



# SYLLABI

Courses for Incoming Exchange Students

Master PGE

Paris

SPRING 2024

**Last Update: December 4, 2023**

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

MANAGING FIRM CONSTRAINTS WITH ACCOUNTING DECISION TECHNIQUES 2081		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ACC_2081	ACC

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

### Prerequisites

This course presumes fundamental knowledge of financial and managerial accounting reporting and analytic methods covered in principles level courses. Knowledge of variance reporting and costing methods are helpful, as is a basic knowledge of "standard" accounting methods. Proficiency, however, is not required. Students with this a quick mind for quantitative work, and an appreciation for innovative solutions and creative approaches to problems will enjoy and be very successful in this course.

### Learning objectives

1. Understand how the creative use of theory of constraints methods applies in managing business outcomes toward optimal decisions and improved firm profits. (Primary Learning Objective)
2. Develop a creative outlook in approaching business constraints.
3. Master some level of constraint management quantitative techniques.
4. Understand how capacity constraints and opportunity costs influence optimal decision outcomes.
5. Distinguish between relevant and irrelevant financial decision information.
6. Identify the differentiating characteristics of financial reporting, traditional managerial accounting methods, and TOC methods, -- including their advantages and limitations.
7. Understand the differences between absorption and variable cost reporting methods.
8. Appreciated the limitations of constraint management methods in certain conditions.
9. Further develop analytic, communication, and presentation skills.

- 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.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions

### Course description

This course develops a special topic within "Lean Accounting Methods," focusing on optimizing productivity (profitability) through constraint management methods. These methods, largely Goldratt's Theory of Constraints [TOC], have a large global following, although are not without its critics. It is a controversial area, making it all the more interesting, and relevant. TOC methods focus on direct action, with an emphasis on detecting and eliminating system constraints. Using a systematic, generally linear approach, TOC methods work toward firm optimization through short-term decision modelling. TOC shifts, and in some cases entirely eliminates, traditional financial reporting conventions. For example, absorption costing is not only disregarded, but considered the "enemy" (incongruent with decision optimization). Elements of variance reporting, activity-based costing, standard costing, and product cost reporting are among other

traditional accounting areas that are bypassed in favour throughput analyses. Traditional inventory valuation methods are turned upside down. Inventory is considered a liability, not an asset. Reports that do not directly emphasize variable costs, throughput, operating efficiency, and profit-maximizing results are simply dropped. The result reshapes financial information into relevant, lean-based reports, targeting essential decision elements, and leading toward strategic decision outcomes.

The essence of lean accounting and TOC methods is a philosophy that postulates that the following three questions drive successful firm operations: “(1) what to change, (2) what to change to, and (3) how to cause the change.” Managerial accounting reports that target these issues provide the foundation for effective firm management and profit maximizing results. This course explores the foundations of lean accounting and TOC, then works toward developing a set of decision frameworks to facilitate answering those questions.

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	Continuous assessment	Individual project	Exercise	Individual report	Group project	Group report	Participation						
Nb of hours if written exam														
2nd session														
Coefficient	20.0	12.0	2.0	2.0	11.0	35.0	15.0	3.0						

## Evaluation

Quizzes, Individual Projects (homework) & Exercises reviewed immediately in class; Group Work reviewed as presented.

## Recommended reading

Two [very] short readings are included in the coursebook. The course is otherwise self-contained.

## Work load

Type of course	Number of hours
Face to face	
Lecture	16.0
Independent study	

Personnal work	6.0
Collective project	17.0
Individual project	5.0
<b>Independent work</b>	
Reading reference manuals	3.0
Research	3.0
<b>Total</b>	<b>50.0</b>

This workload represents a return to face-to-face, active learning environment, in the classroom.

SUSTAINABILITY FOR COMPETITIVE ADVANTAGE 2082		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ACC_2082	ACC

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

### Prerequisites

Student should be familiar with the strategic management process and be able to interpret annual financial reports.

### Learning objectives

Identify sustainability goals reported in an annual corporate report  
 Evaluate the strategic planning process through a sustainability lens

- 2.A Assess the values of the organization in which they work
- 4.C Convey powerful messages using contemporary presentation techniques
- 2.C Generate sustainable solutions for organizations
- 1.B Successfully collaborate within a intercultural team

### Course description

The strategic planning process is examined through the lens of Sustainability, based upon the business case for value creation through sustainability initiatives. Topics include: theory of competitive advantage; the business case for sustainability; integration of sustainability in strategy; creating a sustainability-focused corporate culture; identifying material issues; measuring, monitoring, and improving sustainability performance.

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	Participation	Group report										
Nb of hours if written exam														
2nd session	true													
Coefficient	30.0	30.0	10.0	30.0										

### Evaluation

### Recommended reading

The Sustainable MBA (Weybrecht, 2014) selected readings

The New Sustainability Advantage (Willard, 2012) selected readings

Global Business Citizenship: A Transformative Framework for Ethics and Sustainable Capitalism (Wood, Logsdon, Lewellyn, and Davenport, 2006) selected readings

Sustainable Value (Laszio 2008) selected readings

### Work load

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

COMMODITY MARKET 1774		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_1774	FIN

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

### Prerequisites

- Basics of statistics (key descriptive statistics, and statistical tests such as normality tests)
- Basics of Financial Derivatives

### Learning objectives

- Understand characteristics and functioning of commodities and commodity markets,
- Gauge and manage risks linked to commodity trading and investing,
- Set up performing investing strategies,
- Potential for the incorporation of ethical investing in commodity markets (e.g. renewable energy).
- 6.A Thoroughly examine a complex business situation
- 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.B Synthesize multifaceted information from various sources across different functional fields

### Course description

The course will introduce to students key concepts about commodity markets such as their physical characteristics and trading specificities, which describe the current commodity markets and related evolution.

The course will introduce the following topics:

- Fundamentals of commodity markets (description and characteristics),
- Investment, trading and risk in commodity markets (spot and derivatives markets, participants, risks),
- Financialization of commodity markets and its implications (structural changes and consequences),
- Commodity investing (investment vehicles, passive/active strategies, portfolio allocation).

The course will be composed of classic lectures with well-chosen case studies and up to date real life examples, immediate applications in the Bloomberg/Thomson Reuters-Refinitiv room and a group project to which a small part of each lecture will be devoted to help students start and evolve.

The project will be assessed just after the end of the lectures through the delivery of MS Powerpoint slides to be displayed during an oral group presentation and relevant electronic files showing the information treatment.

### 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	Case study												
Nb of hours if written exam														
2nd session	true													
Coefficient	75.0	25.0												

Evaluation

Professor-specific and detailed reply to students.

Recommended reading

None.

Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Personnal work	17.0
Collective project	17.0



Total	50.0
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MARKET RISK MANAGEMENT 2085		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_FIN_2085	FIN

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

### Prerequisites

Basic Financial Mathematics (time value of money, discounting, compounding, interest rates)

Basic knowledge in Financial Markets (bonds, equity, options, returns, volatility)

Basic background in Statistics & Probability Theory:

- probability density function (pdf) and cumulative distribution function (cdf);
- expectation, variance, quantiles;
- the normal distribution.

### Learning objectives

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

- Estimate the volatility of financial positions using different econometric models
- Critically describe the characteristics of the basic techniques for measuring market risk
- Determine the exposure of financial positions to market risk and estimate their Value-at-Risk and Expected Shortfall

- Verify the accuracy of a VaR model using backtesting

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

- 3.B Propose creative solutions within an organization

- 1.B Successfully collaborate within a intercultural team

### Course description

The course covers a wide range of market risk management topics that are used in day-to-day financial activities:

Introduction to Financial Risks

- What are Financial Risks
- How to Implement Risk Management
- Volatility versus Value-at-Risk
- Financial Regulation on Market Risks

Volatility Estimation

- Moving Average Model
- Exponentially Weighted Moving Average Model
- ARCH/GARCH Model
- Implied Volatility

Value-at-Risk (VaR) Estimation

- Historical VaR
- Hybrid historical VaR
- Gaussian parametric VaR
- Cornish-Fisher VaR
- Value-at-Risk Backtesting

Expected Shortfall (ES) Estimation

- Risk Measure Theory
- Coherent, Convex and Monetary Risk Measures
- Historical ES
- Hybrid ES
- Gaussian Parametric ES

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

### Evaluation

For in class activities, we will use a student response system to gather students' results and feedback will be given immediately. Multiple-choice questions will validate students understanding of course material progressively. Additional feedback may be given in class regarding MCQ results depending on class performance. A group work will be proposed by the professor to participate to a deeper understanding of market risk measurement concepts through practice and will assess the students' capacity to apply the studied models and techniques.

### Recommended reading

Dowd, K. (2005) Measuring market risk, Wiley.  
Hull, J. (2018) Risk Management and Financial Institutions, 5th Edition, Wiley.  
Roncalli, T. (2020) Handbook of Financial Risk Management.

### Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Personnal work	16.0
Collective project	18.0

Total	50.0
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CAREER DEVELOPMENT 2090		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_HRM_2090	HRM

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

### Prerequisites

None.

### Learning objectives

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

- understand career development theory
  - understand career management from an HRM perspective
  - understand career development practices in companies
  - understand emerging career development trends in HRM
  - gain insights into their own career
- 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
  - 3.C Organize change management processes
  - 4.B Compose constructive personal feedback and guidance
  - 4.C Convey powerful messages using contemporary presentation techniques

### Course description

This subject will emphasize the active participation of students through discussion, presentations, collaborative exercises, and a workshop. The classes will be carried out in an active learning style thus students are expected to participate by discussing their own views.

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

2nd session														
Coefficient	20.0	25.0	40.0	15										

## Evaluation

## Recommended reading

Greenhaus, J. (2009). Career Management, 4th ed., SAGE Publications.  
Harrington, B. and Hall, D. (2007). Career Management & Work-Life Integration. SAGE Publications.  
Swanson, J. and Fouad, N. (2014). Career Theory and Practice: Learning Through Case Studies, 3rd ed., SAGE Publications.

## Work load

Type of course	Number of hours
Lecture	10.0
Interactive courses	6.0
Personnal work	4.0
Collective project	10.0
Individual project	10.0
<b>Independent work</b>	
Research	10.0
<b>Total</b>	<b>50.0</b>



THE ECONOMICS OF ADVERTISING 2091		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_IBE_2091	IBE

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

### Prerequisites

Students should be familiar with basic economic concepts such as demand, elasticity, consumer surplus, and economies of scale. The course includes a brief presentation of core economic concepts.

### Learning objectives

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

- Apply the framework of economics to critically examine advertising and to evaluate its effects on demand, prices, competition, and well-being.
- Classify advertisements as persuasive, informative, or complementary and justify the classification.
- Discuss the effects of different types of advertising on social welfare.
- Predict the effect of a change in advertising spending on sales for a good across the product life cycle and for different types of goods in the same phase of the product life cycle.
- Contrast firms' options for signaling the quality of their goods in markets with imperfect information.
- Analyze how the increased demand for consumers' attention affects advertisers.
- Explain the implications of an advertisement's half-life on firms' decisions and tax policy.
- Explain the contribution of behavioral economics to the choice of advertising strategies.
  
- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 5.C Employ state-of-the-art management techniques
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 4.A Appraise the performance of a team

### Course description

The evolution of advertising and its importance in developed economies.

Review relevant economic concepts.

Contrast economists' three treatments of advertising - the persuasive, informative and complementary



models.

Derive the profit maximizing level of advertising intensity using price and advertising elasticities.

Determine the effects of advertising on price, price elasticity, sales, and market share.

Understand options for signaling product quality to consumers using advertising, warranties, price, etc.

Determine the duration of advertising's impact on sales and understand its importance.

Analyze the increasing challenges of attracting consumers' scarce attention.

Evaluate the role of behavioral economics in advertising.

Analyze advertising's role in climate change.

Assess the tradeoff between privacy and targeted advertising.

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													
2nd session	true													
Coefficient	70	30												

Evaluation
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Feedback will be given in class following all in-class activities and by email after the examination

Recommended reading
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- The Economic Analysis of Advertising by Kyle Bagwell (available online through The Academic Commons).
- Additional reading materials are provided online; they supplement my PowerPoint slides that will be provided online.
- <http://www.ieseg-online.com/>

Work load
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Type of course	Number of hours
Interactive courses	16
Personnal work	12

E-learning	6
Reading reference manuals	6
Research	10
Total	50

NO-CODE (INT) 3590		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_MIS_3590	MIS

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

### Prerequisites

None.

### Learning objectives

- null

### Course description

None.

### Assessment / Feedback

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

### Evaluation

None.

### Recommended reading

None.

Work load	
Type of course	Number of hours
Total	

ENVIRONMENTAL MARKETING 2075		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_MKT_2075	MKT

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

### Prerequisites

None.

### Learning objectives

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

### Course description

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

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

### Evaluation

## Recommended reading

### Session 1:

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

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

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

### Session 2:

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

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

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

### Session 3:

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

### Additional resources:

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

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

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

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

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

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

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

## Work load

Type of course		Number of hours
Face to face		
Lecture		10.0

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

SPORT MARKETING 2094		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_2094	MKT

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

### Prerequisites

While it is not compulsory for you to have completed any advanced units in marketing before attempting this course, it is recommended that a basic knowledge of marketing principles to be able to extract value from undertaking this course.

### Learning objectives

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

- 1) Understand and define sports marketing and sponsorship concepts (knowledge).
- 2) Apply sports marketing and sponsorship theory and research to industry practices (knowledge and skill).
- 3) Prepare and evaluate sponsorship activations (competency).
- 4) Prepare and evaluate sports marketing strategies (competency).
- 5) Link real-world issues and practices to class concepts (knowledge and skill).
- 6) Analyze sports marketing problems and offer recommendations (knowledge and skill).

- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information

### Course description

The sports industry is a strong global industry given the global appeal of sports. This course examines aspects of the marketing of sports (to fans) as well as the marketing of any good or service through sports. Students will learn the theory and research pertaining to sports marketing and sponsorship along with how they apply to cases and practices in the sports industry. Examples and cases from international sports (e.g., Olympics, FIFA, UEFA, and the English Premier League) along with American sports (e.g., NFL and NBA) are incorporated within the course.

The course focuses on understanding the motivations of fans and social identity theory in sports. Additionally, the course places special emphasis on understanding sponsorship (and related concepts like activation and ambush marketing) as part of how any brand can use sports as part of its marketing strategy to achieve its marketing objectives.

Specific topics that will be covered include the following:

Marketing through sports: Endorsements  
 Marketing through sports: Sponsorship research and theories  
 Marketing through sports: Sponsorship activation and ambush marketing  
 Consumer (fan) behaviour and sports fandom: Research and theories on motives for following sports  
 Marketing of sports: Marketing strategies for sports properties



### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Written exam												
Nb of hours if written exam		16.0												
2nd session														
Coefficient	50.0	50.0												

### Evaluation

Assessment will include the following:

1) Group assignment, worth 50% of the course grade. Each group will have up to four or five students maximum, depending on the overall class size. For this assignment, the groups should prepare and submit a business report addressing a sponsorship-related topic that will be given prior to the beginning of the course.

All references used for the analysis must be clearly listed, both within the report and at the end of the report in a Reference List. There is no minimum or a maximum number of pages for the report. You should use as many pages as needed to provide a high-quality analysis answering addressing the topic. Points will be deducted for late submissions.

2) Final exam, worth 50% of the course grade. The exam will be a take-home that will be on the assigned date for the final exam for the course. Students will receive the questions by 8:00 AM and will have until midnight to submit them (16 hours).

### Recommended reading

Articles:

1. Dalakas, Vassilis (a): Thank You, Fans: Simple Tips to Show Appreciation to Loyal Fans; Medium: <https://vdalakas.medium.com/thank-you-fans-a704b72d253>
2. Dalakas, Vassilis (b): The Bottlegate of EURO 2020: Cristiano Ronaldo Versus Coca-Cola; Medium: <https://vdalakas.medium.com/the-bottlegate-of-euro-2020-cristiano-ronaldo-versus-coca-cola-8d0c43fce3e9>
3. Dalakas, Vassilis (c): Why Sports Fans Need Villains; The Conversation: <https://theconversation.com/why-sports-fans-need-villains-66725>
4. Dalakas, Vassilis and Aron Levin: The Balance Theory Domino: How Sponsorships May Elicit Negative Consumer Attitudes; Advances in Consumer Research: [https://www.researchgate.net/publication/271014089\\_The\\_Balance\\_Theory\\_Domino\\_How\\_Sponsorships\\_May\\_Elicit\\_Negative\\_Consumer\\_Attitudes](https://www.researchgate.net/publication/271014089_The_Balance_Theory_Domino_How_Sponsorships_May_Elicit_Negative_Consumer_Attitudes)
5. Dalakas, Vassilis, Madeleine Tseng, and Joanna Melancon: Encouraging and Rewarding Customer Loyalty: Key Considerations for Sports Teams; Atlantic Marketing Journal: <https://digitalcommons.kennesaw.edu/amj/vol11/iss1/2/>
6. Loquier, Clara and Vassilis Dalakas: Loyalty Reward Programs by Brands Partnering with Sports

Teams: Do Fans Prefer Team-Related Benefits? Association of Marketing Theory and Practice Proceedings:  
[https://digitalcommons.georgiasouthern.edu/amp-proceedings\\_2021/33/](https://digitalcommons.georgiasouthern.edu/amp-proceedings_2021/33/)

7. Pitt, Leyland, Michael Parent, Pierre R. Berthon, and Peter G. Steyn: Event Sponsorship and Ambush Marketing: Lessons from the Beijing Olympics; Business Horizons (will be emailed).

8. Sutton, Bill: On My Elevator: A New Way to Think about Fan Consumption; Sports Business Journal:  
<https://www.sportsbusinessjournal.com/Journal/Issues/2015/04/13/Opinion/Sutton-Impact.aspx>

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	12.0
Reading reference manuals	4.0
<b>Total</b>	<b>40.0</b>

Working in a group, you will work on an assignment that will be presented as a written report. You will also undertake an examination after the course is completed. Each of these assessment tasks will be worth 50% of the final overall score.

INTERNATIONAL CONFLICT MANAGEMENT AND PEACE BUILDING 2095		
2023 - 2024	Credit : 2	<b>IÉSEG - School of Management</b>
Class code :	2324_SYL_NEG_2095	NEG

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

### Prerequisites

1. Read three pre-posted articles for preparation
2. Watch following Ted Talk: [https://www.ted.com/talks/severine\\_autesserre\\_to\\_solve\\_mass\\_violence\\_look\\_to\\_locals](https://www.ted.com/talks/severine_autesserre_to_solve_mass_violence_look_to_locals)
3. Critical incident: Identify one international conflict. Describe its main issues and resolution strategies (1 page).
4. Learning goals: It is important to identify in advance of learning specific learning goals you want to achieve by taking this course. List 3-5 goals and the rationale for their selection.

### Learning objectives

Identify entry points for peace and security in war-affected societies;  
 Develop an awareness on how business as a peace actor can provide opportunities for peacebuilding and change.

- 1.A Demonstrate an international mindset
- 2.C Generate sustainable solutions for organizations
- 3.C Organize change management processes
- 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

This course will provide students with the theory and practice to engage in international conflict management. It situates the discussion in the aftermath of violent conflict and therefore puts emphasis on the ending of hostilities and the consolidation of short-term peace and long-term nation-building. Students will explore the many levels and multi-dimensional scopes of international mediation, incl. tactics, actors, and dynamics at the negotiation table. Based on applied theory and case studies provided by the course instructor, students will be immersed in the complexities of conflict resolution and peace building on an international scale. Whether Darfur, Syria, Myanmar, or Colombia, students' awareness and understanding of interdependent issues at the international level will be raised.

### Assessment / Feedback

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

2nd session														
Coefficient	40.0	40.0	20.0											

### Evaluation

Via Email> p.darocha@ieseg.fr

Feedback will be given within 24 hours of the receipt of a query.

### Recommended reading

1. Fisher, R., Ury, W. & Patton, B. (1991). Getting to Yes: Negotiating agreement without giving in, 2nd edition. New York: Penguin.
2. Da Rocha, J.P. (2017). The International Mediator: A Handbook, Lambert LAP Publishing, ISBN-13: 978-620-2-00836-5
3. Da Rocha, J.P. (2019). The International Mediator – A Handbook, (French, Peter Lang Publishing), ISBN: 978-1-4331-6982-3
4. Da Rocha, J.P (2020). The Changing Nature of International Mediation – Special Issue Global Policy, doi:10.1111/1758-5899.12683
5. Da Rocha, J.P (2016). Mediating international conflict – Challenges and opportunities, BPC Policy Brief, Vol 4(1), Jan-April 2016, Rio de Janeiro: BRICS Policy Center.
5. Select readings and case studies

### Work load

Type of course	Number of hours
Directed work	0.0
Coaching	0.0
E-learning	2.0
Reading reference manuals	10.0
Research	10.0
Distance learning	

remote videoconferencing	16.0
remote seminar	2.0
<b>Total</b>	<b>50.0</b>

Due to the topic, preparatory work and coming prepared to each class relies heavily on students' ability and capacity to provide informed inputs. Thus, the number of total hours is the minimum benchmarks for students to be able to browse, research and to digest the information.

SALES & BUSINESS MANAGEMENT 2699		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_2699	NEG

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

### Prerequisites

No

### Learning objectives

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

### Course description

- 1) Foundations of Value = sales intelligence
  - 1.1. Knowledge of salesperson's firm
  - 1.2. Knowledge of salesperson's internal network/ecosystem
  - 1.3. Knowledge of customer's firm
  - 1.4. Knowledge of customer's network/ ecosystem
- 2) Validate value with the customer
  - 2.1. SPIN selling
- 3) Define the value proposition
  - 3.1. Value definition
  - 3.2. Value Pricing
  - 3.3. Value proposition
- 4) Communicate the value proposition
  - 4.1. Social influence
  - 4.2. Use of emotions
  - 4.3. Present the solution

### 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	50.0	50.0												

### Evaluation

Oral feedback will be provided at each step of the team project:

- 1) Identification of firm & customer firm
- 2) Customer intelligence gathering
- 3) SPIN Questioning
- 4) Value proposition

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16
<b>Independent study</b>	
Personnal work	14.0
Collective project	10.0
Research	10.0

Total	50.0
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SERVICE FAILURE AND RECOVERY IN BUSINESS 3265		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_3265	NEG

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

### Prerequisites

Basic understanding of marketing management

### Learning objectives

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

- Understand the service failure and its specifics pertaining to the situation and context
- Predict the customer intentions, emotions, and behavioural tendencies after the service failure
- Understand the various customer recovery strategies and tactics available
- Critically analyse and select the suitable customer recovery strategies and tactics suitable to the situation and context
- Learn the consequences of successful and unsuccessful customer recoveries
- Apply the service failure and customer recovery concepts to real-life service failure situations in different contexts

- 6.A Thoroughly examine a complex business situation

### Course description

Course Objectives: The course aims to expose students to service failure situations in different contexts (i.e., B2C, B2B, etc.) and help them understand the need to adapt the customer recovery strategies and tactics fitting to different situations and contexts. The customer recovery mix (i.e., tools to recover customers) will be understood, analysed, and applied to different situations and contexts, thereby giving the students critical thinking skills to face the service failures.

Day 1, Session 1, 2 hrs. duration

Topic: Introduction – Service Failure, Types, Sources, Situational Factors, Contexts

- Textbook readings to complete before the class: Ch. 1, 2, and 3
- Teaching Method: Lecture-cum-discussion

Day 1, Session 2, 2 hrs. duration

Topic: Customer Emotions and Behavior during and after Service failure

- Textbook readings to complete before the class: Ch. 4, and 6
- Teaching Method: Lecture-cum-discussion

Day 2, Session 3, 2 hrs. duration

Topic: Customer Recovery for Single and Double Deviation, Strategies and Tactics for Customer Recovery

- Teaching Method: Lecture and Class Exercise

In-class Exercise: Excerpts for single and double deviation complaints and recoveries will be analysed, and tactics will be identified.

Preparation before the class: Loo, P. T., Boo, H. C., & Khoo-Lattimore, C. (2013). Profiling service failure and customer online complaint motives in the case of single failure and double deviation. *Journal of Hospitality Marketing & Management*, 22(7), 728-751.

Day 2, Session 4, 2 hrs. duration

Topic: Service Failure and Customer Recovery on Social Media

- Teaching Method: Case Discussion

Preparation before the class: Solve the Thunderbird School Case - CRM: The Tudor House makes amends (TB0465-PDF-ENG)

Readings to help solve the Case:

Tripp, T. M. and Gregoire, Y. (2011). "When Unhappy Customers Strike Back on the Internet," MIT Sloan Management Review, Spring, Vol. 52 (3)

Jurgens, M., Berthon, P., Edelman, L., and Pitt, L. (2016). "Social Media Revolutions: The Influence of Secondary Stakeholders," Business Horizons, (59): 129-136

Day 3, Session 5, 2 hrs. duration

Topic: Service Failure and Customer Recovery in B2B, Service Recovery Paradox

- Teaching Method: Lecture-cum-discussion and Class Exercise

In-class Exercise: Excerpts for B2B service failures and recoveries will be analysed, and tactics will be identified.

Readings to complete before the class: Service Failures Have Harsh Consequences for B2B Companies By Daniela Yu and Julie Lamski (<https://www.gallup.com/workplace/237728/service-failures-harsh-consequences-b2b-companies.aspx>)

Hübner, D., Wagner, S.M. and Kurpjuweit, S. (2018), "The service recovery paradox in B2B relationships", Journal of Business & Industrial Marketing, Vol. 33 (3): 291-302.

Day 3, Session 6, 2 hrs. duration

Topic: Service Failure and Customer Recovery in E-Tailing

- Readings to complete before the class: Saxena, S., Chawla, V. and Tahtinen, J., 2022. Dimensions of e-return service quality: Conceptual refinement and directions for measurement. Journal of Service Theory and Practice, 32(5), pp. 640-672. <https://doi.org/10.1108/JSTP-09-2021-0191>
- Teaching Method: Lecture and Class Exercise

In-class Exercise: Excerpts for e-tail service failures and recoveries while product returns will be analysed, and tactics will be identified.

Day 4, Session 7, 2 hrs. duration

Topic: Service failure and Customer Recovery using AI-Chatbots

- Textbook readings to complete before the class: Ch. 8
- Teaching Method: Lecture-cum-discussion

Day 4, Session 8, 2 hrs. duration

Topic: Service Failure and Customer Recovery in Different Cultures

- Textbook readings to complete before the class: Ch. 13
- Readings to complete before the class: Obeidat, Z. M., Xiao, S. H., al Qasem, Z., & Obeidat, A. (2018). Social media revenge: A typology of online consumer revenge. Journal of retailing and consumer services, 45, 239-255.
- Teaching Method: Lecture-cum-discussion

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

## Evaluation

Assessment is based on:

1. MCQs In-class Quizzes - 70%
2. Group Project Report Submission - 30%

Group Project Report

Step 1: Identify a firm which uses social media for customer complaint resolution.

Step 2: Analyse the firm's conversation with different customers on social media

Step 3: Conduct your analysis of the effectiveness and efficiency of the firms' responses towards customer complaints using the concepts taught in the classroom.

Step 4: Identify the strategies and tactics used and their frequency of usage.

Step 5: How would have your group responded differently to the customer complaints you analysed?

## Recommended reading

1. TEXTBOOK: Koc, E. (Ed.). (2017). Service failures and recovery in tourism and hospitality: A practical manual. CABI.
2. Harvard Business Publishing Case - CRM: The Tudor House makes amends (TB0465-PDF-ENG)
3. Tripp, T. M. and Gregoire, Y. (2011). "When Unhappy Customers Strike Back on the Internet," MIT Sloan Management Review, Spring, Vol. 52 (3)
4. Jurgens, M., Berthon, P., Edelman, L., and Pitt, L. (2016). "Social Media Revolutions: The Influence of Secondary Stakeholders," Business Horizons, (59): 129-136
5. Loo, P. T., Boo, H. C., & Khoo-Lattimore, C. (2013). Profiling service failure and customer online complaint motives in the case of single failure and double deviation. Journal of Hospitality Marketing & Management, 22(7), 728-751.
6. Service Failures Have Harsh Consequences for B2B Companies By Daniela Yu and Julie Lamski  
<https://www.gallup.com/workplace/237728/service-failures-harsh-consequences-b2b-companies.aspx>
7. Hübner, D., Wagner, S.M. and Kurpjuweit, S. (2018), "The service recovery paradox in B2B relationships", Journal of Business & Industrial Marketing, Vol. 33 (3): 291 302.
8. Saxena, S., Chawla, V. and Tahtinen, J., 2022. Dimensions of e-return service quality: Conceptual refinement and directions for measurement. Journal of Service Theory and Practice, 32(5), pp. 640-672. <https://doi.org/10.1108/JSTP-09-2021-0191>
9. Obeidat, Z. M., Xiao, S. H., al Qasem, Z., & Obeidat, A. (2018). Social media revenge: A typology of online consumer revenge. Journal of retailing and consumer services, 45, 239-255.

## Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0

Personnal work	6.0
Collective project	6.0
Reading reference manuals	17.0
Research	5.0
Total	50.0

SUPPLY CHAIN DEVELOPMENT 2231		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_OPS_2231	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S2	L_P	English

### Prerequisites

None.

### Learning objectives

Appraise the critical issues faced by different organisations; demonstrate how to select the priorities for supply chain performance improvement and plan the means to bring about that improvement.  
 Have confidence to deal with the management of change in supply chain through understanding the critical transitions of both processes and people.

- 2.C Generate sustainable solutions for organizations
- 2.A Assess the values of the organization in which they work
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields

### Course description

Supply chain development relates to the heart of many organisations; the part which generates value for customers through manufacturing, logistics, or service delivery. The development of supply chain strategy within the organisation has been traditionally viewed as the missing link between operational activities and the realisation of the firm's business strategy. In many business sectors SC development has now become commonly used to answer the key question, 'how can supply chain contribute to the competitive advantage of the business?' Its purpose is to use the particular strengths that have been developed, or plan to be developed, within operations and SC as competitive weapons for the achievement of the overall aspirations of the business. It is about creating the operating competencies and capabilities the business may need now and in the future.

The module draws on key academic contributions in the area as well as our experience with supply chain across a wide range of sectors relating to both service and manufacturing Operations. The principles introduced apply to organisations in public, private, and not-for-profit sectors. The first sessions introduce a framework for linking Corporate and supply chain Strategy and provide the structure for the rest of the module. We then move on to supply chain analysis. A significant part of the module examines current approaches to supply chain performance improvement such as quality management (including 6 Sigma). lean and agile thinking and Innovation management

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

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

## Evaluation

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## Recommended reading

- Alan Harrison; Heather Skipworth; Remko Van Hoek; James Aitken (2019) Logistics Management and Strategy - Competing through the supply chain
- Slack, N., and Brandon-Jones, A., (2019) "Operations Management", 9th Edition., Harlow, England, Pearson.

## Work load

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

Total	50.0
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GAME THEORY FOR BUSINESS STRATEGY 2083		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_STS_2083	STS

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

### Prerequisites

This is an advanced course and students should have a good understanding of the basic functional courses like marketing, finance and operations. Students who sign up for this course, should also have, at the very least a basic knowledge of the key concepts of strategic management. The course requires considerable out of the box thinking and therefore a good grounding in rational thinking and a natural ability to do extensive analysis will be a distinct advantage. It is imperative that they are willing, and able, to study (and then analyze) academic texts on their own. The ability to ask critical questions and to pursue independent work is essential for success in this course.

### Learning objectives

At the end of the course, the student should be able to: understand the role of game theory in development of business strategies

- identify key issues and predict outcomes in rational situations
- structure business situations using game-theoretic models which could be used in the decision making process
- work through higher levels of complexity of thinking, analyzing and reasoning
- understand the dynamics of inter-firm interactions
- enhance their ability to think critically

- 3.B Propose creative solutions within an organization

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

- 5.D Make effectual organizational decisions

- 6.A Thoroughly examine a complex business situation

### Course description

Classification of games and use of game theory in business strategy Distinguishing games from decisions

Extensive form games and rollback equilibrium

Prisoners' Dilemma

Zero sum games Nash Equilibrium

Commitment and Credibility

Private and Public auctions

### 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	20.0	30.0	50.0											

### Evaluation

The assessment would be a combination of continuous assessment through participation in class and group project assignments that will allow assessment of application of concepts covered in class. The students will present their solutions in class and get feedback. There will be a final exam that will comprehensively assess the learnings from the course.

### Recommended reading

Martin Osborne "An Introduction to Game Theory" OUP (optional)

A set of reading material will be provided

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	6.0
Collective project	10.0
<b>Independent work</b>	
Reading reference manuals	18.0
<b>Total</b>	<b>50.0</b>



ADVANCED STRATEGY & NEW MANAGEMENT THEORIES 2084		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_STS_2084	STS

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

### Prerequisites

Students will be required to do a considerable amount of reading and to contribute intelligently to class discussion. Students should have knowledge of the basics of organisation theory and have taken at least (!) one introductory course to strategy. Another imperative prerequisite is a willingness to read, and discuss, a set of articles and book chapters. Good knowledge of current business and political events is definitely helpful for success in this course.

### Learning objectives

after completion of the course, students will...

- understand the notion of dynamic, complex organisational systems
  - breakdown complex organisational problems using the appropriate methodology
  - predict how business and economic cycles could affect organisational strategy
  - thoroughly examine a complex business situation
  - discuss the "new" meanings of control, management, and strategymaking
  - realise the limits of any notions of "strategy" and "planning"
- 
- 1.A Demonstrate an international mindset
  - 1.C Communicate effectively in English
  - 2.C Generate sustainable solutions for organizations
  - 3.A Breakdown complex organizational problems using the appropriate methodology
  - 3.B Propose creative solutions within an organization
  - 3.C Organize change management processes
  - 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 post-modern business environment makes it increasingly difficult for managers to pursue the kind of strategies that might have been the base for a firm's success ten or twenty years ago. This course will investigate the meaning of a hyper-dynamic environment both inside and outside the organisation, and will critically discuss the implications for strategy-making, "muddling through", and the role of the individual in such a demanding, and ultimately unpredictable, environment. This course will introduce students to the principles of process thinking and draw heavily on the tenets of Systems Theory.

### 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												
Nb of hours if written exam														
2nd session														
Coefficient	80	20												

### Evaluation

Feedback on course performance and the final essay will be given to each student by e-mail or via Skype (student's choice)

### Recommended reading

Stacey, Ralph D.; Strategic Management and Organizational Dynamics. The Challenge of Complexity. Fifth Edition. Prentice-Hall, (reference copies in library Bâtiment B)

Stacey, R. D. (1995). The Science of Complexity: An Alternative Perspective for Strategic Change Processes. Strategic Management Journal (1986-1998), 16(6), 477.

Cunha, M. P. e., & Cunha, J. V. d. (2006). Towards a complexity theory of strategy. Management Decision, 44(7), 839-850.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Individual project	10.0

Reading reference manuals	12.0
Total	50.0

CONTEMPORARY ISSUES IN FINANCIAL MANAGEMENT CONTROL 1763		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ACC_1763	ACC

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

### Prerequisites

Basic knowledge in management control (cost calculation, budgeting...)  
 Knowledge and use of accounting softwares  
 Professional ethics and compliance

### Learning objectives

- Know about, and analyze, the latest issues/debates in management control and accounting.  
 Guide decisions under uncertainty and manage risks  
 Use management control as a promoter to innovation  
 Understand Business Intelligence (BI) concepts and capabilities  
 Behave with integrity and ethics
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
  - 6.B Synthesize multifaceted information from various sources across different functional fields
  - 4.B Compose constructive personal feedback and guidance
  - 3.C Organize change management processes
  - 2.A Assess the values of the organization in which they work
  - 5.C Employ state-of-the-art management techniques
  - 6.A Thoroughly examine a complex business situation
  - 5.B Construct expert knowledge from cutting-edge information
  - 5.A Predict how business and economic cycles could affect organizational strategy
  - 4.C Convey powerful messages using contemporary presentation techniques
  - 4.A Appraise the performance of a team
  - 3.B Propose creative solutions within an organization
  - 3.A Breakdown complex organizational problems using the appropriate methodology
  - 2.C Generate sustainable solutions for organizations
  - 2.B Solve professional dilemmas using concepts of CSR and ethics
  - 1.C Communicate effectively in English
  - 1.B Successfully collaborate within a intercultural team
  - 1.A Demonstrate an international mindset

### Course description

The evolution of the French CFO's since the 1980s: competencies, roles and interlocutors  
The "Open Controlling", a disruptive evolution for the economic management of innovative projects.  
Decision making under uncertainty: incorporate probabilistic thinking into financial models and business decisions (Decision tree + MonteCarlo simulation).  
Business intelligence and management control : understand the current state of BI, capabilities and benefits obtained from those tools

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

Evaluation
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Recommended reading
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None.

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	14.0
Collective project	20.0

Total	50.0
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TESLA THE DISRUPTOR 2697		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_ACC_2697	ACC

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

### Prerequisites

- Financial accounting and financial analysis fundamentals
- Corporate strategy, marketing and financial markets basics
- An interest in engineering, energy transition and social media

### Learning objectives

Starting from a given industry and company, being able to understand the fundamental economic laws at play in order to better depict other large-scale disruptive phenomena.

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 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 car and energy markets combined are estimated to weigh +/- 6 tn\$ globally, with century-old multinational companies dominating the game. Environmental concerns about climate change and technological advancements in the electric battery field among other factors are putting these titans in front of the biggest challenge of their existence: to reinvent their own business models or disappear.

In this course, we are going to focus on Tesla, the company leading the disruption of the transport and energy markets.

In order to fully comprehend the profound changes at play, we will use some basic engineering concepts from physics and manufacturing and see how they fuel economies of scale which in turn are visible in the financial performance of a company. Disruption will be studied, with examples and the laws that underpin it, to show how Tesla fits this scheme, and what to expect in the future. Marketing and HR will also come in handy as this company does things very differently on these matters too.

This open-elective course targets students that are eager to understand how Tesla operates, and what lessons can benefit other fields. It will help them make informed decisions about their business careers, and sharpen their analytical and critical thinking skills, as we will also study the drawbacks within this model.

A good understanding of financial accounting, financial analysis, corporate strategy, and financial markets is necessary for students to navigate this highly transversal course; a passion for technology, disruption, and lots of curiosity is also a plus!

### 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	Group project												
Nb of hours if written exam	2.0													
2nd session														
Coefficient	50.0	50.0												

### Evaluation

- Individual (MCQ and final exam) – 50%
- Group project – 50%

### Recommended reading

Recommended books, YT channels and Twitter accounts are (not limited to) the following:

Books:

- “Elon Musk” – Ashley Vance
- “How Elon Musk’s Tesla Sparked an Electric Revolution to End the Age of Oil” - Hamish McKenzie (or “La Révolution Tesla” in French)
- “The Innovator’s Dilemma” – Clayton C. Christensen

Youtube channels:

- Tesla Daily, Rob Maurer - <https://www.youtube.com/c/TeslaDaily?app=desktop>
- BestinTesla, Lars Strandridder - <https://www.youtube.com/@BestInTESLA>

Twitter accounts:

- @alex\_avoigt
- @TeslaBoomerMama
- @TroyTeslike

### Work load

Type of course	Number of hours
Interactive courses	16
Personnal work	12.0
Collective project	12.0

Independent work	
E-learning	10.0
Total	50.0

ROBOTIC PROCESS AUTOMATION (RPA) FOR BUSINESS 2698		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_ACC_2698	ACC

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

### Prerequisites

Basic knowledge of finance, accounting and business.

ATTENTION requires a PC or laptop with Windows 10 or 11 Operating System. NOT suitable for MAC.  
 Hardware requirements: 4-core 64 bit CPU or better, 8 Gb of RAM or better, at least 10gb of free disk space  
 Software requirements: Windows 10 or 11 OS, latest version of MS Office, latest version of web browser (Edge, Firefox or Chrome)

### Learning objectives

At the end of the e-learning course, the student should be able to: 1. Understand how RPA can be used to satisfy organizational information needs; 2. Identify opportunities to solve organizational problems through the use of RPA; 3. Collect and analyse unstructured data pertaining to various business processes; 4. Synthesize the analysis of a business process and formulate recommendations about business process improvement thanks to RPA

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

### Course description

ATTENTION requires a PC or laptop with Windows 10 or 11 Operating System. NOT suitable for MAC.  
 Hardware requirements: 4-core 64 bit CPU or better, 8 Gb of RAM or better, at least 10gb of free disk space  
 Software requirements: Windows 10 or 11 OS, latest version of MS Office, latest version of web browser (Edge, Firefox or Chrome)

This is a full e-learning course. The course will rely on the UiPath RPA solution platform and will cover the following topics:

1. Intro to RPA and getting started with StudioX
2. Hands-on automation with StudioX
3. RPA in Finance and Accounting
4. Business Process Analysis

### 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	40.0	60.0												

### Evaluation

Continuous assessment and group project. Feedback will be communicated for each assessment, via personalized email or audio.

### Recommended reading

Will be communicated in due time.

### Work load

Type of course	Number of hours
Personnal work	34.0
E-learning	16.0
<b>Total</b>	<b>50.0</b>



FUNDAMENTALS OF FIRM VALUATION 1765		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ACC_1765	ACC

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

### Prerequisites

- KNOWLEDGE OF INTERMEDIATE FINANCIAL AND ECONOMIC CONCEPTS SUCH AS TIME VALUE OF MONEY, INTEREST RATES, EQUITIES AND BOND PRICING
- HIGH LEVEL ACCOUNTING KNOWLEDGE AND ABILITY TO INTERPRET ALL FINANCIAL STATEMENTS
- SHOULD HAVE KNOW-HOW IN PLATFORMS LIKE THOMSON REUTERS AND BLOOMBERG ALTHOUGH THESE WILL ALL BE LEARNED IN CLASS
- HIGH COMPETENCE IN EXCEL
- AT LEAST 2 DEVICES (1 LAPTOP PLUS A MOBILE DEVICE FOR COMMUNICATING WITH GROUPS)

### Learning objectives

#### SPECIFIC OBJECTIVES:

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

- Critically describe the characteristics of standard valuation techniques
- Use Eikon analytics and extract data for determining enterprise or equity value
- Estimate the cost of various sources of financing raised by a firm
- Assess the sensitivity of value estimates to the model assumptions
- Build a spreadsheet valuation model in Microsoft Excel and link it to real-time data

- 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
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.A Thoroughly examine a complex business situation
- 5.B Construct expert knowledge from cutting-edge information
- 5.A Predict how business and economic cycles could affect organizational strategy
- 3.A Breakdown complex organizational problems using the appropriate methodology

### Course description

#### Course Outline

1. Introductory thoughts on valuation
2. A review of financial statements
3. Market Multiples
4. The enterprise and equity values
5. Cash flows: Definition and discounting
6. Building growth forecasts
7. Estimating the cost of capital
  - a. Equity risk and the cost of equity
  - b. Default risk and the cost of debt
  - c. The cost of preferred stocks
  - d. The weighted average cost of capital

## Concluding remarks

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

Evaluation
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Recommended reading
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### Main text:

Damodaran, A.: 2012, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, 3rd Edition, John Wiley and Sons, Inc. (ISBN: 978-1-118-13073-5, [www.damodaran.com](http://www.damodaran.com))

### Suggested Readings:

Titman, S. and Martin, J. D.: 2007, Valuation: The Art and Science of Corporate Investment Decisions, Addison-Wesley (ISBN: 0-321-33610-0)

Koller, T., Goedhart, M. and Wessels, D.: 2005, Valuation: Measuring and Managing the Value of Companies, John Wiley and Sons, Inc. (ISBN: 0-471-70218-8)

Work load
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Type of course	Number of hours
Face to face	
Lecture	16.0
Coaching	4.0
Collective project	15.0



Individual project	15.0
Distance learning	
remote videoconferencing	10.0
Total	60.0

AUDIT DATA ANALYTICS 2409		
2023 - 2023	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ACC_2409	ACC

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

### Prerequisites

-Knowledge of audit techniques is compulsory (this is an advanced audit course). Therefore, students must either be from the ACCA major or have followed the master elective course "fundamentals of auditing".

-Knowledge of basic statistics

-Knowledge of intermediate-level financial accounting and reporting

### Learning objectives

-revise, deepen and apply key Audit concepts  
 -master the appropriate techniques and display expertise in audit data analytics using an Audit software  
 -analyze and solve complex problems with the appropriate methodology  
 -produce professional quality documents

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

- 1.C Communicate effectively in English

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

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

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

- 3.A Breakdown complex organizational problems using the appropriate methodology

- 6.A Thoroughly examine a complex business situation

### Course description

Throughout the sessions, students will use IDEA, a well-known ADA platform used in audit firms.

1. Presentation of Audit Data Analytics and its importance in audit missions.

2. Reminder on audit planning

3. Then, a single, large case will allow students to:

a. Conduct the audit of account receivables

b. Conduct the audit of account payables

c. Conduct the audit of inventory

At each stage, the writing of an audit report will end the session.

Preparatory work will be asked regarding key audit concepts.

### 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	75	25.0												

### Evaluation

Assessment will consist of three group audit reports, complemented by two MCQ and participation. Audit report will be assessed as if student where an audit team delivering their report to their manager. In particular, one MCQ will be devoted to validate personal work before the course.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	2.0
Directed work	14.0
Personnal work	34.0

Total	50.0
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SOCIAL INNOVATION AND ENTREPRENEURSHIP 1207		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_ENT_1207	ENT

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

### Prerequisites

FULL E LEARNING COURSE.

### Learning objectives

At the end of the course, the student should be able to: -Develop new skills for being a changemaker i.e able to innovate in the current world to adress some global issues and bringing social value - Managing the escalating change into value creation and impact from differents perspectives : corporate business, citizenship, public services, ? - Master new postures in a word of a permanent change : leadership, entrepreneur, agile manager, persuasive in front different audiences (strategist, finance and volunteers)

- 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
- 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

\*Module 1 : the world is a world of escalating change requires to change paradigm in terms of thought and mainly acting : questioning the world today is a first necessary step \*Module 2 the new posture of changemaker seems to be the unique answer today for developping impact and social value : what does it mean ? Developping new way of seing, learning and doing is the key for understanding that now there are no more preconceived but only emergent solutions \*Challenge 1 : CSV with big company Invite the business world to be a partner of your project by showing them the created social value hidden and your ability to reveal it. Mastering the added value for both sides by dealing a co creating agreement based on the win win strategy. Will you convince a big company to follow you without loosing your soul ? \*Challenge 2 : Money from foundations raising money with the help of foundation and philanthropy strategy : skills to give proof of the impact, the social return of investment and measuring it. All is in the metrics and the enligment of the social benefits of your action. Will you succeed in it ? \*Challenge 3 : belonging to the Social entrepreneurship ecosystem Important to be part of the ecosystem and be known and recognized by the common people as an actor and a leader in the sector. But for that, you must offer a brand perspective which is attractive enough to turn simple citizen into volunteers, ambassadors and members of your project : Ready to create a new culture coupling fun and commitment ?

### Assessment / Feedback

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

### Evaluation

None.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Collective project	16.0
Independent work	
E-learning	35.0

Total	51.0
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FUNDAMENTALS OF BANKING & INSURANCE 1107		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_1107	FIN

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

### Prerequisites

Finance fundamentals, Introduction to financial markets

### Learning objectives

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

- understand the structure and the evolution of both the banking and insurance industries (AACSB Learning Goal)
- define the role of banks and insurance firms in the financial system and in the economy (AACSB Learning Goal)
- understand the different types of risk that banks and insurance firms face
- appraise suitable qualitative and quantitative data or characteristics to assess banks and insurance firms' performances and risks
- develop a critical view of the banking industry and assess the current issues related to two industries (AACSB Learning Goal).

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This course delivers an introduction to the economics of banks and insurance firms. The structure puts particular emphasis on the modus operandi of commercial banks, whereas it provides a more general overview of the functioning of both investment banks and insurance firms. It is structured around three main topics. It starts with a general description of financial intermediaries (types, role in managing information asymmetry issues, exposure to risks). The second topic is dedicated to the analysis of banks and insurance firms' balance sheets, as well as some specific banking activities such as loan commitments and securitization. Lastly, the course tackles the different types of risk in banking with a focus on interest risk, credit risk, and liquidity risk. A companion analysis is provided for insurance firms.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type of test	Multiple choice questions	Case study	Written exam											
Nb of hours if written exam	1.0	2.0	1.0											
2nd session														
Coefficient	30.0	30.0	40.0											

### Evaluation

Feedback will be provided in the form of in-class MCQs and on-line MCQs that will be discussed as part of the four teaching days. The Assessment will take the form of quizzes and one final exam with theoretical and practical questions in which students will be asked to define, apply and use concepts learned in class to develop a critical view of both the banking and insurance industry.

### Recommended reading

Casu, B. Girardone, C. and Molyneux P. (2015). Introduction to Banking. Pearson Education, 2nd edition.  
 Saunders, A. (2015). Financial Markets and Institutions. McGraw-Hill Education, 6th edition.  
 Mishkin, F. (2013). The economics of money, banking, and financial markets. Pearson Education Inc./Addison-Wesley, 10th edition.

### Work load

Type of course	Number of hours
<b>Face to face</b>	
Lecture	16.0
Personnal work	20.0
Reading reference manuals	14.0

Total	50.0
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Theory, Exercises, Cases

WORKING CAPITAL MANAGEMENT 1112		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_1112	FIN

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

### Prerequisites

Knowledge of present value and future value; risk assessment and measurement; basic familiarity with financial statements. Typically, a student taking this course would have taken basic courses in financial accounting, managerial finance and statistics

### Learning objectives

At the end of this course, the student will be able to:

1. Analyze the effects of working capital policies on equity value and default risk.
2. Design asset-specific working capital policies (cash, inventory, etc) given the characteristics of the industry and firm
3. Determine the best ways to raise and invest short-term funds
4. Design a comprehensive optimal working capital policy for the firm

- 1.C Communicate effectively in English
- 5.A Predict how business and economic cycles could affect organizational strategy
- 2.C Generate sustainable solutions for organizations
- 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
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization

### Course description

None.

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

Nb of hours if written exam				2.0										
2nd session														
Coefficient	30.0	20.0	10.0	40.0										

### Evaluation

Team assignments (two), group project (with presentation), final exam.

### Recommended reading

Short-term Financial Management, 6th Edition, Matthew Hill, Terry Maness and John Zietlow, Cognella Publishing, 2022. ISBN 978-1-5165-9524-5

A course package will be provided to students.

### Work load

Type of course	Number of hours
Lecture	16.0
Collective project	24.0
Research	10.0

Total	50.0
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FINANCIAL ENGINEERING 1768		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_1768	FIN

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

### Prerequisites

There is no prerequisite for this course

### Learning objectives

Pedagogical Objectives:

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

1. Understand the basic principles of financial engineering and their application to corporate finance.
2. Analyze and structure complex financial transactions.
3. Value corporate entities using quantitative methods.
4. Create financial models to simulate various scenarios and evaluate financial strategies.

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

- 1.B Successfully collaborate within a intercultural team

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

### Course description

Day 1: Structured Finance (4 hours)

- Introduction to structured finance
- Types of structured finance products
- Securitization and asset-backed securities
- Collateralized debt obligations
- Case study: Structured finance transaction analysis

Day 2: Corporate Valuation (4 hours)

- Introduction to corporate valuation
- Discounted cash flow (DCF) analysis
- Multiples-based valuation
- Terminal value and sensitivity analysis
- Case study: Valuing a publicly-traded company

Day 3: Financial Modeling (4 hours)

- Introduction to financial modeling
- Building a financial model
- Forecasting financial statements
- Scenario analysis
- Sensitivity analysis

Day 4: Advanced Financial Engineering (4 hours)

- Advanced topics in financial engineering
- Mezzanine financing and convertible debt
- Leveraged buyouts and M&A transactions
- Project finance and infrastructure finance
- Case study: Structuring a complex financial transaction

### Assessment / Feedback

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

### Evaluation

For in class activities, we will use a student response system to gather students' results and feedback will be given immediately. Multiple-choice questions will validate students understanding of course material progressively. Additional feedback may be given in class regarding MCQ results depending on class performance. A group work will be proposed by the professor to participate to a deeper understanding of financial engineering concepts through practice and will assess the students' capacity to apply the studied models and techniques.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Lecture	10.0
Interactive courses	6.0
Personnal work	16.0
Collective project	18.0

Total	50.0
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For in class activities, we will use a student response system to gather students' results and feedback will be given immediately. Multiple-choice questions will validate students understanding of course material progressively. Additional feedback may be given in class regarding MCQ results depending on class performance.



AUDITING OF INVESTMENT FIRMS 1775		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_FIN_1775	FIN

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

### Prerequisites

The course builds on the concepts and methods covered in basic financial markets, asset management and auditing courses. As such, it is at the crossing of finance and audit fields.

Students shall be familiar with common financial products, reading annual reports, accounting concepts such as historical cost vs fair value, and the systems of internal/external audits.

Students shall have general knowledge of asset & risk management, stock markets and the business cycle, statistical analysis.

### Learning objectives

- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations

### Course description

The following topics will be covered during the elective:

- key actors inside/outside an investment management firm
- the changing regulatory landscape surrounding investment management firms
- financial, operational & compliance risk assessment, reporting and monitoring
- investment valuation issues
- performance measurement issues
- investor reporting
- prevention and detection of conflicts of interest
- professional standards and best practices related to the investment management services
- fraud cases and fraud detection techniques in the investment industry
- ESG issues

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

2nd session														
Coefficient	30.0	30.0	20.0	20.0										

### Evaluation

Assessment will comprise MCQ, case studies, oral presentations and a group project.  
 Oral general feedback on the MCQ, exercises and case studies will be given in class.  
 Written e-mailed detailed feedback on group case studies will be given to each group.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	16.0
Collective project	18.0
<b>Total</b>	<b>50.0</b>



ALTERNATIVE SOURCES OF FUNDING 1780		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_FIN_1780	FIN

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

### Prerequisites

The student should have some knowledge in Accounting and finance (corporate and market finance, including basic firm valuation methods).

### Learning objectives

- 1.C Communicate effectively in English
- 1.A Demonstrate an international mindset
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

This elective course is part of the Financial Transactions and Corporate Strategy major and will focus on sources of funding a company might use.

Topic covered (indicative list) will include the following

- Equity Private placement: how an entrepreneur should start raising equity ? Would include Sponsors, LMBO, financing series (seeds, serie A,...)
- Financing sources for Corporate Ventures (who are the investors ? crowdfunding,...)
- long-term equity and alike financing (IPO, Secondary, ICOs,...) on its processes and valuation issues
- Long-term debt financing (including bank and bonds, subordinated debt, high yield, vulture funds, Green and social bonds, Hybrid bonds..)
- Real estate: how to value and invest in this alternative to generate funding ?
- short-term financing (Working Capital Management and how to make short-term Financial plannings)

### Assessment / Feedback

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

Nb of hours if written exam														
2nd session														
Coefficient	50.0	30.0	20.0											

Evaluation

Recommended reading

None.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	14.0
Independent work	
Reading reference manuals	10.0
Total	50.0



BLOCKCHAIN FOR BUSINESS 2089		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_FIN_2089	FIN

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

### Prerequisites

None

### Learning objectives

By the end of the training, the participants will be able to:

Assess the viability of blockchain use-cases

Consider the business implications of blockchain

Consider the regulatory implications of blockchain

Understand the workings of public and permissioned blockchains

Understand the potential of blockchain

Assess when blockchain is a good solution and when it is not

Have a toolbox to move forward within your organization

Select the most appropriate blockchain platform depending on the use case

Design blockchain solutions

- 6.A Thoroughly examine a complex business situation
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 5.B Construct expert knowledge from cutting-edge information
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

- Cryptographic concepts
- Consensus mechanisms
- Token types and features
- Smart-contracts
- Different types of blockchains
- Existing business use-cases
- Business and regulatory implications
- Security aspects
- Development of own or proposed use case

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

## Evaluation

In class feedback

## Recommended reading

Bitcoin, the Blockchain and Beyond (J-L Verhelst, 2017)

## Work load

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



Total	50.0
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GLOBAL LABOUR LAW FOR MANAGERS 1126		
2023 - 2024	Credit : 2.0	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_HRM_1126	HRM

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

### Prerequisites

English proficiency.

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

### Learning objectives

At the end of the course, the student should:

Understand the global legal environment of labour.

Exploit the strategic potential in the diversity of domestic employment laws.

Manage discrimination, harassment, and dismissal situations globally.

Comprehend the implications of common clauses found in employment agreements.

Integrate employment law and human rights into CSR policies.

- 1.A Demonstrate an international mindset
- 4.C Convey powerful messages using contemporary presentation techniques
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 3.B Propose creative solutions within an organization

### Course description

1. The global legal environment of labour. Worker's rights in international human right instruments. The role of ILO and international labour standards. EU labour law.
2. Comparative labour law. Using databases for competitive advantage.
3. Characteristics of the employment relationship. The protective principle.
4. Common clauses in contemporary employment agreements (NDA, non-compete, non-solicitation, IPR ownership, etc.)
5. Dealing with discrimination, harassment and dismissals. Whistleblowing protection.
6. CSR, employment law and human rights.

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

Coefficient	20.0	30.0	50.0											
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Evaluation

The professor will provide formative and summative feedback, individually and collectively.

Recommended reading

The professor will provide mandatory and optional readings and audiovisual materials during the course.  
The students do not need to buy any textbooks for this course.

Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	8.0
Collective project	10.0
Reading reference manuals	8.0
Research	8.0
Total	50.0

MANAGING WELL-BEING & WORK-LIFE BALANCE 1717		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_HRM_1717	HRM

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

### Prerequisites

An awareness of organisational behaviour. Some experience and capacity to critically engage with peer reviewed research would be helpful.

### Learning objectives

Understand the relevance of well being in organizations  
 Analyze the individual, relational and organizational impact of well being  
 Apply analytical thinking in identifying organizational issues and critical thinking identify possible corrective actions  
 Understand the definitions of work-life balance and the connected concepts of conflict and enrichment.  
 Develop knowledge on theories related to well being and work-life balance  
 Build awareness of the theory of enrichment between domains and the predictors and outcomes of enrichment.

- 3.B Propose creative solutions within an organization
- 2.A Assess the values of the organization in which they work
- 6.B Synthesize multifaceted information from various sources across different functional fields
- 2.C Generate sustainable solutions for organizations
- 1.C Communicate effectively in English

### Course description

The course will consist of a combination of lecturing, individual presentations, group discussions and case studies.

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

Coefficient	20.0	20.0	30.0	30.0										
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### Evaluation

There will be several ways to provide feedback. Individual participation, questions and answers. Group activities during the sessions. Feedback will be provided during class sessions in response to student engagement in discussions. Group level feedback will be provided for the final written assessment.

### Recommended reading

Indicative reading:

Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), 9-22.

Brough, P., & O'Driscoll, M. P. (2010). Organizational interventions for balancing work and home demands: An overview. *Work & Stress*, 24(3), 280-297.

Li, A., McCauley, K. D., & Shaffer, J. A. (2017). The influence of leadership behavior on employee work-family outcomes: A review and research agenda. *Human Resource Management Review*, 27(3), 458-472.

Campbell, M., & Gavett, G. (2021). What covid-19 has done to our well-being, in 12 charts. *Harvard Business Review*, 10.

Diener, E., & Seligman, M. E. (2004). Beyond money: Toward an economy of well-being. *Psychological science in the public interest*, 5(1), 1-31.

De Neve, J. E., & Ward, G. (2017). Does work make you happy? evidence from the world happiness report. *Harvard Business Review*, 4, 1-7.

### Work load

Type of course	Number of hours
Lecture	8.0
Interactive courses	8.0
Personnal work	4.0
Collective project	7.0
Individual project	7.0
E-learning	2.0
Reading reference manuals	6.0
Research	8.0

Total	50.0
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NEW WORK PRACTISES IN THE DIGITAL AGE 1737		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_HRM_1737	HRM

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

### Prerequisites

Fundamentals of management, organization theory, management of information systems

### Learning objectives

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

- Work in an international and intercultural environment, in a context of digitization, mobility, flexibility and project-based work favored by the use of information technologies;
- Understand the managerial and organizational impacts of new work practices and working arrangements in the digital age;
- Behave ethically and manage responsibly in a globalized, digital and distributed working environment;
- Foster innovation by developing new or creative work practices, working arrangements and modes of management;
- Develop managerial and leadership competences in autonomous, project-based, virtual or distant teams;
- Understand the emergence of new forms of work in the digital age (marked by the collaborative economy and platform-based work);

- 6.B Synthesize multifaceted information from various sources across different functional fields
- 4.B Compose constructive personal feedback and guidance
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 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.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 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
- 4.A Appraise the performance of a team
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.C Employ state-of-the-art management techniques
- 6.A Thoroughly examine a complex business situation

### Course description

This course develops an organizational and managerial approach of new work practices and ways of working in the digital age. It analyzes work transformations (i.e. new work practices and workplace evolutions) in the context of the digitization of our world and the collaborative economy.

Several factors have broken down the nature and form of organizations, as well as their classic boundaries: the increased importance of knowledge work and service industries, the digital revolution & development of information technologies, globalization, evolutions in employee's expectations, as well as mobility issues coupled to costs and space pressures.

These factors, coupled to the covid sanitary crisis, have profoundly disrupted the world of work (towards the development of remote forms of work), and the development of so-called 'new ways of working' ('NWW'). 'New ways of working' impact the social space, territoriality and materiality of organizations and present huge challenges for management and organizations.

We consider in this course that 'new ways of working' require the integrated management of technological, spatiotemporal and organizational cultural changes: i.e. 'Bytes', 'Bricks' and 'Behaviors' (developed in sessions 2, 3, and 4).

This course aims to investigate these transformations in the world of work and to analyze their impacts at the micro level (in terms of management and organization, power and control issues, human relations and teamwork) and macro levels (i.e. sociological, digital, ethical, spatiomaterial dimensions).

Overall, this course aims to better understand the evolutions of the world of work, consider the effects of such evolutions on management practices, and, in the end, analyze what the organization of the future will look like.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Written exam	Continuous assessment	Group report											
Nb of hours if written exam														
2nd session														
Coefficient	50.0	20.0	30.0											

## Evaluation

Regular, oral and written feedback

## Recommended reading

None.

## Work load



Type of course	Number of hours
Lecture	10.0
Interactive courses	10.0
Personnal work	10.0
Collective project	10.0
Individual project	10.0
Outside training	
Company visit	0.0
Total	50.0

STRATEGY FOR INTERNATIONAL BUSINESS DEVELOPMENT 1130		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_IBE_1130	IBE

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

### Prerequisites

Students should have at successfully passed undergraduate economics and marketing course in order to understand basic economic and marketing concepts. Notions of geopolitics are required as well as exposure to international news.

### Learning objectives

Globalization and digitalization on the economy are leaving companies with no choice: they must go international. Large corporations integrated this strategic priority. Still, large number of entrepreneurs are still not comfortable making this strategic move: how and where to sell products or services abroad? This course is dedicated to explore the challenges for going international, the strategies and tools to be implemented to start exporting and then gain additional territories and market shares through channeled partners.

- 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.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 2.C Generate sustainable solutions for organizations
- 5.A Predict how business and economic cycles could affect organizational strategy

### Course description

Course is following a chronologic logic: 1- Going International: What are the export new comers challenges to be addressed 2- International Business development strategic plan construction 3- Identification of channeled partners 4- Building a B to B partnership abroad 5- Ending a partnership: from channeled sales to local implantation

### Assessment / Feedback

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

Nb of hours if written exam		1.0												
2nd session	true													
Coefficient	50.0	30.0	20.0											

## Evaluation

## Recommended reading

Euler Hermes <http://www.eulerhermes.com> ;  
World Economic Forum <https://www.weforum.org/reports>

Digital Marketing (EBG edition)

Authors  
Hollensen  
Kotler  
De Mooij  
Hofstede

## Work load

Type of course	Number of hours
Interactive courses	16.0
Coaching	12.0
Collective project	16.0
<b>Independent work</b>	
Research	6.0

Total	50.0
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By email / phone calls

UNDERSTANDING INDIA FOR BUSINESS 1133		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_IBE_1133	IBE

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

### Prerequisites

None.

### Learning objectives

At the end of the course the student should be able to: - Develop understanding of business environment in India - Differentiate various regions in India and market features in those regions - Become familiar with major companies in various sectors - Become aware of key issues in managing businesses in India - Understand issues related to engaging with various stakeholders for business in India - Develop awareness of ethics, sustainability and social responsibility issues in doing business in India

- 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.A Breakdown complex organizational problems using the appropriate methodology
- 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.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

\* Key characteristics of contemporary Indian society \* The Indian government, politics and bureaucracy \* Indian educational system and skill availability \* Indian values and their applicability to Marketing, HRM etc. \* The Indian markets \* Rural urban divide in India \* Indian styles of management and leadership \* Entrepreneurship and business innovation in India \* Challenges for the expatriate executive in India

### Assessment / Feedback

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

### Evaluation

Feedback for group presentation within the class hours (collective as a class and for individual groups); Individual feedback by appointment for individual project.

### Recommended reading

IESEG online <https://www.ieseg-online.com/>

### Work load

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

Total	50.0
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PRODUCTIVITY & BUSINESS PERFORMANCE ANALYSIS 1747		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_IBE_1747	IBE

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

### Prerequisites

Basic accounting  
 Basic microeconomics  
 Intermediate descriptive statistics  
 Intermediate skills on Excel and data manipulation

### Learning objectives

measure and explain business financial performance, define and measure productivity gains (LO7A)  
 apply microeconomic analysis to decision methods of businesses or other management units. (LO5C, LO7C)  
 bridge economic theory and management in practice (LO5A)  
 use quantitative techniques such as index numbers, productivity accounting, price recoveries (LO5A)  
 apply productivity accounting tools to real managerial data. (LO5D, LO7B)  
 develop a research project within a multi-cultural student group (LO1A)  
 present results in a professional manner (LO1C)

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions

### Course description

The course is divided in two chapters. In the first chapter, performances of DMUs are examined through a decomposition of profit change into quantity and price effects. We present a general methodology based on productivity literature in economics to measure the economic value creation and its distribution among stakeholders. Then, quantitative methodologies such as index numbers are implemented to measure Total Factor Productivity and Price recovery changes over time. In the second chapter, a real world case study applies these productivity accounting tools in an operational and practical manner to US industries over a 32-year period. This study enables to analyze the productive performance of the U.S. economy and the distribution of the fruits of its growth.

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



Type of test	Participation	Group project												
Nb of hours if written exam														
2nd session														
Coefficient	20.0	80.0												

### Evaluation

Continuous assessment = participation (20%) •

Final exam = A real world project is developed in groups of several students (80%)

### Recommended reading

Productive Accounting, The Economics of Business Performance  
Emili Grifell-Tatjé, CA Knox Lovell, Cambridge University Press, 2015

Index Number Theory Using Differences Rather Than Ratios,  
Diewert, W.E. (2005), American Journal of Economics and Sociology, 64(1): 347–395.

An Introduction to Efficiency and Productivity Analysis  
Tim Coelli, D.S. Prasada Rao and Goerge E. Battese, Kluwer Academic Publishers, Seventh Printing, 2005

Productivité globale et compte de surplus, documents du Centre d'Etudes des Revenus et des Coûts, n°55/56, 1980

### Work load

Type of course	Number of hours
Lecture	4.0
Interactive courses	8.0
Coaching	4.0
Personnal work	14.0
Collective project	20.0

Total	50.0
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THE ECONOMICS OF ARTIFICIAL INTELLIGENCE 2412		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_IBE_2412	IBE

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

### Prerequisites

Micro-economics

### Learning objectives

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

1. Identify opportunities for AI within a business context.
  2. Evaluate the potential value, and assessment of inherent risks of AI
  3. The implication of AI for business managers
- 
- 6.A Thoroughly examine a complex business situation
  - 5.C Employ state-of-the-art management techniques
  - 5.B Construct expert knowledge from cutting-edge information
  - 4.A Appraise the performance of a team
  - 3.B Propose creative solutions within an organization
  - 3.A Breakdown complex organizational problems using the appropriate methodology
  - 2.A Assess the values of the organization in which they work
  - 1.C Communicate effectively in English
  - 2.C Generate sustainable solutions for organizations

### Course description

Introduction to AI- what is and what can AI do?

Revisiting Economics. Value, value creation and business models The story of cost, quantities and prices updated

Innovation process, disruptive innovation, and technological shifts in an economic context

Strategic implications of AI: Business strategy , network economics and platforms;

Impact of AI on management and organization of the firm

The role of institutions and AI in: Supply of public goods and services, strategic governmental policies

In-class assessments: Daily on mandatory readings/videos (quiz)

Case study topics :

1. The world's most valuable AI start-up
2. Harnessing data to create value
3. The voice wars
4. Disruptive business models

## Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Participation	Group report	Case study											
Nb of hours if written exam														
2nd session	true	true	true											
Coefficient	20.0	45.0	35.0											

## Evaluation

## Recommended reading

Mandatory :

Agrawal, A., Gans, J., Gooldfarb, A., The (surprisingly) simple economics of AI, HBP, Aril2018

Agrawal, A., Gans, J., Gooldfarb, Managing the machines- the challenge ahead, Rothman Magazine,

Agrawal, A., Gans, J., Gooldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, 8. The Value of Judgment

Brynjolfsson, E;, and McAfee, A., Artificial intelligence; for real; Harvard Business Review, July, 2017;

Canals, J., Cassi,an, B., Sieber, S., Raes, A., How AI will and won't change the way you manage, IESE insight, 38, 2018.

Kietzmann et al. 2020, Deepfake trick or treat, Business Horizons

Kaplan, Andreas & Haenlein, Michael, 2020. "Rulers of the world, unite! The challenges and opportunities of artificial intelligence," Business Horizons, Elsevier, vol. 63(1), pages 37-50.

Milgrom, P., and Tadelis,S., How Artificial Intelligence and Machine Learning Can Impact Market Design

Puthiyamadham, T., How the meaning of digital transformation has evolved, Harvard business review, May, 29, 2017

Sjodin , D., Parida, V., Palmie, M., Wincent, J., How AI capabilities enable business model innovation: Scaling AI through co-evolutionary processes and feedback loops, Journal of Business Research 134 (2021) 574–587

Taneja, H., Maney, K., The end of scale MIT Sloan management review, 59(3), 2018

Wallies, J;, Santiagor, D., The future of growth-AI comes of Age

Optional:

Book

The Data Imperative: How Digitalization is Reshaping Management, Organizing, and Work, Hardcover – 29 Oct. 2020 by Henri Schildt

Articles

Szczepanski, M.,: Economic impacts of AI, European parliament, Briefings, PE637.967 , July 2019

Shrestha, Y., Krishna, V., von Krogh, G., Augmenting organizational decision-making with deep learning algorithms: Principles, promises, and challenges, Journal of Business Research, 12, 2021, 588-603

Perez-Vega, Rodrigo, Kaartemo, Valtteri, Lages, Cristiana R., Borghei Razavi, Niloofar, Männistö, Jaakko : Reshaping the contexts of online customer engagement behavior via artificial intelligence: A conceptual framework, Journal of Business Research, Volume 129, May 2021, Pages 902-910

Chakravorti, B., Bhalla, A., Chatturvei, R., Which countries are leading the data economy, Harvard Business Review, January, 24, 2019

Ng, A., How artificial intelligence and data add value to business, Mc Kinsey global institute , March 2018

Work load	
Type of course	Number of hours
Lecture	16.0
Personnal work	10.0
Collective project	10.0
Individual project	6.0
Independent work	
E-learning	4.0
Research	4.0
Total	50.0

INTERNATIONAL MARKETING IN EMERGING MARKETS 1172		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_1172	MKT

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

### Prerequisites

Students should have the ability to do high-quality secondary research.

Further, they should have strong analytical skills to analyse situations and arrive at creative solutions as well as the ability to do teamwork.

### Learning objectives

- Identify the key characteristics of an emerging market that are of importance to international marketers and derive implications for marketing to these markets.
- Develop an integrated view of a particular emerging market in terms of its operating environment and consumer behaviour.
- Develop a set of recommendations for the development and/or introduction of products and services in emerging markets.
- Assess and synthesise information from various sources and about different fields.
- Analyse and evaluate the relative importance of the cultural element to work in multicultural environments.
- Demonstrate an intercultural open mindset and work efficiently in an international professional environment.
- Make a professional quality oral presentation by using digital tools and based on academic references.

- 2.A Assess the values of the organization in which they work
- 4.B Compose constructive personal feedback and guidance
- 5.A Predict how business and economic cycles could affect organizational strategy
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
- 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
- 4.A Appraise the performance of a team

### Course description

The course enables students to understand the particular challenges and opportunities which emerging markets present for international marketers while focusing on marketing aspects (e.g. 4Ps, PEST analysis). In a first instance, the particular context characteristics of emerging markets will be considered, and students, in multicultural teams, will apply this knowledge to research a specific emerging market. Then, the marketing challenges relating to entering and developing products for emerging markets will be considered.

Emerging market strategies will be analysed. The particular role of technology and its disruptive use in

emerging markets will be considered. The bottom of the pyramid will be studied as a special type of emerging market. Students will reflect on what responsible marketing in emerging markets might entail.

Industry insights (via case studies) will provide concrete examples of how, in practice, they enter and compete in emerging markets.

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	Group project											
Nb of hours if written exam														
2nd session														
Coefficient	20.0	30.0	50.0											

## Evaluation

The course uses three assessment mechanisms:

In-class contribution and test: 20%

Group presentation: 30%

Group report: 50%

## Recommended reading

Cavusgil, S. Tamer, Pervez N. Ghauri, and Ayse A. Akcal. Doing business in emerging markets. Sage, 2012.

Ghauri, P. and Cateora, P. International Marketing. McGraw Hill Education, 2005

Douglas, Susan P., and C. Samuel Craig. "Convergence and divergence: developing a semiglobal marketing strategy." Journal of International Marketing 19.1 (2011): 82-101.

Additional readings and other materials are posted on ieseg-online

Work load	
Type of course	Number of hours
Interactive courses	16.0
Personnal work	9.0

Collective project	10.0
Individual project	2.0
E-learning	4.0
Reading reference manuals	4.0
Research	4.0
<b>Distance learning</b>	
remote videoconferencing	1.0
<b>Total</b>	<b>50.0</b>



ESSENTIALS IN DIGITAL COMMUNICATION 1707		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_1707	MKT

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

### Prerequisites

Basic marketing management. Some knowledge of advertising or marketing communications is helpful.

### Learning objectives

We will explore how to make effective use of the primary tools of digital marketing to enhance brand communications. Specifically, you will learn how to effectively utilize key aspects of paid-owned-earned ("POE") media, display advertising, and influencer marketing to build and support brand communications. Analyzing and creating powerful social media content will be a focal point of the course. We will also compare and contrast digital communication tools with traditional off-line advertising and their complementary usage.

- 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

### Course description

The course will be based on lectures, outside readings and a group project.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Continuous assessment												
Nb of hours if written exam														
2nd session														
Coefficient	40.0	60.0												

### Evaluation

Evaluation will be primarily a group project and secondarily in-class assessment.

### Recommended reading

None.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	12.0
Collective project	12.0
E-learning	4.0
Research	6.0
<b>Total</b>	<b>50.0</b>

DIGITAL LEADERSHIP AND INNOVATION 1713		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_1713	MKT

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

### Prerequisites

None.

### Learning objectives

1. critically reflect on the role innovative technologies play in marketing, organisations and society.
2. critically reflect on the theories underpinning the use of innovative technologies in marketing, organisations and society.
3. exercise judgement to recommend solutions for emerging marketing, organisational, and societal issues around the integration of innovative technologies.
4. utilise marketing technologies to communicate to a range of stakeholders.
5. demonstrate competencies to work effectively in diverse teams.
6. demonstrate the ability to give oral presentations in a clear and coherent manner.
7. demonstrate the ability to produce clear and concise written communication

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

### Course description

In this course, students will learn about a new digital culture and mindset, transformational leadership, and how to define and establish an innovation for a particular target market.

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Group project	Presentation	Individual report	Participation										
Nb of hours if written exam														
2nd session														
Coefficient	50.0	30.0	10.0	10.0										

## Evaluation

The course will be assessed through an industry-focused team project, which includes a 2,000 word report and presentation. Students will also write an individual self-reflection of their learning. A portion of assessment is also allocated to student participation on a day-to-day basis.

## Recommended reading

None.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	10.0
Research	14.0
<b>Total</b>	<b>50.0</b>

ESSENTIALS IN INTERNATIONAL MARKETING 1714		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_MKT_1714	MKT

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

### Prerequisites

This course focuses on the specificities of international marketing. Basic marketing principles will not be covered and, hence, are a prerequisite of this course.

### Learning objectives

- Design, implement and evaluate international marketing strategies
- Analyse the influence of political, economic and socio-cultural elements on the consumers and organisations of various national markets
- Evaluate the attractiveness of specific markets and segments
- Formulate a market entry strategy
- Draft an international marketing plan (product, price, place and promotion)
  
- 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
- 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

This course presents an introduction to international marketing. The topics covered in class include the international marketing context, the selection process of potential international markets and alternative market entry strategies, the development of the international marketing strategy, and the standardization vs. adaptation debate when designing the international marketing mix. In addition to lectures, the course consists of 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. Students will be asked to demonstrate their knowledge in an exam at the end of the course. An active, interactive, and critical approach is fundamental for this course.

### Assessment / Feedback

Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Case study	End of term exam	Participation											
Nb of hours if written exam		2.0												
2nd session														
Coefficient	50.0	35.0	15											

### Evaluation

The course will be evaluated based on the participation, assignments that will be prepared in groups in class and a written exam.

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

### Recommended reading

Hollensen, S. (2019): Global Marketing, 8th edition, Pearson Higher Education

Cateora, P., Money B.R., Gilly, M. C. , Graham, G.L. (2019): International Marketing, 18th Edition, McGraw-Hill Education.

### Work load

Type of course	Number of hours
Interactive courses	16.0
Personnal work	10.0
Collective project	7.0
E-learning	2.0
Reading reference manuals	8.0
Research	4.0

Total	47.0
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NEGOTIATION AND CONTRACT LAW 1187		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_1187	NEG

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

### Prerequisites

Interest in acquiring a legal perspective of contracts. Motivation to participate in class and invest time in private study.

### Learning objectives

At the end of the course, the student should be able to: - Understand how the law of contracts functions in commercial negotiations and relationships in order to negotiate more effectively, to anticipate contract-related problems and to know when and how to liaise with legal counsel. In particular, students should: - Have a practical understanding of the legal system. - Understand the purpose, basic legal elements and terms of a contract and understand how contracts are made. - Be familiar with the legal framework for contracts. - Identify an unenforceable contract and understand the legal remedies in the event of a dispute

- 2.A Assess the values of the organization in which they work

- 1.A Demonstrate an international mindset

- 1.C Communicate effectively in English

### Course description

A skilled negotiator must have a solid understanding of contract law, which lies at the heart of all commercial activity. This foundational course will provide students with insight into the key elements of contract law and negotiations so that they can better manage their commercial relationships and projects. Through in-class discussion and case study analysis as well as take-home assignments, students will learn theory and real-life practice. The course topics will include the legal framework surrounding contracts and the basics thereof such as the formation, performance, breach, termination and interpretation of a contract and the significance of contract towards the parties thereto and third parties. Students will also be introduced to the do's and don'ts of contract drafting.

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		2.0												
2nd session														
Coefficient	20.0	40.0	40.0											



## Evaluation

Students' evaluation includes: 30% based on their class performance (presence, punctuality, participation and preparedness), 35% on in-class group assignments and 35% on final MCQ exam.

## Recommended reading

Further suggested readings may be provided during class and via the internet

## Work load

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

ESSENTIALS OF PRACTICAL NEGOTIATION SKILLS 1191		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_NEG_1191	NEG

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

### Prerequisites

None.

### Learning objectives

At the end of the course, participants would be able to:

- Understand the basics of principled or integrative bargaining strategies, as laid out in the bestselling book *Getting to Yes* (Roger Fisher & William Ury, 1981) and differentiate them from distributive negotiation strategies.
- Apply the processes unveiled in the class role-play scenarios to real-life negotiations, perceived as all processes aiming for mutually beneficial outcomes and the creation/maintenance of long term relationships.
- Conceptualize the ins-and-outs of negotiation and apply these concepts into planning and preparing all kinds of professional negotiations. - Understand the communication processes taking place at and around the negotiation table.
- Identify the variables in the negotiation process which make principled negotiation possible, especially the key behavioral characteristics of the players.
- 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

### Course description

The course will be made of a mix of theory delivered to the students and application exercises, with at least one main role play per day. Those will be based on realistic scenarios and enable participants to practice negotiation in real-life settings. Extended class discussions will be used to guarantee appropriation of the course concepts and the creation of linkages with the participants' own experiences. The course will cover universally applicable negotiation tools, methods and skills. In particular, the following aspects will be presented: integrative (win-win) vs. distributive (e.g. money) negotiation settings, zone of possible agreement, planning and preparation, creativity, communication and process. The objective is to provide students with key analysis grids and tools to better understand negotiation, and hence negotiate more effectively in various settings.

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	Exercise											
Nb of hours if written exam		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

### Evaluation

Students are evaluated based on their performance in negotiation role plays and on their behavior during the course (presence, participation, punctuality, involvement in role plays) and through an exam based both on the course compulsory book and lecture content. Collective feedback will be provided on the different assignments and the negotiation role plays. Whenever applicable, feedback will be related to the learning goals and learning objectives of the course, which will be communicated to all students at the beginning of the course.

### Recommended reading

Class book (Required): Fisher R, Ury W & Patton B. Getting to Yes. Penguin Books ; Lewicki, R.J., Barry B. & Saunders D.M. (2009) Negotiation 6th edition. McGraw Hill.

### Work load

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

Total	50.0
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RELATIONSHIP MANAGEMENT IN EMERGING MARKETS 1740		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_NEG_1740	NEG

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

### Prerequisites

Marketing

### Learning objectives

- differentiate between b2b and b2c marketing
- appreciate the impact that internal and external elements have on b2b purchasing behaviour
- understand the need for b2b firms to coordinate their activities through value chains
- understand how b2b firms are embedded within dynamic b2b networks
- understand and appreciate alternative frameworks for analysing the impact of culture on long-term b2b relationships
- understand the key concepts of trust and social capital within exchange transactions
- describe the key elements of enduring long-term b2b relationships
- appreciate the difficulties in building enduring long-term relationships with exchange partners across national borders

- 1.B Successfully collaborate within a intercultural team

- 1.A Demonstrate an international mindset

- 1.C Communicate effectively in English

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

### Course description

2 x 2 hour lecture/tutorial/seminar per day for four days

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	Case study												
Nb of hours if written exam	2.0													
2nd session	true	true												

Coefficient	40.0	60.0												
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## Evaluation

Written evaluation of case study

Oral response to questions/clarification of teaching material

## Recommended reading

- Ellis, N. 2011. Business-to-business marketing. Relationships, networks and strategies. Oxford University Press.
- Anderson, J.C., Hakansson, H. and Johanson, J. 1994. Dyadic business relationships within a business network context. *Journal of Marketing*, 58(4): 1-15.
- Batt, P.J. and Rexha, N. 1999. Building trust in agribusiness supply chains: a conceptual model of buyer-seller relationships in the seed potato industry in Asia. *Journal of International Food & Agribusiness Marketing*, 11(1): 1-17.
- Batt, P.J. and Purchase, S. 2004. Managing collaboration within networks and relationships. *Industrial Marketing Management* 33 (2004) 169–174
- Halinen, A. and Tahtinen, J. 2002. A process theory of relationship ending. *International Journal of Service Industry Management*, 13(2): 163-180.
- Hingley, M.K. 1995. Power to all our friends? Living with imbalance in buyer-seller relationships. *Industrial Marketing Management*, 34: 848-858.
- Morgan, R.M. and Hunt, S.D. 1994. The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3): 20-38.
- Webster, F.E. 1992. The changing role of marketing in the corporation. *Journal of Marketing*, 56(4): 1-17.
- Wilson, D.T. 1995. An integrated model of buyer-seller relationships. *Journal of the Academy of Marketing Science*, 23(4): 335-345.
- Fletcher, R. and Fang, T. 2006. Assessing the impact of culture on relationship creation and network formation in emerging Asian markets. *European Journal of Marketing*, 40(3/4): 430-446.
- Hofstede, G. 1994. The business of international business is culture. *International Business Review*, 3(1): 1-14.
- Hooker, J. 2009. Corruption from a cross-cultural perspective. *Cross Cultural Management* 16(3): 251-267.
- Schwartz, S.H. 1999. A theory of cultural values and some implications for work. *Applied Psychology: an International Review*, 48(1): 23-47.
- Smith, P.B., Dugan, S. and Trompenaars, F. 1996. National culture and the values of organisational employees: a dimensional analysis across 43 nations. *Journal of Cross Cultural Psychology*, 27(2): 231-264.
- Batt, P.J. 2016. Key success factors in mobilising collaborative farmer groups. In Da Silva, C., Mpagalile, J., van Rooyen, J. and Rizzo, C. (ed). *Enabling more inclusive and efficient food and agricultural systems in Africa*. FAO session at the IFAMA World Forum. 18 June 2014, Cape Town, South Africa. 45-56.
- Batt, P.J. 2008. Building social capital in networks. *Industrial Marketing Management*, 47: 487-491.
- Christy, R., Mabaya, E., Wilson, N., Mutambatsere, E. and Mhlanga, N. 2009. Enabling environments for competitive agro-industries. In da Silva, C.A., Baker, D., Shepherd, A.W., Jenane, C. and Miranda da Cruz, S. *Agro-industries for Development*. CABI and FAO.
- Karhunen, P., Kosonen, R., McCarthy, D.J. and Puffe, S.M. 2018. The darker side of social networks in transforming economies: corrupt exchange in Chinese guanxi and Russian blat/svyazi. *Management and Organization Review* 14:2, 395-419.
- Lyon, F. 2000. Trust, networks and norms: the creation of social capital in agricultural economies in Ghana. *World Development*, 28(4): 663-681.
- Berger, R., Silbiger, A., Herstein, R. and Barnes, B.R. 2015. Analysing business-to-business relationships in an Arab context. *Journal of World Business*, 50: 454-464.
- Shaikh, H.A., Purchase, S. and Brush, G. 2019. Arabic business relationship. *Journal of Business and Industrial Marketing* 34(2): 412-425.
- Yen, D.A., Barnes, B.R. and Wang, C.L. 2011. The measurement of guanxi: introducing the GRX scale. *Industrial Marketing Management*, 40: 97-108.

## Work load

Type of course	Number of hours
Interactive courses	16.0
Collective project	8.0
Independent work	
Reading reference manuals	26.0
Total	50.0

DECISION-MAKING FOR MANAGERS 1845		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
Class code :	2324_SYL_NEG_1845	HRM

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

### Prerequisites

+ It is recommended that students attending the course are able to understand and speak English and that they have a basic knowledge of social cognition theories. It is therefore recommended -- but not required -- that students have taken an introductory course to social and/or cognitive psychology before participating in the course on Decision making for Managers.

### Learning objectives

- + Understand the socio-cognitive processes underlying the decision-making processes of managers.
- + Apply the processes unveiled in the class role play scenarios to real-life decision-making situations.
- + Use scientific knowledge to appraise possible risks in decision-making situations and implement strategies to improve decision-making processes.
- 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

### Course description

The course is highly interactive with many exercises and simulations. The content is learned in a combination of class lectures, practical assignments, simulations, and class discussions.

The following topics will be covered:

- Rules and concepts of decision making in a managerial context
- Heuristics in individual decision-making
- Heuristics in collective decision-making
- + Session 1: Individual decision-making
- + Session 2: Collective decision-making
- + Session 3: Collective decision-making in mixed motive contexts
- + Session 4: Advanced topics

### Assessment / Feedback

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



Nb of hours if written exam			2.0											
2nd session														
Coefficient	20.0	35.0	45.0											

### Evaluation

Students will receive grades for the main assignments. Students will receive personalized feedback on their performance in class and online activities via the Decision-Making Profiler. This feedback will integrate suggestions about concrete strategies to implement in order to improve the way they make decisions.

### Recommended reading

- + Fiske, S. T., & Macrae, C. N. (Eds.). (2012). The SAGE handbook of social cognition. Sage.
- + Stangor, C., Jhangiani, R., & Tarry, H. (2014). Principles of social psychology. BCcampus.

### Work load

Type of course	Number of hours
Lecture	0.0
Interactive courses	16.0
Directed work	0.0
Coaching	0.0
Personnal work	14.0
Collective project	0.0
Individual project	10.0
E-learning	0.0
Reading reference manuals	6.0
Research	0.0
<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>46.0</b>



BUSINESS PROCESS ANALYSIS 1199		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_OPS_1199	OPS

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

### Prerequisites

If you are weak in terms of the below knowledge, Do NOT enroll in this course.

- 1) General knowledge (e.g., compute average);
- 2) Basic math. knowledge (e.g., algebra);
- 3) Substantial knowledge of statistics and probability (e.g., sample size, number of samples, the bell curve of normal distributions);
- 4) Background knowledge of operations/supply chain management; and
- 5) Basic problem analysis skills (e.g., understand the meaning of a text).

### Learning objectives

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

- Design processes to serve customers in a timely fashion while maintaining high productivity,
- Understand the role of demand forecasting and generate forecasts using suitable forecasting techniques,
- Understand and further select suitable quantitative models to control processes such as high product quality can be maintained,
- Understand the reasons for queues often seen in business processes and develop quantitative approaches to reduce queues.
- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.A Appraise the performance of a team
- 4.B Compose constructive personal feedback and guidance
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.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
- 5.B Construct expert knowledge from cutting-edge information

### Course description

Session 1: Process analysis and selection  
 Session 2: Demand forecasting  
 Session 3: Quality control Part I: statistical process control  
 Session 4: Quality control Part II: process capability  
 Additional: Waiting line management

Assessment / Feedback														
Rated element	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type of test	Individual project	Group project	Participation											
Nb of hours if written exam														
2nd session														
Coefficient	50	30	20											

## Evaluation

Feedback will be given both face-to-face and in written communications.

## Recommended reading

There are no compulsory textbooks for this course. The below books are recommended for reading.

1. Operations Management, (chapter 4 for demand forecasting, supplement 6 for control charts and process capability) J. Heizer and B. Render, Pearson, ISBN 13: 978-0-27-375595-1, ISBN 10: 0-27-375595-1.
2. Operations Management, W.J. Stevenson, 10th Edition, McGraw-Hill/Irwin, 2009, ISBN: 0070091773, 9780070091771. (Other editions are fine as well.) (chapter 2 for productivity, 3 for demand forecasting, 5 for process selection, 10 for control charts and process capability, and 18 for waiting line management)
3. Operations Management for Competitive Advantage with Global Cases, (chapters 5 for process analysis, 6 for process selection, technical note 8 for control charts and process capability) R. B. Chase, R. R. Jacobs, and N.J. Aquilano, McGraw-Hill/Irwin, 2009, ISBN: 0-07-111552-8.
4. An Introduction to Management Science: Quantitative Approaches to Decision Making, D.R. Anderson, Sweeney, D.J., William, T.A., Camm, J.D., and Martin, R.K., 13th Edition, South-Western Gengage Learning, 2011, ISBN-13: 978-1111532222. (Other editions are fine as well.) (chapter 12 for waiting line management) ;

4. IESEG ONLINE IESEG ONLINE

Work load	
Type of course	Number of hours

Interactive courses	16.0
Personnal work	6.0
Collective project	4.0
Individual project	6.0
<b>Total</b>	<b>32.0</b>

CLOSED-LOOP SUPPLY CHAINS & REVERSE LOGISTICS 1201		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_OPS_1201	OPS

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

### Prerequisites

Supply Chain Management course

### Learning objectives

To appreciate sustainability effort in green manufacturing and saving the environment.

- 3.B Propose creative solutions within an organization
- 1.B Successfully collaborate within a intercultural team
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 2.A Assess the values of the organization in which they work
- 5.B Construct expert knowledge from cutting-edge information
- 1.A Demonstrate an international mindset
- 1.C Communicate effectively in English
- 2.C Generate sustainable solutions for organizations
- 3.C Organize change management processes
- 6.A Thoroughly examine a complex business situation
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

### Course description

Lecture  
 Group Discussions  
 Case Study  
 Group Projects

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

Nb of hours if written exam		1.0												
2nd session														
Coefficient	45.0	45.0	10.0											

## Evaluation

Online Feedback/Teaching Evaluations

## Recommended reading

None.

## Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	3.0
Individual project	7.0
<b>Independent work</b>	
E-learning	2.0
Reading reference manuals	10.0
Research	12.0
<b>Total</b>	<b>50.0</b>

There will be quiz/tests, exam, and individual projects as part of the assessment of the student's knowledge.



SUSTAINABILITY MANAGEMENT & REPORTING 1092		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_STS_1092	STS

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

### Prerequisites

None.

### Learning objectives

- Understand how the concept of sustainability can be integrated into strategic management;
  - Understand the methodology of social and ethical accounting, auditing and reporting and of sustainability reporting and assurance;
  - Critically analyse the quality of corporate sustainability reports with reference to international standards (e.g. AA1000 and GRI)
- 
- 6.A Thoroughly examine a complex business situation
  - 2.C Generate sustainable solutions for organizations

### Course description

The core dimensions of sustainability (economic-social-environmental) will be discussed in relation to strategic management of the corporation, showing how a stakeholder oriented approach can help managers to create value in a sustainable way. students will then analyse the logic, methodology and international standards for the practice of social and ethical accounting, auditing and reporting (AA1000) and of sustainability management and reporting (GRI). Finally, students will critically analyze real examples of corporate sustainability reporting, assessing their quality in light of the concepts and methodologies discussed in the course.

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

- R.E. Freeman, J.S. Harrison, A.C. Wicks, B.L. Parmar and S. de Colle (2010), Stakeholder Theory: The State of the Art, (only Chapter 1, pages 3-29 and Chapter 8, pages: 235-264), Cambridge University Press
- S. Zadek. 1998. 'Balancing Performance, Ethics, and Accountability', Journal of Business Ethics 17: 1421–1441
- AA1000 Principles

### Work load

Type of course	Number of hours
Lecture	16.0
Personnal work	8.0
Collective project	5.0
Individual project	5.0
Reading reference manuals	8.0
Research	8.0
<b>Total</b>	<b>50.0</b>

GEOPOLITICS & PROSPECTIVES 3302		
2023 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_DEV_3302	DEV

Level	Year	Semestre	Campus	Language of instruction
Master	-	S2	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

This course is an introduction to the fundamentals of the geopolitics in the business context. The main objective is to give to students a broad perspective on the major geopolitical changes in progress, likely to impact corporate activities.

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

### Course description

Corporate's Geopolitical Environment :

- Geopoliticization of trade: the Trade war and the South/South trade
- Why does the African market represent the market of the future?
- Geopolitics of finance: the decline of the western financial dominance?

Corporate's Geopolitical tools :

- Geopolitics of energy : implications for business decision making
- Geopolitics of renewable resources : deforestation, tensions around water, the appropriation of agricultural land by rich countries...
- Geopolitics of data and Digital data ; a power issue

Corporate's Geopolitics Risks :

- The geopolitical risks for business: boycott, sanctions, embargos, cyberattacks...
- The Supply chains risks
- Geopolitical issues of global warming

### 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

Case Study\*ies review  
Group project discussion

## Recommended reading

- "Hidden Geopolitics: Governance in a globalized world", John Agnew, Rowman & Littlefield Publishers, 2022.
- "Geopolitics: Making sense of a changing world", John Short, Rowman & Littlefield Publishers, 2021
- "Geopolitics: a very short introduction", Klaus Dodds, Oxford University Press, 2019
- "Resource conflict and Environmental relations in Africa", Kelechi Jhonmary Ani, Palgrave Macmillan, 2023
- <https://geographical.co.uk/geopolitics/geopolitics>
- <https://thegeopolitics.com/>
- <https://www.tandfonline.com/loi/fgeo20>
- <https://www.iris-france.org/>
- <https://www.ifri.org/>

## Work load

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

Total	50.0
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POSITIVE LEADERSHIP DEVELOPMENT 1652		
2023 - 2024	Credit : 4	<b>IESEG - School of Management</b>
Class code :	2324_SYL_HRM_1652	HRM

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

### Prerequisites

To participate in this course students should have knowledge of basic concepts in organizational behavior of which an introduction to leadership theory should be an integral aspect. In other words, as this is an advanced class, students are expected to have basic knowledge/understanding of leadership and OB-concepts and theory. Students enlisting for this course should have the ambition to improve their leadership skills, but more specific should be willing to engage in reflection and feedback (giving and receiving).

### Learning objectives

- 4.B Compose constructive personal feedback and guidance
- 4.A Appraise the performance of a team
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 3.C Organize change management processes
- 2.C Generate sustainable solutions for organizations

### Course description

The aim of this class is to develop leadership potential and sharpen leadership competencies through experiential learning: through a series of lectures and exercises. This class develops leadership knowledge, skills, and attitudes in four important leadership domains: task-oriented, relation-oriented, change-oriented, and ethics-oriented leadership. We use a 3D model for leadership development (Leroy-Claeys) that will function as a compass for effective leadership behavior, but will also allow to gain confidence in ones abilities and posture as a positive leader.

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

Coefficient	10	30	30.0	30										
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### Evaluation

Students get feedback while delivering the exercises and assignments in the classroom but a personal coaching session with the professor is also offered.

### Recommended reading

The professors will give specific literature for every module, but as a general suggestions we refer to the world our model relies on

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. The academy of management perspectives. Vol. 26. The academy of management perspectives (pp. 66–85). .  
<https://doi.org/10.5465/amp.2012.0088>

Yukl, G., Gordon, A., & Taber, T. (2002). A hierarchical taxonomy of leadership behavior: Integrating a half century of behavior research. Journal of Leadership & Organizational Studies, 9, 15–32. <https://doi.org/10.1177/107179190200900102>

Leroy, H. et al.(2018), Managing people in organizations: Integrating the study of HRM and leadership. HRMR 28/3, 249-257.

### Work load

Type of course	Number of hours
Lecture	22.0
Personnal work	10.0
Collective project	27.0
Individual project	20.0
E-learning	15.0
<b>Outside training</b>	
Outside visit	6.0

Total	100.0
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PERSONAL DATA PROTECTION AND MANAGEMENT 2586		
2024 - 2024	Credit : 2	<b>IESEG - School of Management</b>
<b>Class code :</b>	2324_SYL_LAW_2586	LAW

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

### Prerequisites

Students must have completed all previous law courses or have a basic understanding of contract law, torts, and company law. Proficient English language skills are also necessary to follow the course.

### Learning objectives

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

- Understand the international framework of privacy law, in general, and the EU personal data protection rules, in particular.
- Learn how to safely acquire, process and transfer personal data.
- Evaluate how a company can comply with the GDPR and professional ethical manner concerning consumer's data.
- Be familiar with best practices to achieve GDPR compliance and minimize legal risk.
- Think out of the box and use privacy and data protection law as a source of competitive advantage (bonus).

- 1.A Demonstrate an international mindset
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.B Construct expert knowledge from cutting-edge information
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 1.C Communicate effectively in English

### Course description

1. The international framework (US, Chinese and EU approaches). Privacy, personal data and human rights.
2. GDPR: key concepts, actors and principles. Scope. Lawful bases for processing. Data controllers and data processors' obligations. Data subjects rights.
3. GDPR: International data transfers. Compliance and fines for breach.
4. GDPR: Future of data protection laws and compliance with the emergence of Artificial Intelligence.
5. Escape Game
5. GDPR: Using privacy and data protection laws for competitive advantage. Employee data rights.

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

2nd session			true											
Coefficient	25.0	25.0	50.0											

### Evaluation

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

### Recommended reading

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

The works mentioned below are suggested for reference.

- European Data Protection, Third Edition, 2023, IAPP (<https://iapp.org/store/books/a191P000003hwKZQAY/>)
- Handbook on European data protection law, 2018 (<https://op.europa.eu/en/publication-detail/-/publication/5b0cfa83-63f3-11e8-ab9c-01aa75ed71a1>)
- Paul Voigt, Axel von dem Bussche, The EU General Data Protection Regulation (GDPR) - A Practical Guide, 2017
- Salami, E. A. (2017). An Analysis of the General Data Protection Regulation (EU) 2016/679 [[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2966210](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2966210)]

Mandatory webinar:

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

### Work load

Type of course	Number of hours
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	

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
Face to face	
Interactive courses	14.6
Independent study	
Personnal work	9.2
Independent work	
E-learning	1.6
Total	25

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
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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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