



# SYLLABI

Courses for Incoming Exchange Students

Bachelor PGE

Paris

SPRING 2024

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

INTERNATIONAL FINANCIAL REPORTING 2770		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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. The comprehensive income
3. Segment reporting
4. Minority investments
5. Controlling investments
6. Intangible assets
7. Impairment testing
8. Income taxes

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	24.0	76.0												

### Evaluation

Students are required to actively participate during the course. This will be asked to comment and answer 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
<b>Face to face</b>	
Interactive courses	24.0
<b>Independent study</b>	
Personnal work	51.0

Total	75.0
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INTERNATIONAL FINANCE 2771		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
Class code :	2324_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 management

- 1.A Demonstrate an international mindset
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 1.C Communicate effectively in English
- 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 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	Continuous assessment	Continuous assessment	Presentation	End of term exam									
Nb of hours if written exam	1.0	1.0	1.0		2.0									
2nd session					true									

Coefficient	15.0	15.0	15.0	20.0	35.0									
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### 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 (in-class) 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, 9th Edition, by Eun, Resnick and Chuluun, McGraw Hill

### Work load

Type of course	Number of hours
Lecture	24.0
Personnal work	32.0
<b>Independent work</b>	
Reading reference manuals	19.0
<b>Total</b>	<b>75.0</b>

INTERNATIONAL HRM 2769		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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														
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	9.0
Interactive courses	15.0
Personnal work	10.0
Collective project	18.0
Individual project	23.0
<b>Total</b>	<b>75.0</b>





GLOBAL BUSINESS LAW 2773		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAW_2773	LAW

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

### Prerequisites

Basic understanding of any legal system (sources, persons, contracts, torts).

### Learning objectives

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

Understand the international legal environment of business.

Know how to use international contracts strategically, identify key contractual clauses and spot red flags.

Be able to select the most appropriate method 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: main actors and institutions. Private International Law. Public International Law. International Trade Law. Transnational law.
2. Business risks and legal implications to enter foreign markets. Different entry strategies.
3. Comparative Law. What do legal families have to do with doing business? Empirical comparative law.
4. International contracts. How to negotiate, draft and interpret international contracts. The CISG. The Incoterms. Letters of credit.
5. EU Law. The internal market. EU Private International Law. The Rome I Regulation.
6. Methods for solving transnational business disputes. ADR. International Business and Investment Mediation and 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			1.0											

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 mandatory readings during the course.

The students do not need to buy any textbooks for this course. However, the following books are suggested for reference.

Bishop, Bernard. (2009). European Union law for international business: an introduction. Cambridge University Press.

DiMatteo, L. A. (2016). International business law and the legal environment: a transactional approach (3rd ed.). Routledge.

Wevers, H. (2021). A basic guide to international business law (5th ed.). Wolters-Noordhoff B.V.

### Work load

Type of course	Number of hours
Lecture	24.0
Personnal work	8.0
Collective project	8.0
<b>Independent work</b>	
Reading reference manuals	8.0
Research	8.0

Total	50.0
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GLOBAL BRAND MANAGEMENT 0668		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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.

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

### 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
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Type of test	Participation	Group project	End of term exam	Exercise										
Nb of hours if written exam			1.5											
2nd session														
Coefficient	15	35.0	35	15										

### 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		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

Students analyse supply chains, know the elements of supply chain networks and logistics, and are familiar with the parameters impacting the supply chain management of an organization.  
 They know about the impact of digitalisation on supply chain management  
 Students are able to evaluate different supply chain designs and plan organization-specific concepts for supply chains from procurement to distribution.  
 Students are able to analyse and evaluate the current situation of an organization, develop innovative approaches, and present them.  
 They are able to evaluate the potential for further improvement of sustainability, agility and resilience of organisations' supply chain management, respecting the requirement of profitability; they are able to analyse the opportunities of digitalisation for the optimisation of efficiency and sustainability in an organisation.

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

### 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	Individual report	Presentation										
Nb of hours if written exam		1.0	1.0											
2nd session														
Coefficient	20.0	30.0	30.0	20.0										

## Evaluation

Feedback will be given to students in the following forms:

- > (20%, group work) presentations prepared during classes: students have to submit their presentations at the end of the course; written feedback on these presentation will be given via mail to the students;
- > (20%, presentation) feedback on the flipped classroom presentations is given following the presentation;
- > (30%, end-of-term exam) the final exam will be held in presence and is a closed-book exam on paper
- > (30%, individual report) reports at the end of the course: students have to submit their group report within 14 days following the end of the course via IESEG online; these reports will be commented and graded within 10 days following their submission; comments are submitted via mail to the groups, grades are communicated via IESEG online

## Recommended reading

- Heizer, J., Render, B., Munson, Ch.: Operations Management – Sustainability and Supply Chain Management; Global Edition; Pearson (2023);
- Frederico, G. F., et al.: Performance measurement for supply chains in the Industry 4.0 era: a balanced scorecard approach; International Journal of Productivity and Performance Management; ISSN: 1741-0401
- Shih, W. Ch.: Are the Risks of Global Supply Chains Starting to Outweigh the Rewards? Harvard Business Publishing Product #: H06XTO-PDF-ENG
- Frick, W.: What the Next Era of Globalization Will Look Like; H07BRH-PDF-ENG
- Boysen, N. et al.: Warehousing in the e-commerce era: A survey; European Journal of Operational Research 277 (2019) 396–41
- Mittal, N.; Tuckker, T.; Wattal, S: Arrive Mobility : Driving Innovation in the Parking Business; Harvard Product Number: W27956-PDF-ENG
- M. Bowne et al. (2021): Urban Logistics and Freight Transport; DOI:10.1016/b978-0-08-102671-7.10239-8
- Montreuil, B.: Towards a Physical Internet: Meeting the Global Logistics Sustainability Grand Challenge <https://www.scl.gatech.edu/sites/default/files/downloads/towardsphysicalinternet-benoitmontreuil.pdf>
- Bendaya, B, et al.: A Conceptual Framework for Understanding the Impact of Internet of Things on

- Supply Chain Management; Operations and Supply Chain Management, Vol. 15, No. 2, 2022, pp. 251 – 268
- Van Melder, B. and De Boeck, L.: Introducing autonomous vehicles in logistics: a review from a broad perspective; KU Leuven, Faculty of Business and Economics
  - Guzmann-Carranza, H.: Top trends in reverse logistics; in: Logistics Management, March 2023;
  - Rubio, S. et al: Reverse Logistics: Overview and Challenges for Supply Chain Management; International Journal of Engineering Business Management. 2014;6. doi:10.5772/58826
  - The Intelligent Supply Chain: The Role of Technology; Third-Party Logistics Study2022; <https://dam-americas.nttdata.com/api/public/content/673938-3PI-2022-Study.pdf>
  - Cao, Q, et al.: Establishing the use of cloud computing in supply chain management; in Oper Manag Res 10, 47–63 (2017). <https://doi.org/10.1007/s12063-017-0123-6>

Work load	
Type of course	Number of hours
Interactive courses	24.0
Collective project	10.0
Individual project	15.0
Reading reference manuals	20.0
Research	11.0
<b>Total</b>	<b>80.0</b>

INTERNATIONAL BUSINESS STRATEGIES 2772		
2023 - 2024	Credit : 3	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 current business context is characterized by uncertainty and constant disruption. In the face of continuous technological change, a climate crisis, increasing inequalities, and global competition, organizations need to rethink the way they do business internationally. The course is designed to immerse students into the theory and practice of Global Strategy in a world of relentless disruption. The course will address the fundamentals of international strategy as well as more recent trends. It will provide a set of tools and frameworks to identify major environmental shifts that affect industries, analyze opportunities and strategies for international expansion, audit organizational capabilities, and assess the sustainability of international strategies. Participants will learn by applying theoretical frameworks and through readings, discussions, debates, short lectures, case studies and 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

Group work and presentations: 60%

Final exam: 40%

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	24.0
Personnal work	16.0
Collective project	20

Total	60.0
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MANAGEMENT CONTROL MISSION 2723		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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.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
- 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

### 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
<b>Independent work</b>	
E-learning	6.0
Research	2.0

Total	50.0
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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		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	
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EXPLORING THE AUDIT PROFESSION 2786		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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										
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## 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
<b>Independent work</b>	
E-learning	9.0
<b>Total</b>	<b>50.0</b>

FUNDAMENTALS OF POLITICAL SCIENCES 2734		
2023 - 2024	Credit : 4.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

Every session is going to be on a grand topic of interest in political sciences and we will dissect it through the lens of current political events, newspaper articles, and political theory. The topics are: Ideologies and legitimacy; Governance; Suffrage, elections and parties; The policy process; Stakeholders; Political institutions; The Welfare State; War and peace; Challenges to Democracy.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	End of term exam	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
Research	20.0

Total	100.0
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Des ajustements sont à prévoir sur les projets individuels/groupe en fonction du nombre d'inscriptions.



CHALLENGES AND PERSPECTIVES OF THE EUROPEAN CONSTRUCTION 2759		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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.B Successfully collaborate within a intercultural team
- 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.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
<b>Total</b>	<b>50.0</b>



ART, LUXURY AND TRADE 2756		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

- 2.A Assess the values of the organization in which they work
- 4.C Convey powerful messages using contemporary presentation techniques
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 2.C Generate sustainable solutions for organizations
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 4.A Appraise the performance of a team
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 3.B Propose creative solutions within an organization
- 5.A Predict how business and economic cycles could affect organizational strategy

### 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 : gallerist, 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	End of term exam												
Nb of hours if written exam		1.0												
2nd session														
Coefficient	60.0	40.0												

### 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	10.0
Collective project	10.0
<b>Independent work</b>	
Reading reference manuals	2.0

Research	2.0
Total	40.0

GEOGRAPHY AND CLIMATE CHANGE: EVOLUTION AND PERSPECTIVES 2783		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 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
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None.

Recommended reading
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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
<b>Total</b>	<b>50</b>

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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 follows:

- 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
<b>Independent work</b>	
E-learning	4.0
Reading reference manuals	5.0
Research	6.0
<b>Total</b>	<b>50.0</b>

GLOBAL BUSINESS ENVIRONMENT 2780		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

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

### 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
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Recommended reading
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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
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GEOPOLITICS OF BUSINESS 2781		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

- 5.A Predict how business and economic cycles could affect organizational strategy
- 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
- 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
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Type of test	Group project	Participation	End of term exam											
Nb of hours if written exam														
2nd session			true											
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
<b>Independent work</b>	
Reading reference manuals	8.0
Research	8.0

Total

50.0

MIGRATION STUDIES 2726		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

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

### 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
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UNDERSTANDING INCOME INEQUALITY IN THE 21ST CENTURY 2753		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 factors that may contribute to wage inequality
- understand the potential costs and benefits of policies that try to address 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- Factors that may contribute to wage inequality
- 3- Policies that may address wage inequality and their potential costs and benefits

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	Oral assessment											
Nb of hours if written exam	2.0													
2nd session	true													
Coefficient	60.0	20.0	20.0											

### Evaluation

The overall assessment will be based on a final exam and a group project. 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>]

Additional references (such as news articles and journal articles) will be posted to 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
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STRATEGY AND ORGANIZATION OF INNOVATION 2742		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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](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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
- 3.B Propose creative solutions within an organization

### 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												
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## 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
<b>Outside training</b>	
Outside visit	2.0
<b>Total</b>	<b>50.0</b>

This course requires extensive student and team self-organization and management. The instructor is merely a mentor on the sidelines. Whole class debriefs aid learning and crystallize insights.



HOW TO SETUP AN ONLINE BUSINESS 2778		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 an internet powered by AI
- Different online start-ups strategies and theories supporting them
- Business models of emerging new companies and already established online companies (google, microsoft, amazon, facebook, apple, etc.)

Designing your online business

- Knowledge of your industry and of your customers
- Establishing a business model

Introduction to specific skills necessary to implement an online business

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

- 5.B Construct expert knowledge from cutting-edge information
- 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

### 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													

### 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
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ENTREPRENEURIAL DECISION MAKING 2788		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.B Construct expert knowledge from cutting-edge information

### 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
<b>Total</b>	<b>50.0</b>

BANKING, INSURANCE AND REGULATION 2757		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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, the student should be able to:

1. understand in detail what a bank is through its annual reports for banks or insurances companies. Risk aversion and the possibility to insure independent risk will be explained to students.
  2. to know the European authorities (regulation) after the financial crisis of 2008
  3. understand the foundations of Basel 3 and Solvency 2.
  4. understand the challenges of micro-prudential and macro-prudential regulation.
  5. understand what is called capital (associated criteria) and its main function (loss absorption).
  6. understand capital ratios (risk-based, leverage ratio)
  7. have a global view of the Bale 3 system
  8. understand in detail the role of buffers and know how to calculate some of them.
  9. understand what a stress test is
- 1.C Communicate effectively in English
  - 6.A Thoroughly examine a complex business situation
  - 1.A Demonstrate an international mindset

### 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	Midterm exam	Midterm exam	End of term exam											
Nb of hours if written exam	0.5	0.5	2.0											
2nd session			true											
Coefficient	25.0	25.0	50.0											

### Evaluation

Two midterms, 25% each.  
One final examination, 50%.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Lecture	25.0
Interactive courses	5.0
Directed work	15.0
Personnal work	30.0
<b>Independent work</b>	
Reading reference manuals	10.0
Research	10.0

Total	50.0
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FINANCE AND CLIMATE CHANGE 2761		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 change in the financial sector, both from the environmental impact and financial risk sides. Students will be able to critically assess the underlying concepts and methodological choices called upon, and to discuss the robustness of hypotheses and types of data 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, environmental impact, 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, opening the same analysis for biodiversity and other environmental changes. 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 news and developments, progress and 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](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](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](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](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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
<b>Total</b>	<b>50.0</b>

DATA ANALYTICS AND VISUALIZATION FOR FINANCE 2793		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_2793	FIN

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

### Prerequisites

- Basic knowledge of MS Excel
- Basic knowledge of mathematics and statistics
- Basic knowledge of business/management and finance
- Strong interest for statistical programming
- Strong interest for computational finance
- Strong interest for computer science
- Analytical thinking and decision-making

### 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 MS Excel and R 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 will cover the following topics:

- Portfolio Diversification and Efficient Frontier
- Volatility Analytics and Visualization using R
- Extreme Risk Analytics and Visualization using R
- Portfolio Analytics using R
- Performance Analytics using R
- Technical Analysis
- Data Analytics and Visualization for Corporate Finance
- Data Analytics for Insider Trading

The course requires high level of continuous working outside the course hours, which will in turn help achieve the learning objectives particularly in terms of skill acquisition.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Individual project	Presentation											
Nb of hours if written exam														
2nd session														
Coefficient	25	50.0	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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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												
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## 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
<b>Total</b>	<b>50.0</b>

MONEY AND CAPITAL MARKETS 2727		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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. Investment in Money and Capital Markets

The course will benefit from a portfolio simulation and trading game platform.

### 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	Exercise												
Nb of hours if written exam	2.0													
2nd session														
Coefficient	60.0	40.0												

### Evaluation

- Individual feedback
- Assignment/exercise 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
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SUSTAINABLE CORPORATE GOVERNANCE 2743		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	Individual project											
Nb of hours if written exam														
2nd session														
Coefficient	20	40.0	40.0											

## 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
<b>Distance learning</b>	
remote seminar	2.0
<b>Total</b>	<b>50.0</b>

BLOCKCHAIN AND CRYPTO ASSETS 2758		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_SYL_FIN_2758	FIN

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

### Prerequisites

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### Learning objectives

Assess the viability of blockchain use-cases  
 Consider the regulatory implications of blockchain  
 Understand the workings of permissionless blockchains  
 Assess when blockchain is a good solution and when it is not  
 Assess tokens

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

### 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
<b>Total</b>	<b>50.0</b>

MANAGEMENT OF STRESS 2724		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

Management of stress can be useful to keep some distance regarding difficult situations. Due to the global context (ecological situation, corona crisis, war in Ukraine), such course can help students to care more about their emotions and themselves in general.

Some periods like exams and the search of a job can be delicate to cope with. This course (6 sessions in total) is focused on well-being and tools to deal with stress.

Some topics like happiness, emotions to manage, balance between work and private life, change management, choice of lifestyle and technics directly linked with stress are detailed (see syllabus).

### 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

Regarding references, we will use the studies of psychologists, sociologists, medical researchers and even philosophers (e.g. work of Martin Seligman, Llon Boniwell, Christophe André, Frederic Lenoir and Fabrice Midal).

## 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
<b>Total</b>	<b>47.0</b>



MANAGING LEARNING AND DEVELOPMENT IN ORGANIZATIONS 2725		
2023 - 2024	Credit : 6.0	<b>IÉSEG - School of Management</b>
Class code :	2324_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	Continuous assessment										

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

## 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 9 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	37.0
Collective project	50.0
Individual project	13.0
<b>Independent work</b>	
E-learning	50.0

Total	157.0
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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		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_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

- 4.A Appraise the performance of a team
- 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

### 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
<b>Total</b>	<b>50.0</b>





NAVIGATING REMOTE WORK AND CONTINGENT WORK 2728		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	Participation	Group report	Individual report											
Nb of hours if written exam														

2nd session														
Coefficient	20.0	30.0	50.0											

### Evaluation

Oral and written feedback will be provided during the course.

Minimum class attendance of 3 out of 4 days is essential for validating the course.

### 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	8.0
<b>Independent work</b>	
E-learning	20.0
<b>Total</b>	<b>44.0</b>



CONFLICT MANAGEMENT IN ORGANIZATIONS 2763		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 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 give the student an overview of different conflict resolution methods to be used in the workplace, allowing the student to critically assess each technique's advantages and disadvantages.

Basic distributive and integrative negotiation concepts are reviewed to prepare students for exploring different conflict resolution methods. The main conflict resolution methods covered in the course are negotiation, mediation, arbitration, and litigation. The course also includes a general discussion of other conflict resolution methods, such as open-door policy, grievance procedures, and organizational ombudsman. The course finishes with a discussion on the possibility of combining different methods into Integrated Conflict Management Systems. Students who have already taken negotiation courses before should be aware that there will be some revision of contents covered in previous negotiation courses, so all students can be at the same level in order to understand the other conflict management techniques discussed in class.

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

### Evaluation

Students receive feedback from the professor and their colleagues throughout the course, especially in debriefing 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 via IÉSEG-Online.

### 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	6.0
Interactive courses	10.0
Personnal work	6.0
Collective project	16.0
E-learning	2.0
Reading reference manuals	4.0
Research	6.0

Total	50.0
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BUILDING AN EFFECTIVE POWER BASE 3295		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_HRM_3295	HRM

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

### Prerequisites

Students should have a LinkedIn account and access to chatGPT. Additionally, they should be passionate and willing to learn! No specific skills required.

### Learning objectives

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

Learn how people (and yourself) can obtain (and lose) power

Learn to see the world differently: Understand how power dynamics are embedded in social interactions

Learn to act differently: Students will be asked to use the course content and apply it to their lives to increase their skills, reputation, and network

Learn to respect power. Power will change you. Gaining power has benefits and costs and it is important to develop strategies for building and exercising power that are aligned with your values

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

### Course description

This is a course about power. All organizations are political entities. Actors (people, teams, etc.) have their own perspectives and agenda. Organizational actors also differ in how much power they have to advance their agenda as well as how much influence they can exert to get ahead (and to put others down). If you want to be effective (organizationally and personally), you need to be able to map these differences, understand your own interests and objectives, and understand how to operate in a political and strategic environment. This course will help you to understand how to obtain, hold, and use power at the workplace.

From a more practical point of view, there are countless histories of very talented people who lost promotions, opportunities, negotiations, and even jobs because they did not understand the political environment of their organization. My personal goal is to make sure this does not happen to you!

The course will have 3 main evaluations

Quizzes (MCQs). One quiz covering the mandatory readings at the start of every session: 40% of final grade

Written reflections. Students will be asked to apply the content of the session and write a reflection with their experience at the end of every session: 30% of final grade

Continuous assessment + class participation: 30% of final grade

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 report	Continuous assessment											
Nb of hours if written exam														
2nd session														
Coefficient	40.0	30.0	30.0											

### Evaluation

At the end of every course session, students will need to submit a reflection on their activity and involvement on the course. They will receive feedback at the end of the session before they submit (and/of after if needed)  
Students will have the opportunity of individual coaching for the ones who need it

### Recommended reading

Jeff Pfeffer, Power: Why Some People Have It and Others Don't  
Jeff Pfeffer, Managing Power

### Work load

Type of course	Number of hours
Lecture	6.0
Interactive courses	10.0
Personal work	10.0
E-learning	8.0
Reading reference manuals	8.0
Research	8.0



Total	50.0
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AMERICAN CULTURE AND CIVILIZATION 1533		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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	20.0	20.0	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
<b>Total</b>	<b>50.0</b>

RESILIENT LEADERSHIP IN INTERCULTURAL CONTEXTS 2740		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	End of term exam											
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
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WORKING EFFECTIVELY IN INTERCULTURAL TEAMS 2784		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
<b>Total</b>	<b>50.0</b>





WHY CULTURE MATTERS 2792		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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	End of term exam	Group project												
Nb of hours if written exam	1.5													
2nd session														
Coefficient	40.0	60.0												

### 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
<b>Total</b>	<b>50.0</b>

PREPARATION FOR TOEFL 0494		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_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 participate in an online written discussion, 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	Individual report	Oral assessment	End of term exam	Participation	Exercise	Exercise						
Nb of hours if written exam					2.0									
2nd session														
Coefficient	10.0	10.0	15.0	15.0	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
<b>Total</b>	<b>50.0</b>

RHETORIC AND DEBATE 2750		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
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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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAW_2747	LAW

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

### Prerequisites

Basic understanding of any legal system (sources, persons, contracts, torts).

### Learning objectives

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

Be familiar with the legal method.

Be able to understand, process and use legal information for strategic purposes.

Know how to choose the best arguments to persuade, according to the setting and audience.

Reinforce critical thinking skills.

- 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

1. Introduction to law. Courts and the legal process. Legal reasoning.
2. Where to find reliable and business-relevant legal information. How to read and interpret legal resources.
3. Understanding arguments. Legal argumentation. Argument mapping techniques. Spotting logical fallacies.
4. Introducing and evaluating evidence. Detecting fake news.
5. Rhetoric and storytelling. Logos, pathos, ethos.
6. Persuasive legal writing techniques. IRAC and other models to summarize legal information.
7. Negotiating like a lawyer.

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			1.0											

2nd session														
Coefficient	20.0	30.0	50.0											

### Evaluation

The professor will provide formative and summative feedback, at an individual and collective level.

### Recommended reading

The professor will provide mandatory readings during the course. The professor will also request students to watch some law films and webinars before class.

The students do not need to buy any textbooks for this course. However, the following books are suggested for reference.  
Copi, I. M., Cohen, C., & Rodych, V. (2019). Introduction to logic. Taylor and Francis; Routledge  
Fruehwald, E. S. (2013), Think Like a Lawyer, Legal Reasoning for Law Students and Business Professionals-American Bar Association  
Schauer, F (2009), Thinking Like a Lawyer, A New Introduction to Legal Reasoning  
Sinnott-Armstrong, W., & Fogelin, R. J. (2014). Understanding Arguments: An Introduction to Informal Logic  
Wehle, K. (2022). How to think like a lawyer -and why: a common-sense guide to everyday dilemmas. Harper Paperbacks

Webinars: Wehle, K., Think Like a Lawyer to Make Decisions and Solve Problems The benefits of thinking like a lawyer, LinkedIn Learning; Wehle, K., Build Your Logical Thinking Skills. Why is logical thinking important in the workplace? LinkedIn Learning

Some films to watch: 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

COMPETITION LAW 2762		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 1.A Demonstrate an international mindset
- 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

The professor will provide formative and summative feedback, at an individual and collective level.

## Recommended reading

Suggested: 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
<b>Total</b>	<b>50.0</b>

ENVIRONMENTAL LAW 2787		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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.B Solve professional dilemmas using concepts of CSR and ethics
- 2.A Assess the values of the organization in which they work
- 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 Sja fjell, 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
<b>Total</b>	<b>50.0</b>

POWER PLATFORM: LOW CODE APPLICATION DEVELOPMENT 2722		
2023 - 2024	Credit : 4	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

In this hands-on course, students will learn to create mobile apps without coding. The course is lab-based and focused on learning-by-doing rather than learning-by-listening.

The course introduces students to fundamental principles of low code application development using the Microsoft Power Platform. Students learn to improve business productivity by automating business processes and by analyzing and visualizing data for swift and insightful business decisions that effectively respond to changing market demands and emerging business opportunities. This is achieved by leveraging low-code platforms to create and deploy simple applications and experiences in a way that drives innovation and gains a competitive edge in a dynamic and rapidly evolving business environment.

To reinforce the concepts, the course incorporates a semester project in which students design and develop an application to meet a client's needs. Furthermore, students will prepare to take the PL-900 Power Platform Fundamentals Certification Exam. Students may choose to take the PL-900 certification exam and substitute it 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	Continuous assessment	Exercise	Group project	End of term exam										
Nb of hours if written exam														
2nd session														
Coefficient	30.0	25	20.0	25.0										

### 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	32.0
Personnal work	15.0
Collective project	20.0
E-learning	33.0

Total	100.0
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DIGITAL TRANSFORMATION: DIGITAL DISRUPTIONS IN OUR SOCIETIES AND ECONOMIES 0570		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
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Orally

Recommended reading
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- 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 2022
- 2021 IC3 Annual Report
- The Deloitte Global 2022 Gen Z and Millennial Survey
- GSMA – The mobile economy 2023

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

Work load
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Type of course	Number of hours
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Interactive courses	16.0
Personnal work	20.0
Reading reference manuals	5.0
Research	9.0
<b>Total</b>	<b>50.0</b>

SUSTAINABILITY IN A DIGITAL WORLD 2721		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
- 6.A Thoroughly examine a complex business situation
- 2.C Generate sustainable solutions for organizations
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes

### Course description

Sustainability impacts every aspect of a business and IT can support the transformations of these various disciplines. In this regard the course is designed as inter-disciplinary; some of its parts build up on the knowledge base of 'Sustainability and Business' course and 'Digital Innovation' course.

The course is designed to combine active, adaptive and interdisciplinary learning via in-class discussions and exercises and competency-based education on a group project to build an IT value proposition to a company/industry challenge in managing sustainability.

**Active Learning:** The course applies an interactive concept in which students engage during the class discussion and train their analytical problem-solving skills through activities such as case studies, company reports, and in-class discussions.

**Adaptive Learning:** In-class activities and assignments take a personal approach by requiring the student to bring their own experiences to bear. Students receive feedback so that reflection on own experiences and ideas is encouraged.

**Interdisciplinary learning:** In solving case and group work studies students are challenged to go beyond the course material and to consider aspects from other disciplines (e.g. strategy, marketing, entrepreneurship). Students practice finding and evaluating information in general, irrespective of boundaries between disciplines.

**Competency based education:** The course trains a broad set of competences. e.g., at the managerial level students train how to be adaptive and agile as managers that need to develop and implement sustainable and successful digital innovation, taking into account their economic, societal, and ethical implications. Writing and oral skills are improved at the interpersonal level. Finally, cognitive competences are strengthened through own problem solving and reflecting own standpoints

This is a 2 ECTS course corresponding to 16h in class.

Workload (number of hours):

Effective presence

Lecture: 30h

Personal work

o Individual project: 15h

o Group project: 30h

Total working time for the student: 75h

The course is structured as following:

Session 1.

- Introduction and overview of Sustainability in the Digital World
- Role of technology and social/economic factors (Sustainability canvas discussion)
- Position of EU and ESG-driven digital transformation
- Group work "Sustainability with Digital Technology and Its Future" using Sustainability canvas
- Group work "Sustainability challenges and factors in the industry of choice"

Session 2.

Ecological sustainability issues

IT for Ecological sustainability issues

Social sustainability issues

IT for Social sustainability issues

Company sustainability reporting and IS systems

Group work 'Identifying ESG company reporting and carbon accounting in the selected industry/leading company CSR reports'

Group work 'Potential digital solutions for the industry ecological and social challenges'

Session 3.

- Designing for circular economy
- Group work "Circular use cases for your industry solution"
- Group work "Application of EU a Sustainable Product Policy Framework to your industry and digital solution"
- Dark IT and ethical issues
- Group work 3 "Value proposition to market your digital sustainability solution"
- Group work 4 "Can your digital sustainability solution be used in unethical way? How? What would be ways to avoid it these?"

Session 4.

- AI and blockchain for sustainability
- Group presentation and pitch (50% of the final grade)

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
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The course final grade comes from the following

1. Individual assessment – 30 % of the final grade (Combination of your involvement, presence, behavior, oral participation in class)
2. Group project – 50% of the final grade (Combination of involvement & in-class contribution of the group with regards to group project & final presentation)
3. Individual report – 20% of the final grade (Research topic to practice critical thinking with regards to one of the four key areas of Sustainability with Digital World)

### 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
<b>Total</b>	<b>50.0</b>

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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
<b>Total</b>	<b>50.0</b>

APPLIED MARKETING ANALYSIS 2754		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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.

Students must have access to either a Windows or Apple laptop that can support SPSS version 27 or higher and that they can bring to class.

### 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 is a statistical course that 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.  
The exam is in an open book format.

### 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
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MOBILE MARKETING 0670		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
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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
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NUDGE MARKETING 0671		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
  - 6.A Thoroughly examine a complex business situation
  - 3.B Propose creative solutions within an organization
  - 5.C Employ state-of-the-art management techniques

### 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
<b>Total</b>	<b>40.0</b>

PRODUCT INNOVATION 0674		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_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
<b>Distance learning</b>	
remote videoconferencing	4.0

Total	45.0
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SOCIAL MEDIA MARKETING 2240		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_2240	MKT

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

### 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
- Professional conduct during class sessions

### 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
- 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 provides an introduction to Social Media marketing and it is designed to provide students with a marketing skill set, Social Media tools and strategies to apply to a business. We will focus on the emergence of social media and how to use the platforms 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.

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

Session 1: Introduction to the course and social media marketing key concepts- The POEM framework

Session 2: Social Media marketing strategy -Social Media users

Session 3 : Social Media content marketing - Engagement - UGC - Virality

Session 4 : Group Project presentations, discussions, and feedback

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. (2018). Social media marketing. Sage.  
 Macarthy, A. (2019). 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](http://www.mckinsey.com/insights/marketing_sales/demystifying_social_media)  
 BrandForward  
 BuildingBrands: [buildingbrands.com](http://buildingbrands.com)  
 eMarketer : [emarketer.com](http://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		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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.B Propose creative solutions within an organization
- 5.B Construct expert knowledge from cutting-edge information
- 3.A Breakdown complex organizational problems using the appropriate methodology

### 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	10.0
Collective project	15.0
E-learning	5.0
Research	4.0
<b>Total</b>	<b>50.0</b>

CONSUMER BEHAVIOR: NEW TRENDS 2765		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_2765	MKT

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

### Prerequisites

Principles of Marketing / Fundamentals of Marketing / Art and Science of Marketing (whichever applies depending on the program)

### Learning objectives

The objective of this module is to introduce students to the multitude of influences that consumers are exposed to on a daily basis in their regular consumption endeavors.

Concrete topics are as follows:

1. Consumer decision making: cognition, perception, motivation
2. Personal influences
3. Social influences
4. Cultural influences
5. Sustainable consumption, & responsible marketing trends

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 5.B Construct expert knowledge from cutting-edge information
- 4.C Convey powerful messages using contemporary presentation techniques

### Course description

Successful marketing nowadays is all about the creation of customer value and engagement within a fast-changing, increasingly digital and social marketplace. Consumer behavior is a multifaceted area that incorporates elements of psychology, sociology, anthropology, cultural studies, neuroscience, digital innovation, and many other fields that make it a vibrant, exciting and enriching field. In this course, students will have the opportunity to apply theoretical models and frameworks to practice using various tools; including short exercises and assignments, conducting research to identify relevant industry examples, evaluating high-quality case studies that demonstrate key learning points, and engage in active discussions.

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

Group project (50%) during sessions with in-class activities. Students take the role of marketing professionals 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.

### Recommended reading

Consumer Behavior - A European Perspective. Solomon, M.R., Askegaard, S., Hogg, M. K. & Bamossy, G. J. (2019, Pearson, 7th edition)

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	8.0
Research	8.0
<b>Total</b>	<b>40.0</b>



WEB MARKETING 3164		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
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DIGITAL MARKETING TECHNIQUES 3199		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 group work on cases.

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 based primarily on group work on cases 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		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

- 6.B Synthesize multifaceted information from various sources across different functional fields
- 2.A Assess the values of the organization in which they work
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 5.B Construct expert knowledge from cutting-edge information
- 4.A Appraise the performance of a team
- 3.A Breakdown complex organizational problems using the appropriate methodology

### 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
- ° Focus ChatGPT and customer relationship

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	End of term exam	Group project	Participation											
Nb of hours if written exam	1	1	2.0											
2nd session	true	true												
Coefficient	40.0	40.0	20.0											

## Evaluation

Students will be trained through a learning by doing case study in order to check their level of comprehension. This will contribute to a continuous assessment.

Participation is a key aspect as all along the course, they need to interact to make sure that they are understanding both logic and CRM system and its impact on customer experience.

Finally, the exam implies both a good comprehension of the course as well as learning course content to know some relevant basic.

## Recommended reading

Livre Blanc Salesforce.com

Webinar Upspot

CRM and customer relationship management (2023)- Stanley Brown, Pearson

## Work load

Type of course	Number of hours
Lecture	6.0

Interactive courses	6.0
Directed work	2.0
Personnal work	4.0
Collective project	4.0
Individual project	0.0
E-learning	0.0
Reading reference manuals	5.0
Research	4.0
<b>Outside training</b>	
Outside visit	0.0
Company visit	0.0
<b>Distance learning</b>	
remote videoconferencing	0.0
remote seminar	0.0
<b>Total</b>	<b>30.0</b>

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

Case study is to be prepared in group, there are some preparation and researches to do in order to prepare the work expected :

- getting to understand each companies
- research relevant tools to respond to the case study demand
- innovative and creative state of mind is highly recommended
- sustainability can be an additional asset

Each group member are to be involved equally.

NEGOTIATING INTERNATIONAL POLITICAL AGREEMENTS 2729		
2023 - 2024	Credit : 4.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_2729	NEG

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

### Prerequisites

Students should have the necessary background knowledge in negotiation concepts (BATNA, ZOPA, positions v interests, distributive v integrative negotiation, etc.) as taught in the course '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 or non-state 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.B Successfully collaborate within a intercultural team
  - 1.A Demonstrate an international mindset
  - 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 governments (bilateral negotiation)

#### Module 2

- Legal elements of international political agreements

#### Module 3

- Multilateral negotiations
- Developing a negotiation 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	Individual report	Case study										
Nb of hours if written exam														
2nd session														
Coefficient	40.0	20.0	20.0	20.0										

### Evaluation

Feedback will be provided to each group on their group project  
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
Collective project	20.0
Individual project	20.0
Reading reference manuals	14.0
Research	14.0



Total	100.0
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SALES OPTIMIZATION 2741		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_2741	NEG

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

### Prerequisites

None

### Learning objectives

- 1.A Demonstrate an international mindset
- 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.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

The course relies on sales optimization for B2B business - B2C will be also used as example to explain tools:

- Marketing strategies to get leads: importance of identifying customer personas to use efficiently networking, lobbying, B2B exhibitions, phone prospection, influence marketing, social promotions, ads, emailing, SMS, etc.
- Building long-term sales strategy linked with long-term relationships and loyalty.
- CRM with sales pipeline management as a key success factor.
- Data management for results analysis to understand sales transformation reasons and to fix proper goals.
- Importance of business automation to help sales force.
- Understand performance for salespeople: motivation, personal characteristics and aptitude, recruitment, selection, training, compensation, territory management.

The course is made of both theoretical presentations and numerous practical exercises (role plays).

Thanks to the group project, students will have to work on a sales optimization strategy for a real business case. So that they could select proper tools learnt in class applied to the real business context. They will also have to prepare role play with teacher as a buyer.

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

Type of test	Participation	Exercise	Presentation											
Nb of hours if written exam														
2nd session														
Coefficient	20	40	40											

### Evaluation

Participation will be evaluated during the entire interactive course: attendance, punctuality and in-class active participation will be graded.

Final presentation and in-class exercises will also be graded. It is a very interactive course with lots of role plays.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	18.5
Collective project	15.0

Total	50.0
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THE INTERNATIONAL PURCHASER 0813		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 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

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

- 3.B Propose creative solutions within an organization

### Course description

COVID 19 AND NEXT: Let's have a look on how the sanitary crisis has disrupted the supply chain and thus the purchaser's job and lead to a more and more unpredictable world.

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
Independent work	
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
<b>Total</b>	<b>50.0</b>

PSYCHOLOGY OF THE NEGOTIATOR 2755		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
<b>Total</b>	<b>50.0</b>

INTERNATIONAL PURCHASING AND SUPPLY MANAGEMENT 2768		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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	Case study										

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

### 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
<b>Total</b>	<b>50.0</b>



IMPORT-EXPORT: SELLING AND NEGOTIATING 2777		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	Participation	Case study											
Nb of hours if written exam	2.0													
2nd session														
Coefficient	60.0	10.0	30.0											

## 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
<b>Total</b>	<b>50.0</b>

GEOPOLITICS 2782		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.C Employ state-of-the-art management techniques
- 5.B Construct expert knowledge from cutting-edge information

### Course description

After a presentation of Geopolitics, the students will be asked to analyze a recent conflict, in class. This case study will present the method of analyzing a conflict: collecting data, context, key players, evolution, etc. A feedback from the case study will then be conducted with the students, it will allow them to reflect on bias in analysis (and their consequences) and the difficulty of selecting information. Finally, examples of companies facing geopolitical situations will be presented to the students, in an interactive way.

### 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	3.0													
2nd session	true													
Coefficient	50.0	40.0	10.0											

## 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
<b>Total</b>	<b>50</b>





DATA ANALYTICS FOR BUSINESS PROFESSIONALS USING EXCEL/VBA 0874		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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

INDUSTRIAL & LOGISTICS PROCESS: AN OVERVIEW 1743		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_OPS_1743	OPS

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

### Prerequisites

no prerequisite even if an experience in plant/logistic center/store would be valuable

### Learning objectives

- The student should be able to have a basic knowledge of existing productive system (Lean Management, 5S, QCDS, TQM, 6 sigmas)
- The student should be able to detect productives mudas and implement lean management quickfix on a daily basis
- The students will know the management basics, do's and don't's (1:1 and collective brief, motivation brief, anger management)
- The students will be able to share manager best practise (manager routine, situational leadership, monkey management etc...)
- The student will know in detail a amazon fulfillment center (from a lean perspective and operation management perspective)

- 2.A Assess the values of the organization in which they work
- 3.C Organize change management processes
- 4.A Appraise the performance of a team
- 5.C Employ state-of-the-art management techniques

### 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 manager working in operation (industry, logistics, sales units). (with a strong focus on lean management, day to day people management, and manager routine)

day 1: presentation + overview of all existing operation process (TQM, QCDS, 5S, 6 sigmas)

day 2: lean management and value chain explained to the core

day 3: lean management and value chain with practical example

day 4: the routine of a operation manager (operation routines, situational leadership, monkey management) + focus on the leadership management applied in industry/logistics

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Continuous assessment	Group project	Exercise											
Nb of hours if written exam														
2nd session														
Coefficient	30	30.0	40.0											

## Evaluation

None.

## Recommended reading

Eliyatu Goldratt "the goal"

## Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	4.0
Collective project	1.0
Individual project	1.0

Total	22.0
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Given the high level of interaction and the complexity of the subject, this course in on presential attendance only and following the course in a hybrid setting is strongly advised against

SUSTAINABLE SUPPLY CHAIN MANAGEMENT 2744		
2023 - 2024	Credit : 6.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	End of term exam	Exercise	Group report	Presentation	Presentation									
Nb of hours if written exam	2.0													
2nd session														
Coefficient	35.0	15.0	20.0	15.0	15.0									

## Evaluation

Students are evaluated based on:

- 35% final exam
- 35% performance in the business simulation game Triple Connection (15% on game participation and performance, 20% on written after-action report)
- 30% group presentations evaluating a company's sustainability report and generating suggestions for improvement (15% on midcourse presentation, 15% on final presentation)

## 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
<b>Total</b>	<b>150.0</b>



PRODUCTION PLANNING AND CONTROL 2738		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 interculture 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.

- 5.A Predict how business and economic cycles could affect organizational strategy

- 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.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	Participation											
Nb of hours if written exam		2.0												
2nd session														
Coefficient	30.0	50.0	20.0											

## 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

DIGITAL OPERATIONS MANAGEMENT 2791		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_OPS_2791	OPS

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

### Prerequisites

Students should have a

- a) good command of English (listening, speaking, writing, and understanding);
- b) primary interest and background knowledge in the fields of Operations and Supply Chain Management; and
- c) working knowledge of quantitative approaches in business administration, including algebra, statistics, and computer software (e.g., Microsoft Office).

### Learning objectives

Technological advances, globalization, trade liberalization, and increased regulation have shaped our daily lives and supply chains worldwide in the past four decades. 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:

- a) understand the impact of digitalization on operations and supply chain management processes;
- b) know the field of Behavioral Operations Management and the influence of behavior on operational decisions; and
- c) discuss the connections between the latest trends in digital operations and real-life company examples.

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

### Course description

Digital Operations Management 2791 is an intensive course associated with 2 ECTS. The 16 class hours correspond to 4 interactive/lecture sessions of 4h20 minutes (including two 10-minute breaks). These interactive/lecture sessions are regular classroom sessions. These sessions will be delivered using a blend of formal lectures, in-class exercises, case discussions, and games/experiments.

### 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 report	Presentation											
Nb of hours if written exam														
2nd session														
Coefficient	60.0	20.0	20.0											

### Evaluation

There are three main summative feedback/assessments in the course:

1. Final Exam (60%);
2. Final Group Report (20%); and
3. Final Group Presentation (20%).

Formative feedback/assessments are provided ear the end of session 1, 2, and 3 to the groups in preparation for their final group reports and presentations.

### Recommended reading

The necessary Literature and case readings will be introduced in class. The following textbooks are also relevant to the course:

MacCarthy, Bart L, and Dmitry Ivanov. "The Digital Supply Chain—Emergence, Concepts, Definitions, and Technologies." In The Digital Supply Chain, 1st ed. Elsevier, 2022.

Pellicelli, Michela. The Digital Transformation of Supply Chain Management. 1st ed. London: Elsevier, 2022.

### Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Collective project	20.0
Reading reference manuals	4.0

Total	50.0
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GLOBAL SUSTAINABILITY & OPERATIONS MANAGEMENT 3161		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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 the impact on global sustainability of any operational decision
  - 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
- 
- 5.A Predict how business and economic cycles could affect organizational strategy
  - 5.B Construct expert knowledge from cutting-edge information
  - 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
  - 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
  - 2.A Assess the values of the organization in which they work

### 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](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](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



Collective project	4.0
Individual project	4.0
Research	6.0
<b>Total</b>	<b>30.0</b>

Team Project - Presented on Final Day by every students of the groups - 4 hours

PREDICTIVE ANALYTICS FOR BUSINESS 2736		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
Class code :	2324_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

Predicting human behaviour with data is the question addressed by all "big data" or Machine Learning methods - Associations rules, Neural Networks, Random Forests ... These methods involve many fascinating issues. Most of them will be argued: expected value and business goals, quality assessment, real or apparent performances and even pathological data ... This course provides a detailed step-by step methodology to deal with real world data predictive problems.

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											
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## 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
<b>Total</b>	<b>50.0</b>

Group final project is started in class then supported through Zoom open office sessions (coaching).

ECONOMETRICS OF QUALITATIVE VARIABLES 2789		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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	15.0	35.0	35.0										

### Evaluation

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

### Recommended reading

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	
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RESPONSIBLE LEADERSHIP 2361		
2023 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
- 2.C Generate sustainable solutions for organizations
  - 2.B Solve professional dilemmas using concepts of CSR and ethics
  - 2.A Assess the values of the organization in which they work
  - 1.B Successfully collaborate within a intercultural team
  - 1.C Communicate effectively in English

### 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)
- 3) Remote work (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
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MANAGING NON-PROFIT ORGANIZATIONS: CSR & SPONSORSHIP STRATEGIES 2731		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_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
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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
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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
<b>Independent work</b>	
Research	14.0

Total	50.0
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DOCUMENTARIES, FILMS AND SUSTAINABILITY: THE GOOD, THE BAD, THE UGLY 2790		
2023 - 2024	Credit : 2.0	<b>IÉSEG - School of Management</b>
Class code :	2324_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	Group project												
Nb of hours if written exam														
2nd session														
Coefficient	50.0	50.0												

## Evaluation

### 50% 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.

### 50% 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](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://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

Personnal work	18.0
Collective project	16.0
Total	

FIGHTING SOCIAL INJUSTICE FROM THE MARGINS: URBAN SPACE AND SOCIAL PROTESTS IN FRANCE - HAWAII 3572		
2023 - 2024	Credit : 6	<b>IESEG - School of Management</b>
Class code :	2324_SYL_DEV_3572	DEV

Level	Year	Semestre	Campus	Language of instruction
HAWAII	-	S6	P	English

### Prerequisites

No prerequisites

### Learning objectives

At the end of the course, the student should be able to: 1) Clearly understand sociological theories of social movements and articulate the strengths and weaknesses of each theory 2) Demonstrate a clear understanding of the causes, processes, and consequences of social protests 3) Clearly articulate the relationship between urban space and social protests 4) Identify key historical facts and theoretical concepts related to social protests in France 5) Analyze important protest events using social movement theories and concepts 6) Demonstrate knowledge about what changes social protest events brought about in French society 7) Discuss the similarities and differences between past and contemporary social movements in France in terms of demands, actors involved, targets, and means of mobilization 8) Identify important places and their symbolic meanings for social activism in Paris 9) Critically assess readings and films that address social protests 10) Develop an appreciation of diversity and difference by experiencing French society

- null

### Course description

From the French Revolution of 1789 to the Paris Commune of 1848, from May 1968 to the recent Yellow Vest Protests, France has a long tradition of civil disobedience and active resistance. These protests have been led by the powerless, including young people, the urban poor, immigrants, women, and workers. Demonstrations were a means to correct the social wrongs they confronted and bring about social justice. This course aims to explore a succession of social protests and investigate what they did, why they happened, and what the protesters achieved through their collective actions. We will pay particular attention to the role of urban space in facilitating (or limiting) social protests and how urban space in turn has evolved and been transformed with the experiences of social protesters.

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

2nd session														
Coefficient	10	20	70											

### Evaluation

I will assess different kinds of student assignments. Class attendance and participation will be important. I will assign three different kinds of writing assignments, including short papers, policy memos, and neighbourhood analysis

### Recommended reading

I will post all the readings on the class websites. I don't adopt any particular textbooks, and instead I will assign diverse reading materials, including journal articles, book chapters, and news articles.

### Work load

Type of course	Number of hours
Interactive courses	39
Collective project	5
Individual project	15
<b>Independent work</b>	
Reading reference manuals	39
Research	26
<b>Total</b>	<b>124</b>



INTRODUCTION TO SOCIOLOGY (CONTEMPORARY FRENCH SOCIETY) - HAWAII 3573		
2023 - 2024	Credit : 6	<b>IESEG - School of Management</b>
Class code :	2324_SYL_DEV_3573	DEV

Level	Year	Semestre	Campus	Language of instruction
HAWAII	-	S6	P	English

### Prerequisites

No prerequisites

### Learning objectives

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

- 1) Gain a clear understanding of the conceptual and theoretical foundations of sociology as a discipline and numerous important areas of specialization
  - 2) Critically consider and analyze social issues using sociological concepts and theories
  - 3) Discuss different sociological perspectives and articulate the strengths and weaknesses of each
  - 4) Demonstrate knowledge about various social issues in French society
  - 5) Clearly understand different class, racial, and gender dynamics in French society
  - 6) Identify the causes and outcomes of important social events in France
  - 7) Articulate how particular historical conditions have shaped French social institutions
  - 8) Understand how globalization has affected French people's lives and discuss the economic winners and losers in France
  - 9) Compare and contrast French and American society
- Develop an appreciation of diversity and difference by experiencing French society

- null

### Course description

From the French Revolution of 1789 to the Paris Commune of 1848, from May 1968 to the recent Yellow Vest Protests, France has a long tradition of civil disobedience and active resistance. These protests have been led by the powerless, including young people, the urban poor, immigrants, women, and workers. Demonstrations were a means to correct the social wrongs they confronted and bring about social justice. This course aims to explore a succession of social protests and investigate what they did, why they happened, and what the protesters achieved through their collective actions. We will pay particular attention to the role of urban space in facilitating (or limiting) social protests and how urban space in turn has evolved and been transformed with the experiences of social protesters.

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

Nb of hours if written exam														
2nd session														
Coefficient	20	20	60											

### Evaluation

I will assess different kinds of student assignments. Class attendance and participation will be important. I will assign three short writing assignments, which ask students to incorporate the readings and their own analysis of French society. They will have to give an individual presentation as well.

### Recommended reading

I will post all the readings on the class websites. I don't adopt any particular textbooks, and instead I will assign diverse reading materials, including journal articles, book chapters, and news articles.

### Work load

Type of course	Number of hours
Interactive courses	39
Individual project	20
Reading reference manuals	39
Research	26
<b>Total</b>	<b>124</b>





PREPARATION AU DELF B1 ET B2 0520		
2023 - 2024	Credit : 2	<b>IÉSEG - School of Management</b>
Class code :	2324_SYL_LAN_FRE_0520	LAN_FRE

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

### 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	Digitalization	Participation	End of term exam										
Nb of hours if written exam														
2nd session														
Coefficient	30.0	15.0	15.0	40										

### Evaluation

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

## Recommended reading

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

## Work load

Type of course	Number of hours
<b>Face to face</b>	
Interactive courses	14.6
<b>Independent study</b>	
Personnal work	9.2
<b>Independent work</b>	
E-learning	1.6
<b>Total</b>	<b>25</b>

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

BIEN PRONONCER LE FRANCAIS 0521		
2023 - 2024	Credit : 1	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAN_FRE_0521	LAN_FRE

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

### 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	Continuous assessment	Digitalization	Oral assessment										
Nb of hours if written exam														
2nd session														
Coefficient	15.0	15.0	30.0	40.0										

### Evaluation

Continuous assessment : 60% (listening test 15%, written test 15%, interview 30%)  
 Final exam : 40%

## Recommended reading

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

## Work load

Type of course	Number of hours
Interactive courses	14.83
Personnal work	8.34
E-learning	1.83
<b>Total</b>	<b>25</b>

ATELIER INTERCULTUREL DE CONVERSATION 3318		
2023 - 2024	Credit : 2	<b>IÉSEG - School of Management</b>
Class code :	2324_SYL_LAN_FRE_3318	LAN_FRE

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

### Prerequisites

Students with A2 level in French.

### Learning objectives

Be more at ease to participate on a number of formal and informal conversations.

- 1.A Demonstrate an international mindset

### 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	Individual project	Participation	Oral assessment										
Nb of hours if written exam														
2nd session														
Coefficient	20.0	20.0	20.0	40.0										

### Evaluation

None.

### Recommended reading

None.

Work load	
Type of course	Number of hours
Interactive courses	14.6
Personnal work	9.2
Individual project	1.2
Total	25.0

FRENCH AS FOREIGN LANGUAGE (LEVEL 1) 3457		
2024 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAN_FRE_3457	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	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	End of term exam	Oral assessment	Participation	Exercise	Exercise	Exercise								
Nb of hours if written exam	1.5			0.25	0.25	0.25								
2nd session	true													
Coefficient	25.0	25.0	11.0	13.0	13.0	13.0								

### 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

Provided by the course lecturers.

### Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	27.5
Independent work	
E-learning	6.0
Total	50.0

Active participation during the lessons is required



FRENCH AS FOREIGN LANGUAGE (LEVEL 2) 3458		
2024 - 2024	Credit : 2.0	<b>IÉSEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAN_FRE_3458	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

LEVEL 1 : Can understand and use familiar, everyday expressions and very simple statements aimed at satisfying concrete needs. Can introduce themselves or someone and ask questions about them - for example, where they live, their relationships, what belongs to them, etc. - and can answer the same type of questions. Can communicate in a simple way if the interlocutor speaks slowly and distinctly and is cooperative.

### 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 INTERMEDIATE level.

- 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.

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	1.0		1.5											
2nd session														
Coefficient	50.0	25.0	25.0											

### 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 teacher

### Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	31.5
E-learning	2.0
<b>Total</b>	<b>50.0</b>

FRENCH AS FOREIGN LANGUAGE (LEVEL 3) 3459		
2024 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAN_FRE_3459	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

Level A1 achieved

(Common European Framework of Reference for Language (CEFR) – global scale:

<https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=090000168045bc7b>)

### Learning objectives

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

- give their opinion on a variety of subjects;
- present their personal and/or professional projects.
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team

### Course description

This A2/B1 level course aims to enable international students to meet the communicative needs encountered in their daily life in France. In-class and out-of-class activities will enable students to develop their skills in the four language activities (listening, speaking, reading, and writing), with a focus on speaking and interaction.

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	50.0	25.0	25.0											

### Evaluation

## Recommended reading

None.

## Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	31.5
E-learning	2.0
<b>Total</b>	<b>50.0</b>

FRENCH AS FOREIGN LANGUAGE (LEVEL 4) 3460		
2024 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAN_FRE_3460	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

### Prerequisites

FLE level 4 S1

### 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 - EMBA - Analyse and evaluate the factors and cultural variables influencing relationships,
- 1.A Demonstrate an international mindset
- 1.A Demonstrate an international mindset
- 1.A - MSDF - Successfully manage an intercultural team
- 1.B - MSDF - Develop their personal intercultural skills
- 1.B Successfully appreciate various forms of diversity in society
- 1.B Successfully collaborate within a intercultural team
- 1.C Successfully engage with diverse world views and collaborate within an intercultural team

### Course description

Themes on Society and work environment  
 Grammar level B1 and B2

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	Oral assessment	End of term exam										
Nb of hours if written exam				1.5										
2nd session														
Coefficient	25.0	25.0	25.0	25.0										

### Evaluation

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

CONTINUOUS ASSESSMENT : 50 % > Listening test 25% ; reading test 25%

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

### Recommended reading

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

### Work load

Type of course	Number of hours
Interactive courses	16.5
Personnal work	31.5
E-learning	2.0

Total	50.0
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