Programming and Essentials for Analyzing Financial Data

Chapter 2.2: Models for Analyzing Financial Data

Chapter 2.3: Tools for Testing Market Efficiency using Financial Data

Chapter 2.4: Tools for Identifying Financial Co-Integration in the Data

Chapter 2.5: Predictive Data Analytics for Financial Volatility

Chapter 2.6: Predictive Data Analytics for Risk Measurement and Asset Allocation

Chapter 2.7: Predictive Data Analytics for Financial Networks and Financial Contagion

Chapter 2.8: Predictive Data Analytics for Technical Trading

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	Group project	Individual report										
Nb of hours if written exam														
2nd session														
Coefficient	25	25	25	25										

Evaluation

- Group feedback
- Individual feedback

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	45.0
Personnal work	40.0
Collective project	40.0
E-learning	15.0
Research	10.0
Total	150.0

INTRODUCTION TO ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING FOR FINANCE 2720		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2720	FIN

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

Prerequisites

This course is a soft overview of the vast body of materials on machine learning and artificial intelligence that have proven to have a significant practical value. It does not assume any high level of mathematical training, or even programming experience, but requires basic statistical knowledge. The content of the course being practically oriented, basic concepts of Finance and Economics are required.

Learning objectives

1. Overview of Machine Learning and Artificial Intelligence in day-to-day life.
2. Fundamental Supervised Learning algorithms with case studies (with a focus on classification methods)
3. Fundamental Unsupervised Learning algorithms with case studies
4. Some words on Artificial Neural Network and Deep Learning
5. Best practice in Data Science
6. Concrete AI applications (in class and group project)

- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course is designed to provide an overview of machine learning and artificial intelligence approaches (mainly for classification) and to demonstrate how those techniques are applied in decision making.

The course will conclude with some open discussions regarding the future of ML/AI in industry and society in general.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	End of term exam												
Nb of hours if written exam		2.0												
2nd session														

Coefficient	30.0	70.0												
-------------	------	------	--	--	--	--	--	--	--	--	--	--	--	--

Evaluation

In-class discussions

MCQ in class with debriefing

Group presentations with feedback provided and received

Final exam

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Collective project	8.0
E-learning	8.0
Research	8.0
Total	50.0

MONEY AND CAPITAL MARKETS 2727		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2727	FIN

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

Prerequisites

- Elementary level of finance
- Elementary level of statistics and probability

Learning objectives

At the end of the course, students will learn:

- The main characteristics, mechanisms and functioning of financial markets,
 - Acquiring and processing fundamental knowledge on the pricing and valuation of major financial assets,
 - Evaluating various forms of financial risks (such as tail risk, systemic risk, market risk triggered by COVID-19)
 - The causes and consequences of the 2007-2008 financial crisis, COVID-19 crisis together with the role of monetary policy to help deal with various forms of financial crises,
 - Assess the implications of systemic risk in money and capital markets (extreme events and financial contagion among money and capital markets).
-
- 1.A Demonstrate an international mindset
 - 1.B Successfully collaborate within a intercultural team
 - 2.A Assess the values of the organization in which they work
 - 3.A Breakdown complex organizational problems using the appropriate methodology

Course description

The course consists of four main chapters:

- Chapter 1: Overview of the financial system
- Chapter 2: Debt markets: money markets and bond markets
- Chapter 3: Stock markets
- Chapter 4. Understanding financial crises: 2008 subprime crisis, COVID-19 crisis

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													
Nb of hours if written exam	2.0													
2nd session														
Coefficient	100.0													

Evaluation

- Individual feedback
- Group feedback

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	14.0
E-learning	10.0
Research	10.0

Total	50.0
-------	------

SUSTAINABLE CORPORATE GOVERNANCE 2743		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_FIN_2743	FIN

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

Prerequisites

Knowledge of basic concepts in Economics, Finance and Management.

Learning objectives

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

- Discuss obstacles and opportunities for Sustainable Corporate Governance in line with UN Sustainability Development Goals (SDGs) and EU sustainable corporate governance initiative of 2021
- Connect sustainability to business models, their competitive position, strategy, and value drivers.
- Understand the principles of responsibility and long-term value creation
- Understand the principles of multiplication, comparative advantage and materiality for making sustainable investment choices
- Understand the principles of sustainable executive compensation
- Understand the controversies surrounding the share buy-backs and principles of responsible pay-out.

- 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
- 3.C Organize change management processes
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The objective of the course is to understand how to imbed sustainability into the corporate governance in line with UN sustainable Development goals and European Commission sustainable corporate governance initiative of 2021 that calls for a change in corporate governance framework to mitigate the issue of short-termism in visioning the corporate value-creation process. The course content is built on the understanding of the principles of responsibility and long-term value creation, incorporating environmental (including climate, biodiversity), social, and human factors in corporate decision making process. Topics covered include corporate responsibility and how to put the responsibility into practice, responsible executive pay and responsible investing. Course also discusses different forms of shareholder activism including voting rights, shareholder proposals, proxy fights and the evidence for their actual effects. Finally, course concludes with explaining the controversies surrounding share buybacks and how buybacks affect long-term value.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Case study	End of term exam	Case study										
Nb of hours if written exam														
2nd session														
Coefficient	20	20	40.0	20										

Evaluation

Quizzes, case studies, research paper presentations, final exam.

Recommended reading

Main reference book: Edmans Alex, "Grow the pie: How great companies deliver both purpose and profit by" Cambridge University Press, 2021. ISBN:9781009054676

Work load

Type of course	Number of hours
Interactive courses	16.0

Collective project	8.0
E-learning	4.0
Reading reference manuals	16.0
Research	4.0
Distance learning	
remote seminar	2.0
Total	50.0

BLOCKCHAIN AND CRYPTO ASSETS 2758		
2022 - 2023	Credit : 2.0	IÉSEG - School of Management
Class code :	2223_SYL_FIN_2758	FIN

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

Prerequisites

/

Learning objectives

To assess opportunities and challenges of digital asset ecosystem;

To predict the emerging trends in decentralised finance and identify any potential threats.

- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 5.A Predict how business and economic cycles could affect organizational strategy
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

In this course, we will look into the different crypto assets but more importantly we aim to understand the working of the technology supporting them.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	End of term exam												
Nb of hours if written exam		1.0												
2nd session														
Coefficient	50.0	50.0												

Evaluation

Recommended reading

Bitcoin, the Blockchain and Beyond (VERHELST JL, 2017)

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Collective project	10.0
Reading reference manuals	7.0
Research	7.0
Total	50.0

MANAGEMENT OF STRESS 2724		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_HRM_2724	HRM

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

Prerequisites

None

Learning objectives

To study concept of stress and well-being in the context of work

- To understand the factors of stress
- To give tools to students to cope with stress
- To help them to keep some distance and to think about the notion of well-being at work and elsewhere
- 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.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.B Compose constructive personal feedback and guidance
- 6.A Thoroughly examine a complex business situation

Course description

None.

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

Evaluation

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	0.0
Interactive courses	16.0
Personnal work	12.0
Collective project	12.0
Individual project	7.0
Total	47.0

MANAGING LEARNING AND DEVELOPMENT IN ORGANIZATIONS 2725		
2022 - 2023	Credit : 6.0	IÉSEG - School of Management
Class code :	2223_SYL_HRM_2725	HRM

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

Prerequisites

It is helpful, but not necessary, when student have some prior knowledge about human resource management and organizational behavior. The course will teach some new concepts but emphasizes the practical management of learning and development in organizations. For those students who wish to refresh, or did not take prior courses in this area, the professor will provide some optional material for preparation for class.

Learning objectives

- 1.B Successfully collaborate within a intercultural team
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 5.C Employ state-of-the-art management techniques

Course description

Organizations' success and longevity depends on the ability to learn. Learning here refers to processes that help discovery of new knowledge, processes that lead to capturing knowledge in repositories such as systems and culture, and processes that lead to the effective use of knowledge. Underlying the ability for individuals, teams, and organizations to learn, is the effective management of learning and development by individual employees, teams, and the organization as a whole.

The overarching purpose of this course it to teach skills in the management of learning and development in and of organizations.

To this end, throughout the course, students are confronted with new knowledge in short online/e-learning modules that are completed before class-meetings with a small individual assignment. In class, students work in teams to apply this knowledge to practical problems in managing learning and development.

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	Individual report											

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

Evaluation

For every topic, there is an individual online preparation that includes an assignment. Students each time (week) get feedback on their score on this assignment to let them know how they are doing overall.

In class, teams of students work together on a practical management problem. The groups receive formative (non-evaluative) feedback on an initial presentation of their work. They can work on this assignment in the days following the meeting, submit, and receive their assessment.

A final paper students write individually, reflects on the learning processes they have witness throughout the course (their own and their teams'). Feedback is given on this paper in the form of a grade that reflects how well the reflection tied into the concepts and management problems learned in the course.

Recommended reading

The course will tackle 12-13 topics in learning and development. Each topic will include 1-2 basic articles, most often 1 scientific article and 1 more practical article like Harvard Business Review. There will be additional suggested reading for those who are interested to dive into a topic further.

Work load

Type of course	Number of hours
Interactive courses	45.0
Collective project	45.0
Individual project	15.0
Independent work	
E-learning	45.0

Total	150.0
-------	-------

The e-learning component, before most of the classes, contains a short individual assignment that is an important part of the preparation for in-class activities, and is therefore weighted heavily in the final grade.

ESSENTIAL HR TOOLS FOR FUTURE MANAGERS 0338		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_HRM_0338	HRM

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

Prerequisites

None

Learning objectives

1. Understand the HR duties and the utility of HR whatever one's managerial position is and explain how an HR department is organized 2. Explain and use the full process of recruitment tools for future employee recruitments 3. Understand the role of a manager concerning diversity, social issues, prevention, psychological risks and their legal requirements 4. List and explain the HR tasks of a manager from on-boarding to departure of his/her employee, including compensation, administrative tasks, performance, feedbacks and retention issues 5. List and explain how to train a future team with learning and development tools

- 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
- 4.A Appraise the performance of a team

Course description

"Forget all your stereotypes about Human Resources (HR) and enter the concrete world of business with the best HR knowledge, tools and techniques. Whether you'll be a trader, a marketing director, an entrepreneur or many other things, you will face HR issues during your entire career. The main goal of this elective is to give you the keys to manage your daily duties with success. In doing so, this elective complements the "Introduction to Human Resources Management" course, with a practical overview of Human Resources activities (which you will face directly or indirectly in your career). Taking a participative approach, it explores a practical overview of the HR role (1); the full process of recruitment (2); Legal requirements and ethics issues (3); Managerial duties from on-boarding to the departure of an employee (4); the use of training tools and learning & development strategies (5); a wrap up and final assignment (6)."

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

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

Evaluation

The course assessment consists of four components: (1) participation during the sessions (20%); (2) individual written assignment (40%); (3) a group assignment (40%)

Recommended reading

All resources will be made available on ieseg-online

Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	17.0
Individual project	17.0
Total	50.0

NAVIGATING REMOTE WORK AND CONTINGENT WORK 2728		
2022 - 2023	Credit : 2.0	IÉSEG - School of Management
Class code :	2223_SYL_HRM_2728	HRM

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

Prerequisites

None

Learning objectives

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

- Understand the challenges and the benefits for remote/contingent workers and managers managing them
- Reflect on issues such as communication, identity and well-being, belongingness, alignment with organization, work-life balance, cross-cultural issues in such a context
- Appreciate what working – i.e., practices related hiring, socialization, mentoring, teamwork – in remote and contingent work contexts may entail
- Examine practices that support remote/contingent workers and coexistence of remote/contingent workers and traditional workers

- 1.B Successfully collaborate within a intercultural team
- 3.B Propose creative solutions within an organization
- 6.A Thoroughly examine a complex business situation

Course description

There has been a worldwide increase in two kinds of work: remote work and contingent work. First, remote work - working outside of the traditional office – is on rise and the Covid pandemic has only accelerated this trend. Second, workplaces increasingly have contingent workers – i.e., nonstandard work arrangements and workers such as temporary workers, part-time workers, independent-contractors, freelancers, and gig workers – who work alongside permanent employees. Given this increase, we need to prepare our managers to work in the new workplace.

Using case studies, discussions, and activities, this course aims at understanding how one can navigate the new work environment.

Assessment / Feedback

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

2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

Oral and written feedback will be provided during the course.

The course follows the attendance policy of IESEG.

Recommended reading

The cases and articles will be shared by the instructor.

Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	6.0
Individual project	8.0
Independent work	
E-learning	15.0
Total	45.0

DEVELOPING EFFECTIVE COMMUNICATION SKILLS AND STRATEGIES 2748		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_HRM_2748	HRM

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

Prerequisites

None.

Learning objectives

Learn and practice conscious communication

Conflict management

Public speaking, ie deliver convincing speeches that make an impact

- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy

Course description

This is an interactive course mostly based on a combination of various communication theories and experiential learning .

*Transactional Analysis (TA)

* Non violent communication (CNV)

* Listening and person centered techniques

* Assertiveness techniques

The overall aim is to promote personal change and self development change through increasing self-awareness, authenticity and empathy

At the end of the course, students will:

Discover, learn and apply the many tools from Transactional analysis and various other methods such as Non Violent Communication.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Individual report	Presentation	End of term exam										

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

Evaluation

Recommended reading

Iann Stewart & Vann Joines: "TA today: a new introduction to Transactional Analysis."
Jean Yves Fournier "Désamorcer les conflits relationnels par l'Analyse Transactionnelle"
Marshall Rosenberg Non violent communication
Will Schutz The human element

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	14.0
Individual project	10.0

Total	40.0
-------	------

CONFLICT MANAGEMENT IN ORGANIZATIONS 2763		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_HRM_2763	HRM

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

Prerequisites

There are no prerequisites for this course. However, the student must fully commit to the course's in-class role-playing exercises, including the previous preparation for each activity and the active participation in class discussions about the exercises.

Learning objectives

By the end of this course, the student should be able to:

- (1) identify the most appropriate method of conflict resolution in different business and workplace relations and how to apply them in real-world situations.
- (2) understand how different conflict management methods can be used together in building an Integrated Conflict Management System.

- 1.B Successfully collaborate within a intercultural team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 5.C Employ state-of-the-art management techniques

Course description

This course aims to provide the student with an overview of different conflict resolution methods to be used in the workplace, allowing the student to critically assess the advantages and disadvantages of each technique.

Basic concepts of distributive and integrative bargaining are reviewed in order to prepare students for exploring different conflict resolution methods. Methods covered or discussed in the course include negotiation, mediation, arbitration, litigation, open-door policy, grievance procedures, and organizational ombudsman, among others. The course finishes with a discussion on the possibility of combining different methods into Integrated Conflict Management Systems.

The course relies heavily on role-playing exercises, which allow students to experience some of the strengths and weaknesses of each conflict resolution method studied. Lectures and discussions will prepare students for future exercises and discuss the learnings obtained in past simulations.

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			1.5											
2nd session			true											
Coefficient	20.0	40.0	40.0											

Evaluation

Students receive feedback from the professor and their colleagues throughout the course, especially in the debriefing of each role-playing exercise. In this case, feedback has collective and individual elements, as individual results and lessons learned are compared to collective results. Moreover, individual and group feedback is provided for individual and group assignments.

Recommended reading

The following books are recommended for those willing to study more in-depth the topics covered in the course:

- Roche, William K., Paul Teague, and Alexander JS Colvin, eds. The Oxford handbook of conflict management in organizations. Oxford University Press, 2014
- Ury, William, Jeanne M Brett, and Stephen B Goldberg. Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict. San Francisco: Jossey-Bass, 1988.

Work load

Type of course	Number of hours
Lecture	4.0
Interactive courses	12.0
Personnal work	8.0
Collective project	14.0
Independent work	
E-learning	4.0
Reading reference manuals	4.0
Research	4.0

Total	50.0
-------	------

AMERICAN CULTURE AND CIVILIZATION 1533		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ITC_1533	ITC

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

Prerequisites

Students do not need to have travelled, studied or lived in the US. The main prerequisite is that they have a good level in English, and come with an open mind and a desire to participate in role plays, do research, learn and present what events have made Americans who they are today in a creative and interactive manner.

Learning objectives

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

Course description

Modules researched and presented by the students and the professor will include many of the following: America and its beginnings, The origins of slavery and the Civil War, Immigration, Industrialization, The Women's rights movement, Education, Health care, The Civil Rights Movement, The Death Penalty, The Right to Bear Arms. If there is time: Important artistic movements in the US, pop culture, and American history as seen through film.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Case study	Continuous assessment	Individual project										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	15.0	25.0	40.0										

Evaluation

Students will receive individual and group feedback depending on the assessment.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	5.0
Individual project	10.0
E-learning	6.0
Research	5.0
Total	50.0

RESILIENT LEADERSHIP IN INTERCULTURAL CONTEXTS 2740		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ITC_2740	ITC

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

Prerequisites

- Responsibility Seminar (or equivalent)
- Diversity Cluster (or equivalent)
- Why Culture Matters (or equivalent)
- Dealing with Cultural Diversity (or equivalent)
- Pre-Course Reading

Learning objectives

- To identify how global managers create frameworks that are clear enough to be understood, flexible enough to deal with diversity, and robust enough to maintain agreed standards while achieving final outcomes.
- To offer future managers an “resilience toolkit” of best practice when leading, motivating and managing multi-cultural teams.
- To map the creation of a corporate culture that sets limits on behaviour and practice, without crossing boundaries of law, ethnicity, religion, gender orientation and generation.
- To discuss mechanisms for speedy and effective dispute resolution.
- To demonstrate the fact that organisations that adopt such practices will perform better in the 21st Century than those that fail to evolve.
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.D Make effectual organizational decisions
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

This course is designed for students who are interested in developing a 21st Century leadership style that is truly international. Most large organisations reflect the cultural mores of the country from which they originate. French multinationals tend to look and feel French; US corporations are recognisably American in the way that they behave. It's a fact that has led to accusations of cultural imperialism in the past and will undoubtedly be increasingly outdated as we move forward. The main question I seek to answer is this, “how can strong leadership be provided without accusations of dictatorship (benign or otherwise)?”

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Presentation	Group project	Multiple choice questions											
Nb of hours if written exam														
2nd session														
Coefficient	35.0	35.0	30.0											

Evaluation

Feedback will be given individually and as a group in class and via email when necessary.

Recommended reading

Milton Bennett, Developmental Model of Intercultural Sensivity (<https://www.idrinstitute.org/dmis/>)

Daniel Goleman, Emotional Intelligence

Fons Trompenaars, Conflict Resolution across Cultures

Roger Fischer & William Ury, Getting to Yes

Michael Porter & Mark Kramer, Creating Shared value (<https://hbr.org/2011/01/the-big-idea-creating-shared-value>)

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	20.0
Collective project	8.0
Reading reference manuals	3.0
Research	3.0

Total	50.0
-------	------

WORKING EFFECTIVELY IN INTERCULTURAL TEAMS 2784		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ITC_2784	ITC

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

Prerequisites

Course 2792 "Why Culture Matters" is a pre-requisit to enroll in this course.

Be open to difference and prepared to embrace diversity in all forms

Be prepared to challenge one's own deeply held beliefs and suspend judgement in situations where values may clash

It is essential to have attended a fundamental course on Intercultural communication to have a grasp of underlying concepts

Reconciling personal and cultural preferences for effective teamwork

Learning objectives

Have increased self-awareness of the role culture plays on our values and behaviours in the working environment

Analyse potentially conflictual situations and offer constructive and culturally sensitive insights

Assess different management styles as impacted by cultural elements and understand how these will affect team dynamics

and motivation Understand the importance of trust and how to build it in an intercultural environment

Draw constructive and culturally-sensitive conclusions from a wide variety of interactions

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

Course description

A review of basic theoretical concepts and how these impact team working

Cultural values self assessment

Recognising management styles across cultures

Analysing the impact of management techniques on trust, motivation and collaboration

Using film, simulation and case studies to apply concepts

Acquire an ability to offer constructive and culturally sensitive insights to resolve complex situations

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Individual report												

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

Evaluation

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

Recommended reading

Articles on IO

Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	2.0
Individual project	12.0
Research	20.0
Total	50.0

WHY CULTURE MATTERS 2792		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_ITC_2792	ITC

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

Prerequisites

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

Learning objectives

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

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

Course description

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

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Multiple choice questions	Group project												
Nb of hours if written exam	1.0													
2nd session														
Coefficient	30.0	70.0												

Evaluation

Feedback will be given individually and collectively inside and outside of class.

Recommended reading

None.

Work load

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

PREPARATION FOR TOEFL 0494		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_ENG_0494	LAN_ENG

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

Prerequisites

It is essential to have a good command of the English language in all of the four disciplines of Reading, Writing, Listening and Speaking before attempting the course. This means having the ability to speak about a wide range of topics, the ability to write a short well-structured essay in English, to be able to read, understand and analyse complicated texts on a wide variety of topics and to be able to listen to and understand lectures and dialogues at university level. It is also essential to have a wide-ranging knowledge of English vocabulary covering a broad range of academic topics as well as an understanding of the grammatical structure of sentences. The ability to make inferences, draw conclusions and identify a varied range of topics is also a prerequisite.

Learning objectives

Undertake the official TOEFL exam with confidence having practiced and built upon the necessary skills of Reading, Listening, Speaking and Writing as required for the TOEFL exam.

- 1.C Communicate effectively in English

Course description

The course provides practice in the skills required for the computer-based TOEFL, in the four areas of Reading, Writing, Listening and Speaking. It consists of a series of diagnostic tests to help identify the areas which may need extra practice and the reviewing of grammar and vocabulary specifically related to the test. There is also a series of practice tests in each of the four areas, given within the time limits imposed in the real test, to ensure good time management. It should be noted that the course is designed as a preparation course for the TOEFL Exam itself, and therefore the content is very much test based. There is a lot of work available using books from the library or information on different websites or on Iéseg online, but this is left up to the student to decide how or when to use it. The student will have an idea of the extra practice needed from the results of the work undertaken in class. Obligatory work on Iéseg online is also included.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Continuous assessment	Digitalization	Oral assessment	End of term exam	Participation	Exercise	Exercise						
Nb of hours if written exam					3.0									
2nd session														
Coefficient	10.0	10.0	20.0	10.0	30.0	10.0	5.0	5.0						

Evaluation

The lessons are based on the study, the practice and evaluation of each of the six areas of the TOEFL exam - Speaking Reading, Listening, Independent Writing and Integrated Writing, and all but the Speaking assessments take place during the exam period, Speaking being evaluated in class time. There is also a digitalized assessment online. The students receive a mark which corresponds to the mark they could expect in the official exam and they are given both group and individual feedback.

Recommended reading

There are a number of books available in the Library such as the TOEFL iBT Practice Tests LONGMAN which can be consulted in the Library ; TOEFL <http://ets.org/toefl> ; TOEFL.ORG <http://www.toefl.org> ; The students are given the address of several different websites in class. Extra practice tests and grammar exercises can be found on [léseg online](#). The students are given the address of several different websites in class. Extra practice tests and grammar exercises can be found on [léseg online](#). ; free online test free online test

Work load

Type of course	Number of hours
Interactive courses	18.33
Personnal work	20.0
Reading reference manuals	11.67
Total	50.0

RHETORIC AND DEBATE 2750		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_LAN_2750	LAN_ENG

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

Prerequisites

Students should have a minimum level of B2 in the CEFRL (Common European Framework of Reference for Languages)

Learning objectives

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

- articulate ideas with increased confidence for great oral impact with the aid of rhetorical techniques
- express ideas with increased precision
- counter an argument with skill
- demonstrate increased understanding of the importance of non verbal communication
- demonstrate understanding of constructive feedback and developed ability to offer pertinent peer feedback
- hold a clear and objective debate in English using the British parliamentary style + Paris V style
- understand the value of skills acquired for future application in teamwork and leadership contexts
- be equipped to apply these skills in professional life
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 4.C Convey powerful messages using contemporary presentation techniques

Course description

This course has a total of 16h (intensive format), composed of 4x4h interactive and engaging classes.

The objective of the course is to improve students' oral communication skills in English, providing them with rhetorical tools and language to speak comfortably and convincingly in English on a wide range of topics. Students will also be exposed to a wide range of debating formats.

Assessment / Feedback

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

Type of test	Multiple choice questions	Oral assessment	Oral assessment											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	35.0	45.0											

Evaluation

Detailed individual feedback with points of improvement is provided orally to students after each debating activity, by peers and professors.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	8.0
Individual project	8.0
Research	10.0

Total	50.0
-------	------

Students are expected to work diligently outside of course hours in order to prepare for debates and carry out research. Students must incorporate techniques learnt in class into their debates.

THINKING LIKE A LAWYER - LEGAL SKILLS FOR BUSINESS PEOPLE 2747		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_LAW_2747	LAW

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

Prerequisites

There are no prerequisites but a general understanding of the law and any legal system is an advantage. This is a highly interactive course during which students are expected to acquire and hone skills in class.

Learning objectives

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

In general, sharpen her/his critical thinking and decision-making skills.

In particular,

- Be able to communicate clearly both in writing and orally.
- Be able to persuade, argue convincingly and apply those skills to a business setting (business advocacy). Spot logical fallacies and counteract them.
- Be capable of understanding legal information, interpreting it in a systematic way and using it strategically (contracts, statutes, case law).
- Get familiar with legal jargon, be able to interact and manage lawyers and other legal operators involved in business transactions.

- 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
- 4.C Convey powerful messages using contemporary presentation techniques

Course description

How to read contracts, statutes and case law for competitive advantage (legal intelligence).

- Writing clear legal and business documents using plain language and visualisation.
- The art of legal reasoning. Different types of arguments, when and how to use them to maximise persuasion in business settings (business advocacy).
- Rhetoric and storytelling.
- Spotting formal fallacies and counteracting them.
- Finding reliable, free and business-relevant legal information.
- Communicating with lawyers, judges and other legal operators. Negotiating legal fees.

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														
Coefficient	30.0	30.0	40.0											

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.

- E. Scott Fruehwald - Think Like a Lawyer_ Legal Reasoning for Law Students and Business Professionals-American Bar Association (2013).
- Frederick Schauer - Thinking Like a Lawyer_ A New Introduction to Legal Reasoning (2009).
- Sinnott-Armstrong, W., & Fogelin, R. J. (2014). Understanding Arguments: An Introduction to Informal Logic.

Mandatory webinar: LinkedIn Learning: Think Like a Lawyer to Make Decisions and Solve Problems, Kim Wehle (27 minutes).

Some films that will be explored in the course: FILMS: Rashômon (1950), A Civil Action (1998), Une intime conviction (2019), A Civil Action (1998), Erin Brockovich (2000), Thank You for Smoking (2005).

Work load

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

Distance learning	
remote seminar	2.0
Total	50.0

ARE YOU ABLE TO PROTECT YOUR IDEAS? UNDERSTANDING PATENTS & COPYRIGHT 2749		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_LAW_2749	LAW

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

Prerequisites

None.

Learning objectives

- 1 Demonstrate an international mindset: students will study the international framework of IPRs and will be lead to compare and contracts solutions adopted in different jurisdictions
- 2 Students from different countries will work together on case studies and other activities in and between classes; this will foster their ability to exchange information within international and intercultural groups
- 3 Depending on the legal strategies used within a business, it is possible to understand how companies value privatization of benefits or sharing of information and why
- 4 Some IPRs are expensive and their enforcement may be excessively costly, so it is crucial that companies ask themselves whether they need them or they can use alternative solutions

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

Course description

The course will present costs and benefits of patents and copyrights, which are legal tools providing competitive advantages to their owners. It will also explain how to avoid infringing third parties rights.

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

Evaluation

Students will be given oral feedback for each activity done in class. They will also receive feedback on an individual basis to the short written question. In addition they will receive feedback on their documents supporting their pleading activity, in the most suitable fashion according to the instructor.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	42.66
Personnal work	40.0
Collective project	40.0
Research	32.14
Total	150.0

COMPETITION LAW 2762		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_LAW_2762	LAW

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

Prerequisites

Students should be familiar with basic legal notions.

Learning objectives

- Understand the comparative and international dimension of competition law and policy (US, EU)
 - Be familiar with the main issues, principles and legal rules of EU Competition Law, and their impact on the legal environment of business
 - Take proactive measures to minimise the risk of infringing competition law
 - Be able to integrate the competition law into a company's core strategy
-
- 1.A Demonstrate an international mindset
 - 2.B Solve professional dilemmas using concepts of CSR and ethics
 - 4.C Convey powerful messages using contemporary presentation techniques

Course description

- Introduction: The history, purposes and objectives of competition law. Comparative competition law.
- The EU competition law framework: actors, institutions, rules. The internal market.
- Anticompetitive practices: concerted practices (cartels), abuse of dominant position, state aid.
- Block exceptions. Competition law and intellectual property rights.
- EU and national supervisory authorities. Sanctions. Leniency programs.
- Creating effective competition law compliance programs

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Case study	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	40	40											

Evaluation

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

Recommended reading

Competition Law in the UE: Principles, Substance, Enforcement, Johan W. Van De Gronden and Catalin Stephan Rusu, Edward Elgar Publishing Ltd, 2021

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Reading reference manuals	10.0
Research	12.0
Total	50.0

ENVIRONMENTAL LAW 2787		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_LAW_2787	LAW

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

Prerequisites

Students should be familiar with basic legal notions and aware of environmental challenges.

Learning objectives

Understand the national and global issues regarding environmental protection and the sustainable development
 Be aware of the company's obligations relating to the environmental protection
 Be able to integrate environmental legal issues into the company's development strategy
 Develop a coherent long-term vision of the business activity
 Learn how to make the company an asset to the global environment

- 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

Course description

-Introduction: Definitions- State of play- Sources of Environmental law.
 - Legal obligations of the businesses and their implications for the company's development strategy: water pollution, air pollution, waste management.
 - Corporate social responsibility: between legal obligations and accountability approaches.
 -Non-binding standards: standards and codes of conduct.
 -Environmental liability: Public Trust/Corporate environmental responsibility: principles and limits.
 -Could companies shape the future of sustainability?

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Case study	End of term exam											
Nb of hours if written exam			2.0											
2nd session			true											
Coefficient	20.0	40.0	40.0											

Evaluation

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

Recommended reading

Corporate law, corporate governance and sustainability, Beate Sjafjell, Cambridge University Press, 2019.
International Environmental law, Pierre-Marie Dupuy and Jorge E. Vinuales, Cambridge University Press, 2020.
Environmental law across cultures: comparaisons for legal practice, Kirk W.Junker, Routledge, 2019.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Reading reference manuals	10.0
Research	12.0
Total	50.0

LOW-CODE MOBILE APP DEVELOPMENT 2722		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_MIS_2722	MIS

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

Prerequisites

None

Learning objectives

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

1. Perform business process and requirements analysis
 2. Explain the business value of Power Platform
 3. Use the core components of Power Platform
 4. Design and build an app to fill a real-world business need
- 1.B Successfully collaborate within a intercultural team
 - 1.C Communicate effectively in English
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 6.A Thoroughly examine a complex business situation
 - 6.B Synthesize multifaceted information from various sources across different functional fields
 - 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course equips students with the fundamental skills to design and build real-world business applications using the low-code Microsoft Power Platform environment. In this course students learn how to automate business processes and leverage artificial intelligence in order to improve productivity. Students are also taught how to analyse data so as to create business insights. In summary, the students learn about acting more effectively through the creation of simple Power App experiences. To reinforce the concepts learned, the course incorporates a capstone final project in which students design and develop an application to meet a client's needs. Additionally, students will take the PL-900 Power Platform Fundamentals Certification Exam for their final exam.

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

Nb of hours if written exam														
2nd session														
Coefficient	25.0	25.0	20.0	20.0	10.0									

Evaluation

Students will receive formative feedback both orally through coaching sessions with the instructor. Additionally, detailed rubrics with written comments will be used for some formative and summative assessments.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	43.0
Personnal work	30.0
Collective project	30.0
E-learning	32.0
Reading reference manuals	15.0
Total	150.0

DIGITAL TRANSFORMATION: DIGITAL DISRUPTIONS IN OUR SOCIETIES AND ECONOMIES 0570		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MIS_0570	MIS

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

Prerequisites

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

Learning objectives

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

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

Acquire key knowledge regarding the fast-changing digital environment.

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

Understand national and international business contexts.

Assess market conditions relevant for digital businesses.

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

Identify and understand new business models.

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

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

Course description

Introduction to ICT + ICT figures

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

Understanding Millennials and their main expectations

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

8 major impacts and challenges:

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

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

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

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

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

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

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

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Exercise													
Nb of hours if written exam														
2nd session														
Coefficient	100.0													

Evaluation

Orally

Recommended reading

- Etude: ITU– Measuring the Information Society - <http://www.itu.int/pub/D-IND-ICTOI>
- Westerman G., Bonnet D. et McAfee A., 2014, Leading Digital: Turning Technology into Business Transformation, Harvard Business School Press. ISBN-10: 1625272472
- Schmidt E. & Cohen J. (2013) The new digital age, Knopf ISBN 030794705X
- Selfie and self: The effect of selfies on self-esteem and social sensitivity - Personality and Individual Differences - Volume 111, 1 June 2017, Pages 139-145
- Social media? It's serious! Understanding the dark side of social media - European Management Journal - Volume 36, Issue 4, August 2018, Pages 431-438
- Digital free tourism – An exploratory study of tourist motivations - Tourism Management - Volume 79, August 2020
- Mirror, mirror on my phone: Drivers and consequences of selfie editing – Journal of Business Research - Volume 133, September 2021, Pages 365-375
- Uploading your best self: Selfie editing and body dissatisfaction – Body Image Volume 33, June 2020, Pages 175-182
- Self-regulation and social media addiction: A multi-wave data analysis in China - Technology in Society - Volume 64 - February 2021
- IBM Security - Cost of a Data Breach Report 2021
- 2021 IC3 Annual Report
- The Deloitte Global 2022 Gen Z and Millennial Survey
- GSMA – The mobile economy 2022

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

Work load

Type of course	Number of hours
----------------	-----------------

Interactive courses	16.0
Personnal work	20.0
Reading reference manuals	5.0
Research	9.0
Total	50.0

SUSTAINABILITY IN A DIGITAL WORLD 2721		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_MIS_2721	MIS

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

Prerequisites

courses: "Digital Innovation" ; "Sustainability and Business"
 Strong interest and curiosity for sustainability

Learning objectives

Formulate an IT value proposition to solve a sector-specific sustainable challenge
 Understand the roles IT plays in supporting business strategies & sustainability
 Understand the role of data & processes in enabling company transformation
 Consider impact holistically when taking a business decision

- 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.B Propose creative solutions within an organization
- 6.A Thoroughly examine a complex business situation

Course description

'Sustainability in a Digital World' first aim is to provide student with an overview of what roles can play data technologies in enabling sustainable transformation of businesses. On a side not will be also covered the environmental impacts of digital technologies and the externalities of digital revolution globally.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Continuous assessment	Individual report											
Nb of hours if written exam														
2nd session														
Coefficient	50.0	30.0	20.0											

Evaluation

None.

Recommended reading

Bibliography is still under construction and will be shared shortly

Work load

Type of course	Number of hours
Lecture	5.0
Interactive courses	5.0
Directed work	1.0
Coaching	5.0
Personnal work	8.0
Collective project	10.0
Individual project	10.0
Reading reference manuals	2.0
Research	2.0
Distance learning	
remote videoconferencing	2.0
Total	50.0

Series of use cases of sustainable use of digital will be presented and debated in class - this will require student involvement (graded 30%).

In parallel during class, a group project will be conducted along the 4 days of class to apply core concepts of the course, this will require personal work to to research on your own ideas of Sustainable Digital Innovation (graded 50%).

After the end of the intensive week, student will have to write a report weighting pro's and con's of a sustainable digital innovation which will require research, writing & reading work (graded 20%).

TECHNOLOGY AND STRATEGY 2745		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_MIS_2745	MIS

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

Prerequisites

Some basic knowledge on information technology and business strategy would be very helpful.

Learning objectives

- Understand the impact of information technology upon business model (strategy)
- Understand the role of information technology in businesses to gain competitive advantage
- Understand aligning information technology and business

- 1.B Successfully collaborate within a intercultural team

- 1.C Communicate effectively in English

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

Course description

This course of management information systems examines the role and impact of information technology upon strategy, and highlights the alignment of information technology strategy with business strategy in order for businesses and organizations to gain competitive advantage. It explores the questions faced, the frameworks applied, and the decisions made by business and technology leaders for strategic purposes.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report	Individual report												
Nb of hours if written exam														
2nd session														
Coefficient	30.0	70.0												

Evaluation

Recommended reading

- Robert D. Austin, Richard L. Nolan, and Shannon O'Donnell. The Adventures of an IT Leader. ISBN: 978-1-4221-4660-6.
- Nicholas Carr. IT Doesn't Matter. Harvard Business Review, May 2003.

Work load

Type of course	Number of hours
Lecture	16.0
Collective project	8.0
Individual project	16.0
Reading reference manuals	10.0
Total	50.0

APPLIED MARKETING ANALYSIS 2754		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_MKT_2754	MKT

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

Prerequisites

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

Learning objectives

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

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

The main learning objectives addressed in this course therefore are: master the appropriate techniques, and analyze and solve problems with the appropriate methodology.

- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation

Course description

The course of Advanced Data Analysis focuses on different data analysis techniques, that will be applied in a marketing context. Students will learn when and how to use these different techniques, as well as how to report and present results of statistical analyses in a professional manner.

To get acquainted to this, students will perform several exercises in class using the data analysis software SPSS (in-class assignments), and solve a challenging business case in groups based on real-life data (group project). The course focuses on the application of data analysis techniques for real business purposes, and more specifically, marketing-oriented ones. The course will cover the following topics: Introduction to the SPSS environment (data preparation, dealing with missing data, exploring data with graphs...), hypothesis testing, descriptive analysis, statistical tests (Chi-square, T-Test, ANOVA, regression...), mediation, moderation.

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	Group report										
Nb of hours if written exam		2.0												
2nd session														
Coefficient	25.0	25.0	20	30										

Evaluation

Group feedback and classical feedback + coaching.
Possible feedback of students at the end of course to discuss their grades.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	45.0
Personnal work	35.0
Collective project	40.0
E-learning	20.0
Research	10.0

Total	150.0
-------	-------

MOBILE MARKETING 0670		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_0670	MKT

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

Prerequisites

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

Learning objectives

Identify the major issues and strategies related to the growth of mobile marketing
 Understand the economy in this sector (costs, revenues, value sharing), KSF of mobile media integration based on examples of existing best practices.
 Acquire key knowledge regarding the rapid evolution of the telecommunications industry and brands mobile marketing strategies. Students will be aware of national and international mobile contexts.
 Be able to identify business opportunities.
 Understand Mobile Marketing (Stakes, Stakeholder Strategies),
 Define the bricks needed to implement a mobile marketing campaign.

- 1.A Demonstrate an international mindset
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 5.B Construct expert knowledge from cutting-edge information

Course description

Introduction to mobile marketing.
 Mobile: a massive market disruption worldwide
 Mobile market data worldwide + focuses on smartphone, mobile Internet, use of mobile video, Apps, QR codes, messaging services, M-commerce
 Definitions: What is a mobile?
 Physical objects supplanted by smartphones
 The main strengths of the mobile
 The mobile as a medium to serve the different objectives of the brand: brand development, revenue generation, customer acquisition, loyalty...
 Focus on Influence Marketing on mobile social media + regulatory approach + mais issues (CGI)
 Use of mobile marketing by the brands: SMS / MMS (+ focus on opt-in/push notifications), mobile site, focus on mobile advertising formats, mobile Apps...
 IoTs

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

Type of test	Multiple choice questions	Group project												
Nb of hours if written exam														
2nd session														
Coefficient	40.0	60.0												

Evaluation

There will be group oral presentation - a pitch of 20' per group (if conditions are met) - of their business mobile strategy. Feedbacks will be directly given at the end of each presentation.

Recommended reading

The new digital age – E. Schmidt & J. Cohen – Knopf 2013

Digital Marketing 2019 & 2020 – EBG éditions

La dynamique d'internet-Pro prospective 2030

ITU– Measuring the Information Society

Mobile Marketing – the marketing for the next generation - Corina Peleau and Patricia Zegreanu Management and Marketing, 2010, vol. 5, issue 2 Mobile Marketing: The Influence of Trust and Privacy Concerns on Consumers Purchase Intention - Matthew Attahiru Gana and Henry Diko Koce - International Journal of Marketing Studies, 2016, vol. 8, issue 2, pages 121-127

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

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	14.0
Collective project	5.0
Reading reference manuals	5.0

Total	40.0
-------	------

NUDGE MARKETING 0671		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_0671	MKT

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

Prerequisites

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

Learning objectives

1. To apply of Behavioral economics & Nudge theory
 2. To understand major steps of Consumer behavior & Decision making
 3. To learn the key implicit factors shaping our decision : Nudge consumer behavior
- 3.B Propose creative solutions within an organization
 - 5.C Employ state-of-the-art management techniques
 - 6.A Thoroughly examine a complex business situation
 - 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Nudge is based on the researches in Behavioral sciences / Behavioral economics.
 Nudge marketing combines Behavioral economics and Consumer behavior topics.

- #1 Introducing Nudge theory and real example (health, public policy, hospitality, ecology ...)
- #2 Nudge practices in Public policy and private business (CPG, Service, Digital)
- #3 Nudging : The Drivers of influence impacting our behavior
- #4 Nudge Marketing methodology, Intervention and evaluation,
- #5/6 Nudge Marketing applied, Run a Nudge 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	Group project	Exercise	Participation										
Nb of hours if written exam														
2nd session	true													
Coefficient	30.0	40.0	20.0	10.0										

Evaluation

Students will be evaluated based on: Class participation (10%), Individual assignment (20%), Group project (distinct per group) on a nudge marketing (40%) with a presentation and an exam with MCQ & an open question for 30%.

Recommended reading

Ariely, D. (2008). Predictably irrational. New York: HarperCollins

Thaler, R. H., & Sunstein, C. R. (2008). Nudge: Improving Decisions About Health, Wealth, and Happiness. Penguin Books

Singler, E. (2015). Winning at Behavioral Change. Pearson.

Work load

Type of course	Number of hours
Interactive courses	16.0
Coaching	4.0
Personnal work	10.0
Collective project	8.0
Reading reference manuals	1.0
Research	1.0
Total	40.0

PRODUCT INNOVATION 0674		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_0674	MKT

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

Prerequisites

Basic knowledge of Marketing management, Consumer Behavior and Marketing research

Learning objectives

- Understand the critical role of innovation for companies and the opportunities and challenges
- Understand the New Product Development Process and apply it to real life cases
- Understand, describe and evaluate actual product innovations
- Familiar with the new product launch process and monitoring
- 1.B Successfully collaborate within a intercultural team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.C Convey powerful messages using contemporary presentation techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

What is innovation, types, innovation management, linear approaches, exploratory methods,

Role of insights and converting raw information into product ideas - usage of business simulation to develop Innovation strategy and put in context of development process.

Usage of agile methods: Business modelling: Business Model Canvas and Value Proposition Canvas
 Design thinking theory and Design Spring Role

Hands on work driving an idea from early stage concept until validation, articulating key stages of Brainstorming and crowd voting

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	Exercise											

Nb of hours if written exam														
2nd session														
Coefficient	30.0	40.0	30.0											

Evaluation

Highly practical course evaluated through class exercises and innovation activities, business simulation and in class project

Recommended reading

Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation.

Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures.

Value proposition design: Osterwalder, A. and Pigneur,

BR multiple Sources

Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	4.0
Personal work	10.0
Collective project	15.0
Reading reference manuals	4.0
Distance learning	
remote videoconferencing	4.0

Total	45.0
-------	------

SOCIAL MEDIA MARKETING 2240		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_2240	MKT

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

Prerequisites

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

- Interest in digital marketing and digital trends
- Awareness of key existing social media platforms
- Critical thinking

Learning objectives

Define Social Media and Social Media Marketing
 Develop an understanding of earned, owned, and paid media
 Identify general Social Media practices and various Social Media platforms
 Understand the various forms of social media, online communities and viral marketing activations
 Define target markets for specific Social Media platforms
 Develop effective Social Media marketing strategies
 Implement effective Social Media marketing campaigns
 Track progress in achieving Social Media goals using a variety of metrics
 Apply concepts learned in class in a final team project

- 1.C Communicate effectively in English
- 2.A Assess the values of the organization in which they work
- 3.C Organize change management processes
- 4.C Convey powerful messages using contemporary presentation techniques

Course description

Social media is the buzz term of the century. Every individual and business recognizes the need to be involved with social media on some level. This course will focus on the emergence of social media and how to use the platform to inform, engage and inspire.

It will provide a basic set of knowledge, skills, and terminology needed to understand the advent, growth and development of social media. We will focus on integrating personal identity with our professional identity as well as using social media as a business tool.

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

Session 1: Introduction to the course and social media marketing key concept

Session 2: Overview of social media platforms, online communities and viral marketing. How do they integrate within an overall marketing strategy?

Session 3 : Focus on Instagram with Toolbox presentation

Session 4 : Personal branding and e-reputation

Session 5 : What are the fundamentals and best practice/POEM, according to different goals?

Session 6: How to develop and optimize social media paid and non-paid campaigns? (incl. traffic and ad campaigns management tools)

Session 7 : +Q/A on Individual case study

Session 8 : DO and DON'Ts - coaching session on projects

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Multiple choice questions	Group project	Multiple choice questions										
Nb of hours if written exam														
2nd session														
Coefficient	10	20	50	20										

Evaluation

Q/A and coaching sessions during class. Feedback on working progress by email

Recommended reading

Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.
 Macarthy, A. (2018). 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business Facebook, Twitter, Pinterest, Google+, YouTube, Instagram, LinkedIn, and More!. CreateSpace Independent Publishing Platform.
 Stokes, R. (2018). eMarketing: The Essential Guide to Marketing in a Digital World 6th ed. Red & Yellow,. - Free PDF on the publisher's website: <https://www.redandyellow.co.za/textbook/>
 Fahy J and Jobber D. (2019). Foundations of Marketing McGraw Hill Education (6th edition)
<https://growthhackers.com/growth-studies>
<https://www.digitaltrends.com/social-media/>
<https://www.socialmediatoday.com/>
<https://www.socialmediaexaminer.com/> (Free industry report pdf)

McKinsey: Demystifying Social media
http://www.mckinsey.com/insights/marketing_sales/demystifying_social_media
 BrandForward
 A teenager's view on social media : <https://medium.com/backchannel/a-teenagers-view-on-social-media-1df945c09ac6#.2oc1zhob1>
 BuildingBrands: buildingbrands.com
 eMarketer : emarketer.com

Work load

Type of course	Number of hours
Lecture	16.0

Collective project	15.0
Individual project	10.0
Reading reference manuals	5.0
Research	4.0
Total	50.0

PRODUCT MANAGEMENT 2737		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_MKT_2737	MKT

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

Prerequisites

Basic knowledge of marketing management.

Learning objectives

Each student group, using the lecture materials presented in class and outside readings, will: (1) make an assessment of the marketplace, (2) develop a strategy for their chosen product/service, (3) create concrete marketing plans for the critical product lifecycle phase(s) relevant for each product/service, and (4) make presentations to the class.

- 1.C Communicate effectively in English
- 3.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

Course description

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Participation												
Nb of hours if written exam														
2nd session														
Coefficient	90	10												

Evaluation

(1) Group project and (2) Active participation.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16
Personnal work	12
Collective project	8
Individual project	10
E-learning	4
Research	6
Total	56

CONSUMER BEHAVIOR: NEW TRENDS 2765		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_MKT_2765	MKT

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

Prerequisites

Principles of Marketing

Learning objectives

1. Consumer decision making: cognition, perception, motivation
 2. Personal influences
 3. Social influences
 4. Cultural influences
 5. Sustainable consumption, & responsible marketing issues
- 1.A Demonstrate an international mindset
 - 1.B Successfully collaborate within a intercultural team
 - 4.C Convey powerful messages using contemporary presentation techniques
 - 5.B Construct expert knowledge from cutting-edge information

Course description

Group project (50%) during sessions with in-class activities. Students work as marketing organization working for a company / helping a brand. Final presentation of 15 minutes (PPT and comments on slides).

Final exam (50%) of 2 hours maximum with MCQ and a reflective open question

Assessment / Feedback

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

Evaluation

Recommended reading

Consumer Behavior, Buying, Having and Being. Solomon, M.R. (2011, Pearson, 9th edition) ; Consumer Behaviour, A European Perspective ?

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	10.0
Research	8.0
Total	44.0

WEB MARKETING 3164		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_3164	MKT

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

Prerequisites

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

Learning objectives

Through their group projects and the study of digital marketing cases, students will get to have a better understanding and knowledge of the digital marketing strategies of global brands. They will work in multicultural teams, combine their business knowledge with newly acquired digital marketing skills, and consider business strategy as a whole, providing creative digital marketing plans and ideas.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 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 will be based on lectures, outside readings, in-class exercises and a group project.

Session 1 : Introduction to the course

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

Overview of Web marketing

Definition of image and branding / Managing visibility

Sales Funnel

Digital Transformation & e-commerce

UX & UI

Presentation of Group Projet - Web marketing audit project

Presentation of individual case study

Session 2 : Digital analytics

Analysis & Reporting (SEO, SEA)

Optimization / Automation (SEM)

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

Digital Transformation & e-commerce

Marketing automation & customer journey mapping

UX / UI

Work Group Presentations

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Continuous assessment												
Nb of hours if written exam														
2nd session														
Coefficient	80.0	20.0												

Evaluation

Evaluation will be primarily a group project and secondarily in-class activities.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	8.0
Collective project	8.0
Individual project	8.0

Total	40.0
-------	------

DIGITAL MARKETING TECHNIQUES 3199		
2023 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_MKT_3199	MKT

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

Prerequisites

Basic marketing management. Some knowledge of advertising is helpful.

Learning objectives

- To provide a deep understanding of the most commonly used digital marketing techniques
- To develop the skills to design and implement a successful digital marketing campaign
- To raise attention of the importance of quantitative information in order to make informed decisions

You will learn how to make effective use of the primary techniques of digital marketing including: search engine marketing (search engine optimization and search engine advertising), display advertising, "owned" media (websites, branded apps), influencer marketing, as well as e-mail and mobile marketing.

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

Course description

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

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

Evaluation

Evaluation will be primarily a group project and secondarily, in-class exercises.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	8
Collective project	8
Individual project	8
Independent work	
E-learning	4.0
Research	6.0
Total	50.0

CRM AND INTERNATIONAL CUSTOMER EXCELLENCE 2560		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_NEG_2560	NEG

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

Prerequisites

Comprehension on sales and negotiation
 Global knowledge on marketing and digital marketing

Learning objectives

Understand the ecosystem of CRM organisation from a data processing point of view: customer 360°
 Drive and manage data collection as being part of account management or global account management's responsibilities
 Structure data flow owing to geographical scope of responsibilities, to enhance business intelligence and industrialize processess

Objective 1 :

Comprehend the organisational data integration to deliver a better customer experience
 Knowing customers history, means adaptation to serve up experiences better tailored
 Structure data collection, work flow to reach revenue grows

Objective 2:

Marketing : Build customer relationship, to reach marketing intelligence and deliver the right message
 Ecosystème eMarketing

Intake eCRM and web : new customer behaviors

Objective 3:

Customer experience : from eCRM to customer path
 What is a customer path?
 Excellence client, make your client an ambassador

- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.A Appraise the performance of a team
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

I Global overview and understanding of CRM usage

- What is a CRM : presentation / usage/ data
 - o « paper » CRM or it CRM
 - o Screenshots Sales force
 - o From sales to CRM/eCRM
- CRM, Customer relationship and sales
 - o Include CRM management in the sale process

II Optimise customer relationship and CRM usage : national and international sales scope of responsibilities

- CRM : national context and cross functional management
 - o Screenshot Salesforce / Oracle / Microsoft Dynamic CRM

- o Reach info needed in the CRM
- o Structure / tree structure your CRM
- o Management of CRM interactions: descending and ascending information
- o Formalise, deploy, multiply informations and key datas

- CRM and project management / product management (quick focus)
- o Project, CRM and deployment
- o Interaction with internal expertises
- o Plan, deploy, implement

III From eCRM marketing to customer experience

- eCRM : drive a marketing campaign from data collection to targeting and campaign launching
- Individual Project Presentation : ppt presentation and oral presentation

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	1	1	2.0											
2nd session	true	true												
Coefficient	30	30	40.0											

Evaluation

.

Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	16.0
Coaching	0.0

Personnal work	10.0
Collective project	15.0
Individual project	0.0
E-learning	0.0
Reading reference manuals	5.0
Research	4.0
Outside training	
Outside visit	0.0
Company visit	0.0
Distance learning	
remote videoconferencing	0.0
remote seminar	0.0
Total	50.0

In the course there are screenshots of CRMs, nevertheless homeworks will need students to do research on the web or any other means produce CRM examples to illustrate cases requested.

Course is to be learned in order to understand how to optimise CRM eCRM usage.
Customer Excellence net research will be necessary to find relevant illustrations

NEGOTIATING INTERNATIONAL POLITICAL AGREEMENTS 2729		
2022 - 2023	Credit : 4.0	IESEG - School of Management
Class code :	2223_SYL_NEG_2729	NEG

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

Prerequisites

Students must have the necessary background knowledge in negotiation concepts (BATNA, ZOPA, positions v interests, distributive v integrative negotiation, etc.) as taught in the course 'Introduction to Negotiation'/'Business Negotiation'

Learning objectives

- Gain understanding and experience of international political conflicts across a variety of issues, including security, environment and climate
- Apply negotiation theory to international political negotiations through hands-on practical exercises
- Understand and experience the different dynamics at play in bilateral and multilateral political negotiations
- Gain understanding of the legal elements of international political agreements and apply them correctly in a simulated case
- Develop a negotiation position and strategy as a government representative in a simulated case
- Gain understanding and experience of coalition dynamics in multilateral political negotiations by developing a common negotiation position and strategy as a government representative operating with a negotiating group
- Gain understanding and experience of the process of multilateral political negotiations, for example as conducted in the United Nations

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization

Course description

Module 1

- International conflict management
- Negotiating with government (bilateral negotiation)

Module 2

- Legal elements of international political agreements

Module 3

- Multilateral negotiations
- Developing a national and group position
- Advanced simulation

Assessment / Feedback

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

Evaluation

Feedback will be provided to each group on their group project
Feedback will be provided collectively on the exam
Feedback will be provided in-class on the negotiation exercises
Student are welcome to request individual feedback on performance

Recommended reading

Barbara A. Budjac Corvette. (2006). Conflict Management: A Practical Guide To Developing Negotiation Strategies. Prentice Hall.

Depledge, J. (2005) "The Organization of Global Negotiations". Earthscan

United Nations Environment Program: Guide for Negotiators of Multilateral Environmental Agreements

Work load

Type of course	Number of hours
Interactive courses	32.0
Personnal work	25.0
Collective project	15.0
Reading reference manuals	18.0
Research	10.0

Total	100.0
-------	-------

THE INTERNATIONAL PURCHASER 0813		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_NEG_0813	NEG

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

Prerequisites

Have basic marketing rules in mind.
 Have basic notions of bookkeeping and financial analysis.
 Be ready to tackle an issue from macro and micro points of view.
 Have interest in the global economical and political events.

Learning objectives

Get the relevant information and the adapted tools to know what a resource effectively costs and recommend or take appropriate decisions in given business circumstances. 5B

Integrate the supplier's management into the full vision of the company they are working in. 1B - 6B

Value the potential of efficient relationships with suppliers, while remaining ambitious and strong. 1A

See the supply chain as a permanent challenge to increase productivity and market shares. 6C - 6E

Consider the administrative, legal work as a necessity in the purchasing process.

Integrate social compliance as fully part of the business challenges today. See the green economy as a necessity to be creative. 2B - 2C

Explain how and why a company is strong or weak depending of its supply chain management. 2A - 7B

Understand the upheavals generated by Covid 19 crisis and its concrete impacts on strategic and daily purchasing. 5A - 5C

List the risks for a company in case of degradation or failure of a supplier and have a reflection about the consequences on a business model. 1B - 6A

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

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

Course description

COVID 19 CONSEQUENCES : Let's have a look on how the the sanitary crisis has disrupted the supply chain and thus the purchaser's job.

SOURCING : How to search, evaluate and start working with a supplier.

LOGISTIC : Transport and customs are fully part of the purchasing process. And has become very sensitive over the last months.

COST CALCULATION : From buying price to total cost of ownership.

PURCHASING RESPONSIBILITIES AND RISKS : New technologies magnify the opportunities and open the door to unexpected dangers.

SUPPLIER RELATIONSHIP : A mix of human relationships, ratio of power and negotiation with the necessity to bring profit while respecting the company's strategy..

GROWING TOGETHER. The business requirements keep on evolving and the most successful companies have the right suppliers to move on. Challenging suppliers goes beyond prices : certification, adaptation, trainings...

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	Participation											
Nb of hours if written exam		2.0												
2nd session		true												
Coefficient	30.0	60.0	10.0											

Evaluation

Group assessments are returned with integrated comments from the teacher.

On-demand return of corrected written exam with comments. Teacher available for any feedback.

Recommended reading

Gounaris, S. P., 2005. Trust and commitment influences on customer retention: insights from business-to-business services. *Journal of Business Research* ; Indgreen, Adam , Joëlle Vanhamme, Erik M. van Raaij, and Wesley J. Johnston 55/2 (Winter 2013) ; Purchasing & Procurement Center <https://www.purchasing-procurement-center.com/> ; Inc <https://www.inc.com/guides/2010/12/7-tips-to-rate-and-evaluate-your-suppliers-and-vendors.html> ; Purchasing advantage solutions <https://purchasingadvantage.com/>

Work load	
Type of course	Number of hours
Lecture	6.0
Interactive courses	8.0
Directed work	2.0
Coaching	0.0
Personnal work	16.0
Collective project	8.0
Individual project	0.0
E-learning	0.0
Reading reference manuals	0.0
Research	10.0
Outside training	
Outside visit	0.0
Company visit	0.0
Distance learning	
remote videoconferencing	0.0
remote seminar	0.0
Total	50.0

APPLIED NEGOTIATION ESSENTIALS 2755		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_NEG_2755	NEG

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

Prerequisites

none

Just the desire to work interactively and constructively!

Learning objectives

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

Course description

The essence of the subject is to introduce students to the world of negotiation and explain the structure and details of negotiation.

Whilst centered on business negotiation theory the subject will also look at game theory, conflict resolution and intercultural negotiation. The essential business negotiation dimensions include: Planning, preparation, strategies, that go with a successful negotiation. Negotiation tactics, win-win strategy etc...

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	20.0	40.0											

Evaluation

regular feedback based on the activities done
Peer feedback encouraged as well as teacher-student feedback.

Recommended reading

I recommend (but no obligation) the book "Getting to Yes: Negotiating an agreement without giving in".
author Fisher, R., Ury, W.L. + Patton, B (2011)

Work load

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

INTERNATIONAL PURCHASING AND SUPPLY MANAGEMENT 2768		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_NEG_2768	NEG

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

Prerequisites

None

Learning objectives

Understand the purchasing context, interrelationships with other stakeholders, core purchasing activities, contributions to strategic and business goals.

Design and undertake a basic supplier benchmarking, comparison and selection process.

Master supplier evaluation, selection and performance improvement processes used by purchasing managers.

Undertake basic private label projects for tangible products from concept to launching.

Acknowledge future trends in purchasing.

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

Course description

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

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

Nb of hours if written exam		1.0												
2nd session														
Coefficient	40.0	30.0	30.0											

Evaluation

1 written assignment and 2 group projects

Recommended reading

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

Work load

Type of course	Number of hours
Lecture	16.0
Collective project	20.0
Reading reference manuals	8.0
Research	6.0
Total	50.0

IMPORT-EXPORT: SELLING AND NEGOTIATING 2777		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_NEG_2777	NEG

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

Prerequisites

None

Learning objectives

Understand key issues in international trade
 Anticipate and manage risks in international operations
 Master transportation, payment and customs practices
 Acknowledge regional specificities in international trade
 Manage an international operation in a challenging environment

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.D Make effectual organizational decisions

Course description

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

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

Evaluation

Case studies in group and individually

Recommended reading

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

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Collective project	19.0
Reading reference manuals	5.0
Total	50.0

GEOPOLITICS 2782		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_NEG_2782	NEG

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

Prerequisites

None

Learning objectives

Identify the bias that can influence analysis and decision-making
 Distinguish facts (established and verified) from opinions in the selection of informations/data

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 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
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The course will be divided into 4 half-days. The first half-day will be devoted to the presentation of Geopolitics through a lecture (key concepts, authors). During the second half-day, students will be asked to analyze a past conflict using informations that will be given and explained in class. This case study will present the method of analyzing a conflict: collecting data, context, key players, evolution, etc. The following half-day will be devoted to feedback from the case study and to reflect on bias in analysis (and their consequences) and the difficulty of distinguishing facts from lies, opinions, contradictory information. Finally, examples of companies facing geopolitical situations will be presented to the students, in an interactive way, on the last day.

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													
Nb of hours if written exam	3.0													

2nd session	true													
Coefficient	100													

Evaluation

The students will mostly work in class through case-studies and discussions. They will be advised to read their notes and study some geopolitical situations/crisis to prepare for the evaluation - some readings might be given, if necessary, at the end of the course to help them prepare for the evaluation.

A report of the evaluation will be given to the students with the answers and general comments on the students' work. Each student will receive an individual report as well. The teacher remains at the disposal of the students for any questions, requests for information, advice ...

Recommended reading

A few excerpts from key authors will be studied and delivered directly to the students in class. The course will focus on presenting Geopolitics in an operational manner as to show what it can bring in the day-to-day running of a company, what it can bring to decision-making. Therefore, most of the readings will be about conflicts studied with the students, in class.

Work load

Type of course	Number of hours
Lecture	4.0
Interactive courses	12.0
Personnal work	10.0
Collective project	24.0

Total	50
-------	----

DATA ANALYTICS FOR BUSINESS PROFESSIONALS USING EXCEL/VBA 0874		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_0874	OPS

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

Prerequisites

This course has no prerequisites

Learning objectives

- Understand the importance of computer programming in decision making (AOL 5.D, 6.C) - Automate repetitive/complex tasks using Excel VBA (AOL 3.A, 6.C) - Understand the basic programming structures in VBA (conditional statements, loops, arrays, ?) -Work in a group project and tackle a complex problem using Excel/VBA (AOL 3.A, 3.B, 5.B, 6.C)

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

Course description

- Review of some advanced Excel functionalities - Excel macro recorder (absolute and relative macro recording) - Referencing ranges, workbooks and worksheets - Basic VBA programming structures (variables, conditional statements, loops, arrays, ?) - Working with user forms (if time permits)

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Exercise												
Nb of hours if written exam														
2nd session														
Coefficient	50	50												

Evaluation

Recommended reading

Excel 2016 Power Programming with VBA - Michael Alexander, Richard Kusleika

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	14.0
Independent work	
E-learning	10.0
Total	50.0

PRODUCTION PLANNING AND CONTROL 2738		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2738	OPS

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

Prerequisites

The students should have a basic mathematical understanding. Furthermore, having attended an introductory course on Operations Management is advantageous.

Learning objectives

1.A Successfully collaborate within an intercultural team

The course includes a group report where students will be working in small groups to explain a novel concepts of production planning and control. For this assignment groups will be formed such that the teams have an international character.

1.C Communicate effectively in English

The lectures are conducted in English and include homework assignments which the students need to present during the class. This should help the students to not only improve their passive but also active English skills. Similarly, the reports by the students need to be submitted in English.

2.C Generate sustainable solutions for organizations

The course will cover inventory management in detail. This knowledge will help the students in a workplace related to the production or distribution of physical products to avoid or reduce financial losses due to bad inventory planning and to reduce resource usage. Besides some of the group reports consider topics related to social sustainability such as Industrie 5.0.

3.A Breakdown complex organizational problems using the appropriate methodology

In a production context, it is not trivial to decide how to organize production. Therefore, the students will learn different options for organizing production and which data they need to collect to decide on an appropriate technology.

5.A Predict how businesses and economic cycles could affect organizational strategy

Part of this course is dedicated to forecasting techniques which aims to predict future demand. With this forecasted demand, changes in the production strategy may be initiated and may favour one of the production strategies discussed in the course, i.e., lean and agile production strategies.

5.B Construct expert knowledge from cutting-edge information

The students will learn how to use data about future demand, production, and sales volumes to align the organization of production processes with market demands.

5.C Employ state of the art management techniques

As part of the group reports, students will dive deep into a novel concept in production planning such as Industrie 5.0, blockchain technology, flexible manufacturing, etc. Furthermore, we will discuss the blockchain technology as part of a game played throughout the course. Furthermore, we will study state-of-the-art inventory and forecasting approaches.

5.D Make effectual organizational decisions

The methods related to data analysis discussed in class allow the students to translate their knowledge into decision-making for production organization.

- 1.B Successfully collaborate within a intercultural team

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

Course description

This course will introduce the students to the fundamental concepts in Production planning and control. To this end, the role and importance of the manufacturing sector in an international context will be elaborated and discussed. Subsequently, the students will be introduced to forecasting techniques. This includes time series analysis, trend analysis, and seasonal demand forecasting. Real-world examples of more elaborate forecasting techniques (Machine learning, Regression analysis) will be shown to the students as a sneak peak on elaborate forecasting techniques.

Forecasts are a key input factor for production planning. Equipped with forecasting knowledge, the students will be introduced to inventory models. Those will be distinguished into deterministic and stochastic models. Deterministic models considered during this course are the Economic-Order-Quantity model (EOQ), Economic production quantity model (EPQ), (capacitated) Enterprise resource planning and corresponding solution approaches, i.e., the Wagner-Whitin, Silver-Meal, and Groff approaches. Stochastic models will be limited to the newsvendor model and the considerations of safety stock in production systems. While these models have limitations in their practical application, after the course students should be able to decide in which situations (product type, demand) their use is appropriate and when it is not. Stochastic models may be adapted towards a company's strategy (high-price/excellent service vs. low price/moderate service), and their economical niche in which they operate. The link between a company's geographical and economical environment with their operational strategy will be discussed.

Building upon this, different shop floor concepts such as job shop, cellular manufacturing, and assembly lines will be introduced. The usefulness and application area of each of those concepts will be discussed. The push- and pull based as well as hybrid production control of such manufacturing facilities will be explained.

Lastly, scheduling and order release approaches will be explained and discussed for the above mentioned manufacturing facilities. Most prominently, priority rules for assembly line planning and job shop control will be discussed. However, more advanced planning methods such as Johnson's scheduling algorithm and assembly line balancing approaches will be discussed. Discussions will revolve around the appropriateness of their applications in different contexts.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group report	End of term exam												
Nb of hours if written exam		1.0												
2nd session														
Coefficient	30.0	70.0												

Evaluation

Each session, students will practice their understanding by completing some exercises. Those will be corrected and feedback will be given to the students. This is not graded and merely aims to increase the students' understanding. After the course, a paper-based end-of-term exam will be written, covering the entire course material. Feedback will be provided upon request in one-on-one Zoom or in-person meetings.

Throughout the course, students will write a group report on a chosen subject related to novel concepts in production planning and control. This will be graded and feedback will be provided on a group basis.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	22.0
Reading reference manuals	6.0
Distance learning	
remote seminar	6.0
Total	50

PROJECT SCHEDULING WITH PYTHON 2739		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2739	OPS

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

Prerequisites

- Basic algebraic operations
- A basic understanding of statistics and probability theory might come in handy.
- Prior basic coding knowledge would also be handy

Learning objectives

The main objective of the course is to teach students how to apply different scheduling techniques in python, to produce optimum or near optimum project schedules.

- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques

Course description

According to the Project Management Institute (PMI), project management is the application of knowledge, skills, and techniques to execute projects effectively and efficiently. It is a strategic competency for organizations, enabling them to tie project results to business goals, and to better compete in their markets.

The course is delivered in 9 sessions as follows:

- 1- Introduction to scheduling, The challenge of NP-Hard problems, Combinatorial Optimizaion
- 2- Basics of Python part 1 (variables, math operators, if-else, for loops, while loops)
- 3- Basics of python part 2(functions, libraries, NumPy, Matplotlib)
- 4- Basics of Graphs, encoding project information, Adjacency Matrix, Adjacency Lists in Python
- 5- The Critical Path Method in python
- 6- Resource Constrained Project Scheduling Problem (RCPSP) Heuristics in python
- 7- Pyomo mathematical programming for scheduling
- 8- Pyomo mathematical programming for the RCPSP
- 9- The genetic algorithm for the RCPSP

The course is delivered in an interactive and fun way. Students are required to make exercises and their knowledge will be continuously assessed by means of project management business games

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

Nb of hours if written exam														
2nd session														
Coefficient	30	30.0	10.0	30										

Evaluation

The students will be assessed based on:

- Homeworks and exercises
- Group project
- Class participation and Peer Reviews

Formative feedback would be delivered personally and on daily basis. Summative Feedback would be delivered via email, individualized, and more detailed summative feedback would be coordinated via zoom meetings by request of the students

Recommended reading

- Heizer B. & Render J.H. (20xx). Operations management. Pearson. (the chapter on project management).
- Project Management Institute (2013). Project Management Body of Knowledge. PMI. (for the interested reader).
- Michael L. Pinedo. Scheduling Theory, Algorithms, and Systems. Springer (for the interested reader)
- Python Crash Course – A Hands-on, Project-Based Introduction to Programming (2nd Edition) (for the interested reader).

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	24.0
Collective project	10.0

Total	50.0
-------	------

SUSTAINABLE SUPPLY CHAIN MANAGEMENT 2744		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2744	OPS

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

Prerequisites

None.

Learning objectives

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

- analyze and comprehend life cycle analysis reporting
 - recognize the factors that enable sustainable supply chain operations, including both environmental and social aspects
 - understand the costs and benefits of production and inventory management systems
 - diagnose supply chain designs relative to risk and resilience considerations
-
- 2.C Generate sustainable solutions for organizations
 - 3.A Breakdown complex organizational problems using the appropriate methodology
 - 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Course sessions address the following topics:

- life cycle analysis
- sustainable procurement
- sustainable transportation
- sustainable production
- sustainable warehousing and inventory management
- closed-loop supply chains
- supply chain risk management

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	Exercise	Group report	Presentation	Presentation	Group project							
Nb of hours if written exam														
2nd session														
Coefficient	15.0	15.0	15.0	20.0	10.0	10.0	15.0							

Evaluation

Students are evaluated based on:

- 30% written responses to case studies (two case studies total)
- 35% performance in the business simulation game Triple Connection (15% on game participation and performance, 20% on written after-action report)
- 35% group project evaluating a company's sustainability report and generating suggestions for improvement (10% on midcourse presentation, 10% on final presentation, 15% on final written report)

Recommended reading

Recommended supportive readings will be discussed in class; IESEG Online <http://www.ieseg-online.com>

Work load

Type of course	Number of hours
Lecture	20.0
Interactive courses	25.0
Personnal work	25.0
Collective project	65.0
Independent work	
Research	15.0
Total	150.0

PEOPLE MANAGEMENT IN OPERATIONS AND LOGISTICS 2760		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2760	OPS

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

Prerequisites

no prerequisite but a management expérience would be greatly appreciated

Learning objectives

- 4.A Appraise the performance of a team
- 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.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

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	Exercise										
Nb of hours if written exam														
2nd session														
Coefficient	20	25	25	30										

Evaluation

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Individual project	3.0
Total	29.0

DIGITAL OPERATIONS MANAGEMENT 2791		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_OPS_2791	OPS

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

Prerequisites

None.

Learning objectives

In the past four decades, technological advances, globalization, trade liberalization, and increased regulation have shaped our daily lives and supply chains worldwide. This course serves as an introduction to the topics of Digital Operations/Supply Chain Management, Behavioral Operations Management, and their interaction. The course aims to introduce students to (1) the impact of digitalization and (2) the role of human behavior on operational and supply chain processes and decisions.

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

- a) understand the impact of digitalization on operations and supply chain management processes;
- b) grasp the leading trends and critical issues in the digital supply chain;
- c) gain insights into the use of analytics and simulation in designing and planning a supply chain; and
- d) know the field of Behavioral Operations and the influence of behavior on operational decisions.

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Teaching and Learning Methodology:

- Lectures
- Hands-on in-class or take-home exercises
- Case studies
- Group projects/presentations
- Guest lecture/talk from consultant digitalization/analytics in the industry)

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	Group project	Continuous assessment											
Nb of hours if written exam														
2nd session														
Coefficient	50.0	25.0	25.0											

Evaluation

(DRAFT - TO BE CHANGED)

1. Assignments (25%)
2. Group Project (25%)
3. Final Exam (50%)

Recommended reading

TBA

Work load

Type of course	Number of hours
Lecture	16.0

Total	
-------	--

GLOBAL SUSTAINABILITY & OPERATIONS MANAGEMENT 3161		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_OPS_3161	OPS

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

Prerequisites

English Speaking, Learning and Presenting Skills

Learning objectives

- A general understanding of globalization and the cultural differences, similarities, challenges, and benefits
 - A general understanding of internal and external organizational and operational sustainability. Tools and initiatives to achieve and maintain sustainability
 - Gain an understanding of circular economy through strategic sustainable initiatives
 - Incorporating CSR and ESG in organizations to make a local, domestic and global social impact through tackling people and environmental issues; Usage of metrics
 - Understanding and befitting the Sustainable Development Goals into the framing of Domestic and Global Business Strategies and Initiatives
-
- 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.B Propose creative solutions within an organization
 - 4.A Appraise the performance of a team
 - 4.C Convey powerful messages using contemporary presentation techniques
 - 6.B Synthesize multifaceted information from various sources across different functional fields
 - 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

None.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	10	60	30											

Evaluation

None.

Recommended reading

UNICEF - SDGS - https://www.unicefusa.org/mission/sustainable-development-goals?gclid=CjwKCAiA76-dBhByEiwAA0_s9Z0AjCRRAM5X365tZX2Zx4DXhwkGI2-ig3qxhN3h04JnLJDA-PMjYhoC8VkQAvD_BwE
Sustainable Development Goals - <https://sdgs.un.org/goals>
Sustainable Development Goals - <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
OE - https://www.aveva.com/en/perspectives/blog/five-steps-for-defining-an-operational-excellence-plan/?utm_term=operational%20management&utm_campaign=G_S_A_NA_All_Campaign_Solution_Operations_Operational+Excellence+-+TOF&utm_source=adwords&utm_medium=ppc&hsa_acc=3968997322&hsa_cam=13787903238&hsa_grp=124872147255&hsa_ad=531876248639&hsa_src=g&hsa_tgt=kwd-297371389801&hsa_kw=operational%20management&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAiA76-dBhByEiwAA0_s9XYplnaqO1JnWY_bA4s6JozBfljd0IHUOsqp-tKdpdRhoKSUZjCVRBoCYHwQAvD_BwE
ESG and CSR: <https://thesustainableagency.com/blog/esg-vs-csr/>

Work load

Type of course	Number of hours
Lecture	12.0
Interactive courses	4.0
Independent study	

Collective project	4.0
Individual project	4.0
Independent work	
Research	6.0
Total	30.0

Final Exam Project due one week after the end of the class - 4 hours; Team Project - Presented on Final Day and submitted 3 days later - 4 hours

OPTIMIZATION TECHNIQUES 2732		
2022 - 2023	Credit : 6.0	IESEG - School of Management
Class code :	2223_SYL_QMS_2732	QMS

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

Prerequisites

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

Learning objectives

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

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 5.B Construct expert knowledge from cutting-edge information

Course description

The goal of this lecture is to allow students to master all the commons tools that they will meet in companies to solve a practical problem. Emphasis is put on being able to model the problem while a software will solve it.
 Linear Programming (LP) and allocation of resources Maximization then Minimization problems Graphical LP Minimization and Maximization solution Linear Programming-Simplex Method for Maximizing Linear Programming-Big-M Method for Optimizing Sensitivity Analysis: Changes in Objective Function Duality and Complementary Slackness

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	End of term exam	Group project	Exercise	Exercise									
Nb of hours if written exam		2.0												
2nd session														
Coefficient	10.0	40.0	30.0	10.0	10.0									

Evaluation

Presence/Participation (10%); Final Exam (40%); Final project (30%); (Homework 1 = 10% and Homework 2 = 10%)

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	45.0
Personnal work	20.0
Collective project	10.0
Individual project	10.0
Reading reference manuals	15.0
Total	100.0

PREDICTIVE ANALYTICS FOR BUSINESS 2736		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_QMS_2736	QMS

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

Prerequisites

Students should be aware of some basic concepts in statistics (variance, cross tables, conditional probabilities), management (marketing) and micro-economy. They also can be informed with multivariate descriptive basic algorithms (PCA, linear model) or have ideas on these topics. It is also established that this course is well designed to deal with statistics since it brings new views on all statistics questions. In short, welcome to all.

Learning objectives

Overview : AI, Data Science & Data driven decision for business

- Build a data based predictive strategy, formalize a scoring problem
- Carry out a research relying on various methods including Neural Networks, Logistic and Decision Trees.
- Evaluate performance, control reliability and accuracy of a score, calculate expected ROI

This course aims at giving students a global contractor's competence AND basic autonomy to address a scoring issue

- 3.B Propose creative solutions within an organization

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	End of term exam	Group project											
Nb of hours if written exam		1.5												
2nd session														
Coefficient	25	15	60											

Evaluation

Personalized mail feedback and interaction for each session work.

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	8.0
Directed work	8.0
Coaching	6.0
Personal work	4.0
Collective project	10.0
Individual project	6.0
Reading reference manuals	4.0
Research	4.0
Total	50.0

Group final project is started in class then supported through Zoom open office sessions (coaching).

ECONOMETRICS OF QUALITATIVE VARIABLES 2789		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_QMS_2789	QMS

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

Prerequisites

- Basic Descriptive and inferential statistics
- Introduction to Econometrics (linear regression)

Learning objectives

1. Introduction: the art of econometrics
 2. The linear probability model
 3. The logit model
 4. Model fit and various tests
- 3.A Breakdown complex organizational problems using the appropriate methodology
 - 3.B Propose creative solutions within an organization
 - 5.A Predict how business and economic cycles could affect organizational strategy
 - 5.C Employ state-of-the-art management techniques
 - 5.D Make effectual organizational decisions
 - 6.A Thoroughly examine a complex business situation
 - 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The Econometrics of Qualitative variables course focuses on the analysis and prediction of binary (yes/no or 0/1) dependent variables. It might be seen as a fundamental step toward Big Data and Machine Learning as it covers foundations of many other algorithms.

The first part is a brief review of the Introduction to Econometrics course (the case of quantitative dependent variables) and explains why such an approach is limited.

The second part discusses an adaptation of the traditional OLS regression called the Linear probability model. Given the drawbacks of this model, the third part is based on the Logit model which is the recommended tool to predict such variables. The lecture introduces all elements needed to construct this model.

The last part is based on evaluating the quality of logit models through hypotheses testing.”

The course includes in-class interactive exercises and applications using Excel and then SPSS software.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Exercise	Individual project	End of term exam										
Nb of hours if written exam				2.0										
2nd session														
Coefficient	15.0	20.0	35.0	30.0										

Evaluation

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

Recommended reading

No specific book

Work load

Type of course	Number of hours
Lecture	10.0
Coaching	6.0
Individual project	30.0
Reading reference manuals	2.0
Research	2.0

Total	
-------	--

RESPONSIBLE LEADERSHIP 2361		
2022 - 2022	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_STS_2361	STS

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

Prerequisites

None.

Learning objectives

Learning goals

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

1. Understand the key dimensions of ethical leadership in different business settings
2. Solve business ethics dilemmas using concepts of corporate responsibility and ethics
3. Apply a range of ethical theories and frameworks to generate responsible management practices for organizations

- 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

Course description

In this elective, students will engage in 6 thematic discussions exploring the relevance of business ethics concepts and tools in different dimensions of managerial decision-making, with the aim of learning the different (theoretical and practical) components of Responsible Leadership.

In particular, the course will be articulated in six different class discussions facilitated by IESEG Professors who are expert and conduct research in these particular topics:

- 1) Managing Risk in organizations (S. de Colle)
- 2) Advertising (S. Aron - S. Fosse)
- 3) Remote work (S. Fosse - S. Aron)
- 4) Compliance (L. Labey - R. Kambayashi)
- 5) Layoffs (R. Kambayashi - L. Labey)
- 6) The ethics of Artificial Intelligence (S. de Colle)

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	Individual report											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	30.0	40.0											

Evaluation

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	4.0
Collective project	12.0
Individual project	4.0
E-learning	4.0
Reading reference manuals	6.0
Research	4.0

Total	50.0
-------	------

NON-GOVERNMENTAL AND NON-PROFIT ORGANIZATIONS: FINANCING AND PARTNERING WITH CORPORATES AND FOUNDATIONS 2731		
2022 - 2023	Credit : 2.0	IESEG - School of Management
Class code :	2223_SYL_STS_2731	STS

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

Prerequisites

No prerequisite.

Knowing the CSR stakes is an advantage. The commitment or knowledge of an NGO/NPO by the students will help. The course will give them the opportunity to work directly on the financing and stakes of the relations with corporates and foundations for THEIR project.

Learning objectives

After having followed this course, the students will be able to:

- understand the motivations of NGO/NPOs,
- master the legal and fiscal frame of sponsorship.

More precisely, they will be able to:

- target, prospect, meet, convince corporates and foundations,
- write a sponsorship argument that responds to the private financiers' expectations
- hear the stated and not-said expectations of corporates, convert them into meaningful projects,
- conclude and contractualize with private financiers,
- co-build, animate and sustain long term sponsorships.
- 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
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course follows the following programme:

- Innovating financings and partnerships between corporates and NGO/NPOs,
- Context of sponsorship, definitions, added values, goals and motivations of corporates, legal and fiscal frame,
- Building an argument,
- Communication, set up of the sponsorship brochure,
- Approach of corporates and foundations,
- Finalization of the argument, formalization of the sponsorship brochure,
- Oral presentation in a role game, action plan to approach corporates.

Assessment / Feedback

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

Type of test	Participation	Oral assessment	Group report											
Nb of hours if written exam														
2nd session														
Coefficient	30.0	35.0	35.0											

Evaluation

The oral presentation is a role game, the simulation of a real-life professional situation of the NGO/NPO organization in front of a corporate meeting. All the students of the sub-group take part to it. They are evaluated on individual and collective speech, as well as on assessment of learnings in questions-answers in front of the group. The evaluation session provides a pedagogical feedback to the students.

The written exam is formed by the production and restitution of a sponsorship brochure and an action plan for the sponsorship strategy.

Recommended reading

- Mécénat et fondations, quelles options pour les associations culturelles ? Opale CRDLA Culture, 2013
- Petit guide pour les porteurs de projets, les entreprises et les particuliers, Ministère de la Culture, Mission Mécénat, 2012
- Associations culturelles et mécénat d'entreprise. Comment aborder la recherche de partenaires privés ? Patrick Rosenfeld, Stéphane Barré, François-Xavier Tramond, Opale CRDLA Culture, 2008
- Centre Français des Fonds et Fondations : <https://www.centre-francais-fondations.org/>
- Admical : <http://admical.org/>
- Ministère de la Culture, Mission Mécénat : <http://www.culture.gouv.fr/Thematiques/Mecenat>

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	17.0
Collective project	17.0

Total	50.0
-------	------

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

Prerequisites

None.

Learning objectives

This course explores fundamental topics in Management and Organization Studies - capitalism, power, and rationality -, drawing not only on history, but also elements from sociology, critical management studies, and institutional theory. The course relies heavily on class participation, group presentations, and individual reflection to move the discussion forward. At the end of this course, students should be in a better position to describe and assess fundamental processes that drive managerial practice and organizational development.

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.A Predict how business and economic cycles could affect organizational strategy

Course description

Management and organizations are not ideas that have been formulated from scratch; they evolved over time and have historical roots. Not for nothing, fundamental texts in Management and Organization Studies, such as Max Weber's The Protestant Work Ethic and Karl Marx's Capital, are of an historical nature. Therefore, studying the history of management and organizations can lead to fundamental insights about their quintessentially human nature, which may subsequently promote open-mindedness, flexibility and responsibility in management thought and practice.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Individual report	Presentation											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

Recommended reading

Robertson & Funnell, 2012
Marx (1867): Primitive accumulation
Weber (1905): The spirit of capitalism
Cooke, 2003
Fleming & Spicer, 2014
Lawrence et al., 2012
Clegg, 1981
Banerjee, 2008
Wolfe (2016): Traces of history
Taylor (1911): The principles of scientific management, Intro, ch 1
Arendt (1963): Duties of a law-abiding citizen
Mir et al., 2008
Wolfe (2016): Traces of history
Taylor (1911): The principles of scientific management, Intro, ch 1
Arendt (1963): Duties of a law-abiding citizen
Mir et al., 2008

Work load

Type of course	Number of hours
Lecture	16.0
Collective project	5.0
Individual project	15.0
Independent work	
Research	14.0

Total	50.0
-------	------

DOCUMENTARIES, FILMS AND SUSTAINABILITY: THE GOOD, THE BAD, THE UGLY 2790		
2022 - 2023	Credit : 2.0	IÉSEG - School of Management
Class code :	2223_SYL_STS_2790	STS

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

Prerequisites

None.

Learning objectives

1. describe and contrast sustainability themes and their role in storytelling through cinema.
2. explain the role cinema assumes in discourse, policy formation and business practices concerning sustainability.
3. assess and critique cinema as a tool for influence, communication, and political action in the digital media age.
4. speak fluently in the vocabulary of film form and learn to construct an argument about what a film's story means and how it structures and achieves its meanings.

- 1.C Communicate effectively in English

- 4.C Convey powerful messages using contemporary presentation techniques

Course description

This course covers themes of sustainability (i.e., environmental stress, fair labor practices, profit with purpose) through the moviemaking and cinematic lens, including both fiction and nonfiction. Initially, we aim to provide students with skills to “read” films that deal with these issues and explore how these challenges and how they are portrayed have evolved (or not) over time.

A second and larger theme focuses on the role of business and how corporate responsibility and businesses are projected and perceived. We will look at documentaries, re-creations of actual events and of course, good old fashioned Hollywood blockbusters.

We will discuss issues such as how does one make a compelling and critical film about climate change, natural resource stress and/or corporate responsibility and ethics (for example)? And how can academic and scientific knowledge can be utilized and integrated in filmic works? Ultimately, the class will be fun, interesting, inspiring, and occasionally paradigm shifting as we delve into how film has played a role in driving change and influencing policy on some of today's thorniest issues. No doubt, cinema presents fascinating contradictions for study and discussion.

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

Type of test	Participation	Individual report	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	25.0	50.0	25.0											

Evaluation

25% In-classroom participation & engagement

This course is highly interactive and involves brainstorming, debate, and active mapping exercises. You will be assessed on level of engagement and preparation as well as quality of analysis and contribution.

Students learn more (and have more fun) when they take responsibility for their own journey and participate in co-teaching exercises. To this end and, to help us cover a wide range of compelling materials, students will be asked to lead a discussion on a specific film. The preparedness for leading this discussion will be included in the students participation and engagement assessment.

50% Individual Pre-class assignments

There are 4 films assigned prior to the start of the course with 5 short writing assignments (3 are due prior to the start of the course and 2 are due during the course). Each written submission accounts for 10% of the grade. (details posted on IO)

25% Team Pitch

Students will work in a small team throughout the course to build and extend the concepts we cover into a film pitch of 20 minutes. This will include a speedy synopsis of the idea, zooming in on theme, genre, logline and title. From here you will summarize the characters, plot and premise. Your team will pitch the idea during the last segment of class. (Details will be outlined in OI)

Recommended reading

Honest Truths : Documentary Filmmakers on Ethical Challenges, Center for Social Media, http://archive.cmsimpact.org/sites/default/files/Honest_Truths_-_Documentary_Filmmakers_on_Ethical_Challenges_in_Their_Work.pdf

Documentary Impact : Social Change Through Storytelling / Panicaro Foundation, https://s3.amazonaws.com/assets.hotdocs.ca/doc/HD14_Documentary_Impact_Report.PDF

<https://films.nationalgeographic.com>

A series of short readings from the following will be assembled and posted on IO:

- BARSAM, RICHARD MERAN. ed., Nonfiction Film Theory and Criticism. New York: E. P. Dutton & Inc., 1976.
- BENOIT -LEVY, JEAN. The Art of the Motion Picture. New York: Coward-McCann, 1946. 263 pp.
- GRIERSON, JOHN. Grierson on Documentary, ed. by Forsyth Hardy, Berkeley: University of California Press, 1966.
- HUGHES, ROBERT ,ed., Film: Book 1: The Audience and the Filmmaker. New York: Grove Press, 1959.

Work load

Type of course

Number of hours

Interactive courses	16.0
Collective project	16.0
Individual project	18.0
Total	

PARIS FOR INTELLECTUAL WANDERERS: A THOUSAND YEARS OF FRENCH CULTURE IN THE ARTS, LITERATURE, HISTORY, AND GARDENS - HAWAII 2593		
2023 - 2023	Credit : 6	IESEG - School of Management
Class code :	2223_SYL_DEV_ENG_2593	DEV

Level	Year	Semestre	Campus	Language of instruction
HAWAII	-	S6	P	English

Prerequisites

There are no academic prerequisites. Course includes required visits to cultural sites such as museums, churches, monuments, gardens, the palace of Versailles, and others. Students must have a metro pass and be willing to learn to navigate Paris using map and transportation apps.

Learning objectives

- Engage in experiential and interdisciplinary learning in Paris and Versailles through the arts (fine arts, decorative arts, performing arts), architecture, garden architecture, literature, and cultural history
- Construct an individual experience of Paris culture through visits to at least 10 cultural sites
- Experience and analyze aspects of French culture from the Medieval period through today
- Develop conceptual tools to understand how selected works from the arts and literature constitute significant aspects of French culture and/or reveal aspects of culture and history specific to Paris
- Analyze and reflect upon the experience of on-site cultural learning using approaches from the fields of material culture, cultural history, and interdisciplinary studies
- Effectively present interdisciplinary research in visual, written, and oral form
- Become an intellectual wanderer for life

- null

Course description

A course on Paris for intellectual wanderers. Paris is the place of culture, where art, architecture, city planning, gardens and parks, theater, dance and literature form networks that shape the physical, intellectual, and entertainment spaces of its inhabitants and its visitors in a way particular to Paris. Weekly topics include: illustrated manuscripts, Medieval tales, and the gothic art of the Sainte-Chapelle ; Renaissance banquets and festivals; the palace and gardens of Versailles, royal entertainments, and Molière's The Middle Class Gentleman ; the histories of chocolate, coffee and ices; Voltaire, Rousseau, Diderot and the organization and display of knowledge of natural history in the 18th and 19th centuries; romanticism in literature and art; how iron construction shaped Paris and the history of shopping; the avant-garde in dance (Rite of Spring, Loïe Fuller), art, dada sound poems, early film, and fashion. Various writers and artists weekly. Detailed syllabus provided. Site visits are required.

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

2nd session														
Coefficient	15	40	25	20										

Evaluation

Assessment is based on participation, a research journal with documentation, an oral presentation and a final reflection on learning from the class lectures/readings and the site visits. Feedback is provided in writing as projects advance and verbally during at least one meeting with the professor.

Recommended reading

Name of the Website	URL
The Project Gutenberg EBook of The Middle Class Gentleman, by Moliere	https://www.gutenberg.org/files/2992/2992-h/2992-h.htm
Afred de Vigny, The Death of the Wolf	https://en.wikisource.org/wiki/A_Sheaf_Gleaned_in_French_Fields/The_Death_of_the_Wolf_(Alfred_de_Vigny)
What is Dada?	https://www.youtube.com/watch?v=ABNwtDyx7T4
Lumière Brothers-Serpentine Dance	https://www.youtube.com/watch?v=UkT54BetFBI
Loie Fuller-The Serpentine Dance	https://www.youtube.com/watch?v=s61KGyYZSRo
The most beautiful arcades in Paris	https://www.vogue.fr/lifestyle-en/article/the-most-beautiful-arcades-in-paris
Ubu Web sound	https://www.ubu.com/sound/ball.html

Work load

Type of course	Number of hours
Lecture	10
Interactive courses	27
Personnal work	8
Individual project	14
Independent work	
Reading reference manuals	13

Total	72
-------	----

FANTASY, MADNESS, AND MONSTERS: PARIS VOYAGES GLITTERING AND DARK THROUGH TALES, ART, AND PLACES 2594		
2023 - 2023	Credit : 6	IESEG - School of Management
Class code :	2223_SYL_DEV_ENG_2594	DEV

Level	Year	Semestre	Campus	Language of instruction
HAWAII	-	S6	P	English

Prerequisites

An open mind is required. It is recommended that students have completed one prior university course in literature, art history, history, anthropology, communications, or any other humanities or social sciences discipline. Course includes required visits to cultural sites such as museums, churches, monuments, the palace of Versailles, and others. Students must have a metro pass and be willing to learn to navigate Paris using map and transport apps.

Learning objectives

- identify and analyze works by major writers/directors of imaginative literature and film, including Jean d'Arras, Perrault, d'Aulnoy, Maupassant, Leroux, Gautier, Aymé, Cocteau, Clair, and Marker.
- Construct an individual experience of Paris culture through visits to at least 10 museums and cultural sites
- Develop conceptual and research tools appropriate for interdisciplinary research
- Actively expand the course topic by producing their own interdisciplinary research
- Analyze and reflect upon the experience of on-site cultural learning using approaches from the fields of literature, cultural history, and interdisciplinary studies
- Create, record, and effectively present their individual interdisciplinary learning experiences in the form of a "Guide to Odd Paris" research journal with text, references, reflections, and images
- Teach the teacher something new.

- null

Course description

Fantasy, Madness, and Monsters: Paris Voyages Glittering and Dark through Tales, Art, and Places focusses on the odd aspects of Paris, a city read and experienced through fantastic literature, art, architecture, and the histories of cabinets of curiosities, museums, and fairgrounds. Weekly topics include: monsters and winged hybrids in ancient art and Medieval manuscripts and churches; Renaissance cabinets of curiosities and the Museum of Hunting and Nature as a contemporary cabinet; palaces in French fairy tales and the Palace of Versailles; horror in tales by Maupassant and the Fragonard anatomical collection; The Phantom of the Opera and the Opera Garnier; the art of death in the Paris Catacombs; the history of fairgrounds and the Museum of Fairground Arts (if available); science fiction films by Marker and Clair. Detailed syllabus provided. Site visits are required.

Assessment / Feedback

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

Type of test	Participation	Individual project	Individual project	End of term exam										
Nb of hours if written exam														
2nd session														
Coefficient	20	15	30	35										

Evaluation

Assessment: regular attendance and participation in class discussion including 3 quizzes; independent visits to at least 10 sites; written Illustrated Guide to Odd Paris; posting or presentation of one find; final written reflection on learning from site visits. Written feedback will be provided as projects and visits progress and verbal feedback in a meeting with the professor.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	10
Interactive courses	27
Personnal work	8
Individual project	14
Reading reference manuals	13

Total	72
-------	----

DIGITAL MARKETING 3163		
2022 - 2023	Credit : 5	IESEG - School of Management
Class code :	2223_SYL_DEV_3163	DEV

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

Prerequisites

For success, it is important to have a basic understanding of the marketplace of today from a personal role as a modern digital consumer. Students of business must understand the power of influence and persuasion in creating a desire on the part of consumers to satisfy needs and wants. Any additional understanding of psychology and culture from prior courses is welcomed. Students must be comfortable to research, curate, comment and synthesize in the highly interactive course.

Learning objectives

At the end of the course, the student will have a broad understanding of short term and long term strategies for Digital Marketing.

- null

Course description

The course is an active and collaborative session. We will use a FRAMEWORK called the "DIGITAL 4 C's" (CONTEXT, CONSUMERS, COMPETITION and CAPABILITIES) to guide us as we explore today's quickly changing world of DIGITAL MARKETING:

CONTEXT: How developing a skill as a digital "cultural curator" deepens interpreting today's complex marketing CONTEXT

CONSUMER: How applying the digital & social understanding of CONSUMERS' behavior and power in today's Marketplace adds marketing power for brands

COMPETITION: How demonstrating the ability to forecast the role of COMPETITION in developing digital brand strategies to build a more unique and successful brand

CAPABILITIES: How the ability to Forecast the tools of marketing CAPABILITIES that are needed NEXT in a rapidly changing marketplace — and will distinguish a students' ability to connect to their own marketing career

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Case study	Group project	Written exam										
Nb of hours if written exam														
2nd session														
Coefficient	30	20	30	20										

Evaluation

None.

Recommended reading

Class books :

This is Marketing by Seth Godin : Read First Chapter on-line Amazon

The New Marketing: How to Win in the Digital Age by Burgess: Read Intro online Amazon

Create a Wakelet on www.wakelet.com with a Digital MARKeting Collection

Reviews :

Choose an article on the behavior of Post Covid Consumers: add it to the Wakelet

Skim the Websites below and write 3-5 lines about the Sparks and Honey Agency

Work load

Type of course	Number of hours
Interactive courses	30
Personnal work	2
Collective project	2
Individual project	2
E-learning	1
Reading reference manuals	2
Research	2
Total	41

NEGOTIATION SKILLS 3165		
2022 - 2023	Credit : 5	IESEG - School of Management
Class code :	2223_SYL_NEG_3165	NEG

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

Prerequisites

None. This is a basic negotiation skills course with some elements of conflict management.

Learning objectives

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

Understand and apply negotiation concepts and skills;

Identify the variables in the negotiation process which create value in negotiation;

Apply negotiation strategies in multi-party situations;

Plan and prepare for complex negotiations, especially by identifying key behavioural characteristics helping or hindering the search for a mutually satisfactory deal;

Understand basic principles of conflict management

- null

Course description

The objective of this course is first to learn how to be prepared for a negotiation in different contexts, being able to identify different negotiation settings and recognize which strategies are effective for particular situations. We will work under the framework of integrative negotiation. Secondly, it is a practice-oriented negotiation course, thus, we will get confidence as a negotiator and we will apply the theory into practice (i.e. simulations, discussion about real cases...). Thirdly, we will elaborate on the conflict management styles and how to manage effectively conflict resolution processes inside an organizational context. This course aims to transfer the relational, negotiation and conflict resolution skills and to understand how they can be applied in different contexts.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Case study												
Nb of hours if written exam														
2nd session														
Coefficient	30	70												

Evaluation

None.

Recommended reading

Class books :

Lewicki, R., Barry, B. & Saunders, D. (2010). Essentials of Negotiation, McGraw Hill

Fisher, R., Ury, W. and Patton B. (1991). Getting to Yes, Random House

Work load

Type of course	Number of hours
Personnal work	15
Individual project	15
Research	10
Distance learning	
remote videoconferencing	30
Total	70

PREPARATION AU DELF B1 ET B2 0520		
2022 - 2023	Credit : 2	IÉSEG - School of Management
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

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

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			End of term exam										
Nb of hours if written exam				1.5										
2nd session														
Coefficient	60.0			40.0										

Evaluation

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

Recommended reading

Réussir le DELF B2, éditions DIDIER ; Réussir le DELF B1, éditions DIDIER ; Intranet de l'école www.ieseg-online.com

Work load

Type of course	Number of hours
Face to face	
Interactive courses	14.6
Independent study	
Personnal work	9.2
Independent work	
E-learning	1.6
Total	25.0

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	IESEG - School of Management
Class code :	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.

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

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	End of term exam												
Nb of hours if written exam														
2nd session														
Coefficient	60.0	40.0												

Evaluation

Continuous assessment : 60%
 Final exam : 40%

Recommended reading

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

Work load

Type of course	Number of hours
Interactive courses	14.6
Personnal work	9.2
E-learning	1.2
Total	25

FRENCH AS A FOREIGN LANGUAGE 3209		
2023 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_FRE_3209	LAN_FRE

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

Prerequisites

Learning objectives

- null

Course description

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	20	20											

Evaluation

None.

Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	22.5
Personnal work	21.5
E-learning	6
Total	50

FRENCH AS A FOREIGN LANGUAGE (AVANCE) 2553		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_FRE_2553	LAN_FRE

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

Prerequisites

The student has completed a semester course preparing for starting 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.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team

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	End of term 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
Total	50

FRENCH AS A FOREIGN LANGUAGE (BEGINNER) 2229		
2022 - 2023	Credit : 2	IÉSEG - School of Management
Class code :	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	Oral assessment	End of term exam											
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20.0											

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	22.5
Personnal work	21.5
E-learning	6
Total	50

FRENCH AS A FOREIGN LANGUAGE (BEGINNER) 2549		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_FRE_2549	LAN_FRE

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

Prerequisites

None.

Learning objectives

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

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

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

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

- 1.A Demonstrate an international mindset

- 1.B Successfully collaborate within a intercultural team

Course description

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

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

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment			End of term exam	Oral assessment									
Nb of hours if written exam				1.5										
2nd session														
Coefficient	60.0			20.0	20.0									

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	22.5
Personnal work	21.5
E-learning	6
Total	50

FRENCH AS A FOREIGN LANGUAGE (BEGINNER +) 2550		
2022 - 2023	Credit : 2	IÉSEG - School of Management
Class code :	2223_SYL_LAN_FRE_2550	LAN_FRE

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

Prerequisites

None.

Learning objectives

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

Course description

None.

Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Continuous assessment	Oral assessment	End of term exam	No assessment	No assessment									
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20.0											

Evaluation

None.

Recommended reading

Provided by the course lecturers

Work load

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

FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE) 2551		
2022 - 2023	Credit : 2	IESEG - School of Management
Class code :	2223_SYL_LAN_FRE_2551	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.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team

Course description

1st topic: Travel

Tell a travel memory and give impressions. Talk about your daily life and tastes. Prepare a future trip.

2nd topic: Current affairs

Discuss current affairs, read and listen to the news, discuss about medias. Give your opinion and organize your thoughts and point.

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

Work load

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

FRENCH AS A FOREIGN LANGUAGE (INTERMEDIATE +) 2552		
2022 - 2023	Credit : 2	IÉSEG - School of Management
Class code :	2223_SYL_LAN_FRE_2552	LAN_FRE

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

Prerequisites

Intermédiaire

Learning objectives

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

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

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

- 1.A Demonstrate an international mindset

- 1.B Successfully collaborate within a intercultural team

Course description

Theme 1: Culture, society and identities

Compare and comment on lifestyles

Generational differences

Cultural symbols and stereotypes

(Express your opinion and feelings)

Theme 2: 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
Type of test	Continuous assessment	Oral assessment	End of term exam											

Nb of hours if written exam			1.5											
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.

CONTINUOUS ASSESSMENT : 60 %

FINAL EXAM : 40 % > Written exam : 20% : oral speaking exam : 20%

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	31.66
E-learning	1.84
Total	50

