



SYLLABI

Courses for Incoming Exchange Students

Master PGE

Paris

FALL 2025

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

BUSINESS PROCESS FLOWS 3760		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_OPS_3760	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

The course builds on knowledge acquired in a basic course of Operations Management. The course makes connections to Supply Chain Management, Inventory Management, Quality Management, and Project Management. Simultaneously following (or having followed) courses on these topics is recommended.

Learning objectives

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

- Describe a process,
- Understand the difference between various process architectures,
- Calculate measures to evaluate process performance and understand how they are related,
- Identify factors that affect process performance,
- Manage process variability,
- Analyze how process performance can be improved.

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

6.A Thoroughly examine a complex business situation

5.D Make effectual organizational decisions

Course description

1. Process view of organizations (session 1)
2. Process flow measures (session 2 and 3)
3. Flow time analysis (session 4)
4. Flow rate and capacity (session 5 and 6)
5. Flow variability (session 7 and 8)
6. Process improvement (session 9)

Environmental and social impacts

Case studies and company examples are used to demonstrate practical implications. The students learn to identify non-value-adding activities and waste in a process, and analyze how processes can be improved.

Modèles d'affaires durables

Déchets

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Midterm exam	End of term exam											
Nbre heure si examen écrit		1.0	3.0											
2nd session														
Coefficient	10.0	30.0	60.0											

Evaluation

Exercises are corrected in class and feedback is provided.
 Written feedback and common mistakes will be shared with all students after the midterm and final exam.

Recommended reading

Anupindi, R., Chopra, S., Deshmukh, S. D., Mieghem, J.A. V., & Zemel, E. (2013). *Managing Business Process Flows: Pearson New International Edition* (3rd ed.). Pearson International Content.
 Additional information will be provided via MyCourses.

Work load

Number of hours	Type of course
Face to face	
24.0	Interactive courses
Independent study	
40.0	Personnal work
Independent work	
2.0	E-learning
10.0	Reading reference manuals

Total

76.0



DECISION MODELLING AND ANALYSIS 3758		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_OPS_3758	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Students should have familiarity with basic mathematical concepts (calculus, linear algebra, probability).

Learning objectives

Upon successful completion of this course, students will be able to:

- Understand the fundamental concepts of decision modelling
- Represent a managerial decision-making problem as a mathematical model
- Obtain solutions to such models using optimization software.
- Demonstrate the tradeoffs imposed by multiple objectives for such decisions

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

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

5.D Make effectual organizational decisions

Course description

The course material covers:

- Decision modeling
- Optimization models (linear, integer, nonlinear programming)
- Multi-objective optimization
- Multi-criteria decision making

Environmental and social impacts

Decision modeling can allow organizations to quantify the environmental and social impacts of their choices. For example, when making supplier selection decisions, alternatives can be assessed with respect to the associated transportation emissions, waste generation, and workforce protection of candidate suppliers.

Transformation durable des entreprises

Energie

Développement social

Déchets

Mathematical programming, Multi-objective optimization, Multi-criteria decision making

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

Recommended reading

- Practical Management Science, Wayne L. WINSTON and S. Christian ALBRIGHT
- Introduction to Management Science, Frederick S. HILLIER and Mark S. HLLIER

Work load

Number of hours	Type of course
24.0	Interactive courses
21.0	Personnal work
30.0	Collective project

Total

75.0



STRATEGIC MANAGEMENT 3663		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ACC_3663	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

- Accounting
- Financial analysis
- Introduction to strategic management

Learning objectives

- Identify key performance indicators.
- Analyze the overall performance of an organization.
- Translate strategic diagnostics into forecast plans. Analyze a business model.
- Appreciate the connections between strategy and organization.
- Identify the levers of organizational change.

2.C Generate sustainable solutions for organizations

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

5.B Construct expert knowledge from cutting-edge information

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

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

1.A Demonstrate an international mindset

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

This course aims to provide the essential elements of strategic analysis and place the organization in its environment to formulate strategic choices.

Management control is used as a tool for diagnosis and strategy selection.

The management control takes into account the organizational consequences of the national and international development strategies of an entity with blurred boundaries, whether it is industrial,

commercial, or service-oriented, whether it is for-profit or non-profit (associations, public entities).

Environmental and social impacts

Des concepts de mesure de la performance environnementale seront expliqués aux élèves.
Des mesures extra-financiers et des approches de reporting intégré font partie des thèmes exposés.

Energie

Economie circulaire

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

The feedback will be given to the students throughout the whole courses:

- individually for questions and remarks during the interactive class or during the case study when it is done with the whole class
- per group when the case study is done in groups

Recommended reading

DSCG 3 Management et contrôle de gestion

Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance. Kerzner, 2017, Wiley

The Routledge Companion to Performance Management and Control. Harris, 2018, Routledge Companions

Performance management success. Barth & Beer, 2018, Springer

Work load

Number of hours

Type of course

24.0	Interactive courses
30.0	Personnal work
21.0	Collective project
Total	
75.0	



PROJECT PLANNING 3759		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_OPS_3759	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Mandatory: Basic mathematical/quantitative knowledge. Basic knowledge in following areas would be an advantage (not necessary): Statistics (mean, variance, probability distribution) - Microsoft Excel (functions - spreadsheet) - Visual Basics for Applications (VBA) or any other programming languages.

Learning objectives

At the end of the course, the student should be able to: Breakdown complex organizational problems using the appropriate methodology. Organize change management processes. Appraise the performance of a team. Demonstrate an expertise on key concepts, techniques and trends in their professional field. Formulate strategically appropriate solutions to complex and unfamiliar challenges in their professional field. Effectively apply in-depth specialized knowledge to take advantage of contemporary opportunities in their professional field. Understand the key performance indicators for measuring project progress. Utilize basic tools and commercial packages in project management. Identify and manage the resources, risks, and uncertainties in projects.

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

4.A Appraise the performance of a team

Course description

Basics of project management: precedence relationships, representations, critical path. Resource Levelling: priority lists, schedule generation. Microsoft Project (computer session): project management in practice. Stochastic durations: simulation, pert method, critical chain method. Risk Management: identifying and planning for the risks. Agile Project Management. Student Presentations.

Environmental and social impacts

Environmental Considerations Sustainable Practices: Students learn about sustainable project management practices, emphasizing resource conservation and waste reduction. Social Aspects Stakeholder Engagement: Students learn to engage with diverse stakeholders, including local communities, and affected individuals. Understanding social dynamics and cultural contexts is crucial for successful project implementation. Ethical Decision-Making: The course may address ethical dilemmas related to social impacts. Students explore how project decisions affect communities, workers, and marginalized groups. Transformations in the Discipline Agile and Adaptive Approaches: The discipline has evolved to embrace agile methodologies, allowing flexibility and responsiveness to changing environmental and social contexts. these methodologies are included in this course as well

Déchets

Communautés

Diversité, équité et inclusion

Energie

Développement social

Modèles d'affaires durables

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Exercise												
Nbre heure si examen écrit	2.5													
2nd session	true													
Coefficient	60.0	40.0												

Evaluation

The assessment is based on a written closed book final exam, and group and individual exercises during the sessions that are classified as Exercises.

Recommended reading

The slides of the sessions (provided by the teacher). ; The extra material for self-learning (provided by the teacher).

Work load

Number of hours

Type of course

20.0	Lecture	
4.0	Directed work	
6.0	Personnal work	
6.0	Collective project	
6.0	Individual project	
Independent work		
4.0	Reading reference manuals	
4.0	Research	
Total		50.0

SPORT MARKETING 1171		
2025 - 2026	Crédit : 2.0	IESEG - School of Management
Class code :	2526_SYL_MKT_1171	MKT

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1	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 to have 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). Connected to the written exam and the project.
- 2) Apply sports marketing and sponsorship theory and research to industry practices (knowledge and skill). Connected to the written exam and the project.
- 3) Prepare and evaluate sponsorship activations (competency). Connected to the project.
- 4) Link real-world issues and practices to course concepts (knowledge and skill). Connected to the written exam and the project.
- 5) Analyze sports marketing and sponsorship issues and offer recommendations (knowledge and skill). Connected to the written exam and the project.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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. 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. The focus of the course (in terms of examples and cases) is on the main international sports (mainly FIFA, UEFA, the English Premier League, and the Olympics) and the main American sports (mainly NFL and NBA).

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) behavior and sports fandom: Research and theories on motives for following sports

Marketing of sports: Marketing strategies for sports properties

Environmental and social impacts

Explicitly discussing sponsorship of women's sports. Including short video case studies regarding brands supporting/sponsoring women's sports for class discussion.

Diversité, équité et inclusion

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Written exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	50.0	50.0												

Evaluation

Despite the short duration of this intensive course, there will be opportunities for formative feedback to the students upon completion of in-class exercises. Such feedback will be provided orally and collectively to enable all students to get a better sense of how they can do a good job in their group project (that is, based on the topics the in-class exercises will address). Written summative feedback will be provided to each group after evaluating their project by highlighting the key strengths and weaknesses of their work.

There will be a peer assessment through ChallengeMe as part of the group project to ensure all students contribute equally to the work. Students who do not contribute appropriately will not receive the full points for the group grade their group earned.

Written summative feedback on the exam will be provided upon student request.

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

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-tp-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	
Number of hours	Type of course
16.0	Interactive courses
8.0	Personnal work
12.0	Collective project
4.0	Reading reference manuals
Total	
	40.0

SUSTAINABLE FINANCE (INT) 3788		
2025 - 2026	Crédit : 2	IÉSEG - School of Management
Class code :	2526_SYL_FIN_3788	FIN

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

Prerequisites
Learning objectives

2.C Generate sustainable solutions for organizations

Course description
Environmental and social impacts

Financial institutions face risks and opportunities due to environmental, social and governance (ESG) topics. This comes mainly from regulations but also from the market.
 Sustainable finance covers both the impact of ESG issues on the private sector and the impact of the private sector on the society.

Modèles d'affaires durables

Transparence et reporting

Transformation durable des entreprises

Droits du travail

Droits humains

Education

Diversité, équité et inclusion

Communautés

Climat

Economie circulaire

Biodiversité

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Participation	Continuous assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	35.0	25.0											

Evaluation

Recommended reading

Work load

Number of hours	Type of course
8.0	Lecture
8.0	Interactive courses
15.0	Personnal work
15.0	Individual project
20.0	E-learning

Total

50.0



FIRM VALUATION 3672		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_FIN_3672	FIN

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

Prerequisites

Students need to master relevant quantitative methods tools (such as discounting), as well as fundamental accounting , corporate finance, and economic concepts.

Learning objectives

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

6.A Thoroughly examine a complex business situation

Course description

Firm Valuation, as one of the core courses in the Finance Major (S1), encompasses elements related to the three specializations, and covers fundamental aspects of financial statement analysis, basic concepts of corporate and market finance, and financial data retrieval and analysis. The course assumes prerequisites that have already been covered during the bachelor cycle of the PGE. Nevertheless, all prerequisites are briefly reviewed throughout the course to ensure that all students, including (international) students who have joined IESEG from the master's cycle, are brought to the same level. While the course centers on the valuation of non-financial firms, its significance extends across all three specializations, including the newly created Commercial and Investment Banking (CIB) specialization, given the pivotal role of valuation in facilitating strategic decision-making, mergers, and acquisitions within investment banking. Throughout the course, students will be consistently reminded of clear links between the material and the specific nuances relevant to each specialization offered by the department. Due to the already comprehensive content of the course, and the extensive time required for coverage of more specialized topics, such as bank valuation, those topics are deemed better suited and planned to be covered in the "Accounting for Banks" course, in consultation with the corresponding pilot team of that course. On a related note, Firm Valuation has been meticulously crafted to avoid any overlap with other courses in the program, while strategically serving as a complementary offering to enrich students' understanding of finance. The course emphasizes the symbiotic relationship between a strong theoretical foundation and practical application. Theory serves as a guide to practicality, while practice reinforces a deep understanding of theory. The significance of grasping theoretical principles

cannot be overstated, especially in the context of valuing companies, as without this understanding, the entire valuation process is susceptible to failure.

COURSE OUTLINE

Part I: An Overview of Value Creation Part II: Frameworks for Valuation

1. What Is Value and Why It Matters? 1. Enterprise Discounted Cash Flow Model
2. Core Principles of Value Creation 2. Discounted Economic Profit Model
3. Drivers of Value* 3. Adjusted Present Value Model*
4. Valuation of ESG and Digital Initiatives 4. Multiples Analysis
5. Mechanics of Valuation

*Flipped Classroom

Environmental and social impacts

First, we integrate the qualitative discussion of the ESG concerns in the framework of company valuation, by following the outline of Chapter 6 of the course reference book (Tim Koller et al. Valuation: Measuring and Managing the Value of Companies").

This is covered in the first session devoted to foundations of value creation In particular, we outline the channels, via which ESG initiatives impact the inputs in company valuation, such as revenue growth, cost reductions, reduced regulatory and legal interventions,

employee productivity uplift, investment and asset optimization. We provide real company examples for each of those.

Next, we turn to quantitative assesement of these impacts, by relying on the guidelines from UN PRI and CFA Institute .

More specifically, selected cases from the following documents will be discussed in class:

https://www.icgn.org/sites/default/files/2021-08/PRI_apracticalguideto ESGintegrationforequityinvesting.pdf;

<https://www.unpri.org/download?ac=5962>

Diversité, équité et inclusion

Modèles d'affaires durables

Droits du travail

Climat

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam													
Nbre heure si examen écrit	2													
2nd session	true													
Coefficient	100													

Evaluation

End-of-session quizzes are each accompanied by collective and personalized feedback. These quizzes serve as checkpoints in students' academic journeys, allowing them to gauge their progress and grasp of the course material. The feedback provided through quiz progression reports at the end of the semester is a pivotal component of this process. These reports contain a comprehensive summary of each student's strengths and weaknesses, offering valuable insights into their individual learning needs.

Besides in-class exercises and a case study based on real financial data are also followed by a collective and individual feedback.

Recommended reading

Tim Koller, Marc Goedhart, David Wessels (2020). Valuation: Measuring and Manging the Value of Companies. Wiley

Work load

Number of hours	Type of course
24.0	Lecture
20.0	Personnal work
31.0	Reading reference manuals
Total	75.0

E-NEGOTIATION FOR BUSINESS DEVELOPMENT 3783		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_MKT_3783	MKT

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

Prerequisites

Learning objectives

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.A Appraise the performance of a team

6.A Thoroughly examine a complex business situation

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

Course description

- Strategic use of electronic communication tools for business negotiation and solution
- Communication through an asynchronous interaction in a team
- Team cooperation in an interactive electronic communication.

Course Components

Simulated E-Negotiations:

Objective: Develop individual capability to cooperate with internal and external members in an inter-cultural environment (LO1.B, 1.C).

Method: Engage in live, virtual negotiation simulations using ICT platforms, practicing real-time negotiation skills and cultural adaptation.

Interactive Case Studies:

Objective: Function as a team to interact in a cross-cultural setting (LO4.A).

Method: Analyze and discuss real-world cases, role-play different stakeholders, and solve complex negotiation scenarios collaboratively.

Personalized Learning Modules:

Objective: Incorporate technical tools and manage international negotiation in a geographically dispersed situation (LO6.A).

Method: Use adaptive learning technologies to provide customized learning experiences, focusing on mastering specific digital tools and techniques.

Collaborative Projects:

Objective: Incorporate diverse expertise and evaluate ongoing business conditions to develop a business negotiation plan (LO6.C).

Method: Work in interdisciplinary teams to create comprehensive negotiation plans, integrating insights from

various fields such as IT, business strategy, and cultural studies.

Environmental and social impacts

Fostering Societal Sustainability Through Inclusive Virtual Negotiation and Team Dynamics

This course prepares students to navigate the complexities of cross-cultural, text-based, audio, and video negotiations across international contexts. As negotiation increasingly occurs in low-social-presence environments (e.g., virtual meetings), students will learn to foster relational inclusion—a critical factor not only for successful negotiation outcomes but also for promoting socially sustainable practices in global business.

To support relationship-centred outcomes, students will develop the ability to:

- Assess and adapt to cultural differences in communication styles, decision-making processes, and expressions of trust and respect.

By doing so, students contribute to more equitable and inclusive interaction patterns across national and organisational boundaries—building a foundation for long-term societal collaboration.

- Manage relational inclusion in virtual environments, where face-to-face cues are limited. Students will explore strategies to ensure that all voices are heard, diverse perspectives are acknowledged, and team members feel psychologically safe and engaged, which are essential qualities for inclusive and sustainable virtual workspaces.

- Strengthen internal team cohesion, with a focus on:

- a. Leveraging individual expertise to drive collective success
- b. Distributing workloads fairly to reflect both skills and developmental needs
- c. Enhancing coherence and collaboration through inclusive relational practices

This course component highlights the broader societal implications of workplace inclusion—demonstrating how equitable collaboration and mutual respect in global virtual settings can scale beyond the organization to support sustainable development goals (SDGs) such as reduced inequalities, decent work and economic growth, and partnerships for sustainable development.

By engaging in these practices, students not only learn how to negotiate effectively but also become advocates for inclusive, sustainable, and socially responsible business practices in a globalised world.

Diversité, équité et inclusion

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Continuous assessment	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	30.0	40.0											

Evaluation

Peer-to-peer feedback on the negotiation exercise
 Direct feedback on individual and team performance during the course.

Recommended reading

Jennifer Parlamis; Geiger, Ingmar (2015).)Mind the Medium: A Qualitative Analysis of Email Negotiation. *Group Decision & Negotiation*. 24(2): p359-381.

Thompson, L. (2023). The Virtually Intelligent Negotiator: Building Trust and Maximizing Economic Gain in E-Negotiations. *Current Directions in Psychological Science*, 32(5), 347-354.

Singh, S. K., Marinova, D., & Singh, J. (2020). Business-to-Business E-Negotiations and Influence Tactics. *Journal of Marketing*, 84(2), 47-68.

Dennis Alan R., Fuller Robert M., Valacich Joseph S. (2008), "Media, Tasks, and Communication Processes: A Theory of Media Synchronicity," *MIS Quarterly*, 32 (3), 575–600.

Jäckel, E., Zerres, A., & Hüffmeier, J. (2024). Active Listening in Integrative Negotiation. *Communication Research*, 0(0). <https://doi.org/10.1177/00936502241230711>

Sundarraj, R.P. (2021). Electronic Negotiation and Behavioral Elements. In: Kilgour, D.M., Eden, C. (eds) *Handbook of Group Decision and Negotiation*. Springer, Cham. https://doi.org/10.1007/978-3-030-49629-6_39

Work load

Number of hours	Type of course
16.0	Interactive courses
14.0	Individual project
20.0	Research
Total	50.0

PORTFOLIO MANAGEMENT 3677		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_FIN_3677	FIN

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

Prerequisites

- Fundamental concepts about financial markets as covered for example in the course FINANCIAL INSTRUMENTS AND TECHNOLOGY 2688: terminology, characteristics and mechanisms of financial markets; fundamental knowledge and understanding of the major types of financial instruments such as bonds, stocks, ETFs;
- Fundamental notions in mathematics and statistics, including: basic algebraic manipulations, functions including exponential and logarithm function; differentiation and optimization; random variables, expectation and variance operators.
- A basic working knowledge of the python programming language, including installation of packages; setting up a working environment (eg Jupyter notebook or similar); working with different data types; pandas and numpy manipulations; producing plots.
- The students must have been trained for the use of the Bloomberg terminal.

Learning objectives

The main learning objectives of the course are as follows:

- Develop a deep understanding of fundamental concepts in portfolio management, including capital allocation theory, risk assessment methodologies, and the principles of modern portfolio theory.
- Apply Quantitative Techniques: Acquire proficiency in quantitative techniques for portfolio analysis, such as statistical analysis of asset returns, calculation of risk measures, and estimation of expected returns.
- Utilize Professional Tools: Gain hands-on experience in utilizing professional tools such as Bloomberg terminals and Python programming for data retrieval, analysis, and visualization in portfolio management contexts.
- Optimize Portfolio Construction: Learn to construct and optimize investment portfolios using modern portfolio theory principles, including mean-variance optimization techniques and the efficient frontier framework.
- Evaluate Portfolio Performance: Develop the ability to evaluate portfolio performance using quantitative performance measures such as Sharpe ratio, Treynor ratio, and Jensen's alpha, and interpret the results in the context of risk-adjusted returns.
- Analyze Factor Models: Understand the principles of single-factor and multifactor models for asset pricing and risk assessment, including the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT).
- Integrate ESG Considerations: Explore the integration of environmental, social, and governance (ESG) factors into portfolio construction and risk management processes, and assess their impact on investment decision-making.

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.B Compose constructive personal feedback and guidance

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 covers essential methodologies and tools used by portfolio managers to create portfolios, including the fundamental concepts of capital allocation (how investors should allocate between a risk-free and a risky asset or portfolio), diversification and the trade-off between risk and return; optimal mean-variance portfolio construction; single and multifactor models; performance measurement; and ESG integration into the portfolio construction process.

Environmental and social impacts

Incorporating environmental, social, and governance (ESG) considerations into portfolio management is essential in today's financial landscape. While the primary focus of the Portfolio Management course is on technical aspects, such as quantitative techniques and portfolio optimization, it also addresses the discipline's impacts on the environment and society through the following components:

- ESG Integration Session: The course includes a dedicated session on ESG integration in the investment process. This session explores recent developments in ESG integration in investment management, including different techniques and approaches. Students learn how to analyze ESG scores and specific responsible investing criteria using professional tools such as Bloomberg terminals. By understanding the role of ESG factors in investment decision-making, students gain insights into the environmental and social impacts of investment portfolios.
- Practical Applications: Throughout the course, students engage in practical activities and case studies that highlight the relevance of ESG considerations in portfolio management. They analyze real-world examples where environmental and social factors impact investment decisions and portfolio performance. By applying quantitative techniques to assess ESG-related risks and opportunities, students learn to incorporate sustainability criteria into investment strategies.
- Industry Trends: The course also reflects transformations in the discipline related to environmental and social issues by discussing current industry trends and emerging practices. Students explore how regulatory changes, investor preferences, and societal demands are driving the integration of ESG factors into investment processes. By staying informed about industry developments, students are better prepared to navigate the evolving landscape of responsible investing.

Overall, while the course primarily focuses on technical aspects of portfolio management, it provides opportunities for students to understand and engage with the discipline's impacts on the environment and society. By integrating ESG considerations into their analyses and decision-making processes, students are equipped to address the broader implications of their investment decisions and contribute to sustainable finance practices.

Transparence et reporting

Energie

Communautés

Climat

Economie circulaire

Biodiversité

Transformation durable des entreprises

Ressources naturelles

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Group project												
Nbre heure si examen écrit	3.0													
2nd session														
Coefficient	60.0	40.0												

Evaluation

Recommended reading

Most of the course will follow the book "Investments" by Bodie, Kane and Marcus. The relevant chapters are chapters 5, 6, 7, 8, 10, 13. A few elements from other sources will be used, including some practitioner papers. The session on ESG integration will focus on materials from the PRI and CFA.

Work load

Number of hours	Type of course
13.0	Lecture
0.0	Interactive courses
11.0	Directed work
20.0	Collective project
30.0	Reading reference manuals

Total

74.0



TRANSFORMATIONAL HRM 3701		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_3701	STS

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

Prerequisites

Learning objectives

The goal of this major is to equip students with knowledge and practical skills to prepare them to lead people-oriented transformations, both as future consultants or corporate leaders within organizations

- Enhance the understanding of HRM as a strategic changemaker with a strong business and organization-related purpose
- Deepen students' understanding of the human function within organizations, from the role of the managerial line to more specific HR strategies
- Analyze both transactional and transformational aspects of HR with a focus on the individual, managerial, organizational and HR strategic challenges
- Gain a holistic view of how HR relates to internal and external stakeholders to create an engaging organization and a sustainable employee experience
- Tackle the HR value chain of attraction, retention, engagement and development of strategic talents
- Get a practical view of HR competencies for a shared, transformational and engaging human function within the organization

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

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

4.B Compose constructive personal feedback and guidance

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

Course description

S1 - Course introduction : global transformations impacting HR strategies

- VUCA/BANI and megatrends
- Major changes in the labor market, impact on employer branding
- The managerial revolution
- HR: what strategic impact on the human agenda ?

S2 - Individual transformation : performance and engagement

- Monitoring sustainable individual performance
- Differences between retention, satisfaction, motivation, engagement
- Individual engagement drivers and profiles
- Developing self-engagement

S3 - Managerial transformation : growing engaging leaders

- Manager, leader or coach ?
- How HR can support and develop management competencies
- Team dynamics
- Coaching and mentoring

S4 - Organizational transformation : building a sustainable employee experience

- The engaging organization
- The employee experience concept and the HR value chain
- Fostering agility and collaboration, enhancing corporate values
- Conducting an organizational development project

S5 - HR transformation : strategic talent management

- From business to HR strategy
- Building a strong employer brand
- Assessing performance and potential
- Developing individual and collective talents

S6 - The future of HRM : a shared, transformational and engaging human function

- A global model of strategic HR
- The partnership Manager/HR
- Developing HR competencies and organisations
- A shared, transformational and engaging HRM model for organisations

Environmental and social impacts

- Interactions between HR and CSR functions within organizations (concept of 'CSHR')
- Developing leaders and managers who embody corporate social responsibility
- The impact of HR decisions on environmental issues
- Diversity and inclusion policies

Droits du travail

Diversité, équité et inclusion

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Group project											
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	10.0	40.0	50.0											

Evaluation

1) Individual assessment

- Participation (matrix attendance / class contribution) 10%
- Written exam : case study 40%

2) Collective assessment

- Final project : consulting brief presented to a professional jury - peer assessment 50%

Recommended reading

Work load

Number of hours

Type of course

Total



FINANCIAL STATEMENT ANALYSIS 3664		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ACC_3664	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

- Understand the structure and content of key financial statements of a company
- MS-Excel
- IFRS financial accounting rules and practice
- Basics of corporate structure and strategy

Learning objectives

- Conduct fundamental financial analysis.
- Interpret financial statements of groups in international accounting standards.
- Assess the sustainability and risk of the business and its activities.
- Evaluate operational, investment, and financial performance.
- Interpret a cash flow statement.
- Understand the concept of free cash flow (FCF) and learn how to compute different FCF measures.

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

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

Course description

MEANING AND SCOPE:

Once a company exercises significant control or influence over another, analyzing its individual financial statements alone is no longer sufficient to assess its financial health. The study of consolidated financial statements becomes necessary, implying a need to understand the implications for financial diagnosis.

This course is designed to train you to interpret and analyse key financial statements of a company effectively. Even if you are not planning on becoming an accountant, you will learn that financial reports are not just a "bunch of numbers", but rather that these reports contain important information about a firm's operating, investing, and financing activities.

CONCEPTS AND CONTENT:

- Diagnostic according to the economic model
- Diagnostic approach and impacts of group accounts (consolidated and combined)
- Analysis of activity (using trend and common-size analysis)
- Analysis of financial structure (working capital analysis)
- Profitability analysis through financial ratios: economic profitability and return on equity (ROE decomposed using both traditional and alternative approaches)
- Analysis through cash flows
- Free cash flow

Environmental and social impacts

In the final session of this course, students will work on a financial case study that involves finding relevant sources of financing to help facilitate a key strategic investment for the protagonist company - building climate resilience through a switch to vertical farming. In this way, they will learn how to perform financial analysis when the company has a vital sustainability-related challenge to grapple with.

Ressources naturelles

Climat

Transformation durable des entreprises

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Midterm exam												
Nbre heure si examen écrit	2.5	1.0												
2nd session	true													
Coefficient	70.0	30.0												

Evaluation

Feedback will be given throughout the course, following the applications and case studies done in the classroom. Timely summative and formative feedback will be provided on all assessment components.

Recommended reading

There is no textbook in this course.

E-learning modules, developed at IESEG, will be prescribed for some course topics.

Work load

Number of hours

Type of course

Face to face	
24.0	Interactive courses
Independent study	
35.0	Personnal work
Independent work	
16.0	E-learning
Total	
75.0	

The hours attributed to personal work include the preparation time for mid-term and end-term examinations. They also comprise of the individual study time needed, before and after each interactive session, to revise concepts learned and redo practical exercises.

HISTORICAL PERSPECTIVES ON MANAGEMENT 3697		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_3697	STS

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

Prerequisites

Learning objectives

On successful completion of this module:

Students have a critical understanding of the relevance of historical perspective for contemporary management theory and practice.

Students can trace the historical development of contemporary management (both as a social group and a set of theories and practices) within the context of capitalism's rise and transformation.

Students can synthesize historical knowledge to critically assess past, present and future social challenges affected by the global business world.

Students can effectively communicate their understanding and analysis of management from a historical perspective through various formats such as essays, presentations, and discussions.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Management, unlike many other academic disciplines, has a tendency to ignore its historical roots. However, the theories and practices and the social group that we call "management" did not emerge in a vacuum. They have a past, a present, and a future that are interconnected. This course delves into the evolution of management within the broader historical and societal contexts. We will explore the development of modern management alongside the rise of capitalism, the birth of the modern corporation, and the transformative periods of the Industrial Revolutions.

Key questions we will address include:

- What is history?
- What is the significance of historical perspective in management? How can understanding history enrich management theory and practice?
- What does it mean to examine phenomena in business from a 'longue durée' perspective?
- How is modern management linked with industrialization and the legacy of plantation slavery?
- Where does the modern corporation originate, and how have its key legal characteristics developed over time?

- How are modern corporations intertwined with the expansion of capitalism?
- What are the historical roots or causes that explain the emergence of capitalism?
- In what ways are the foundations of capitalism connected to violence, slavery, and colonialism?
- How has resistance to capitalism manifested throughout history?
- What is corporate power, and to what extent does it pose a societal problem?
- To what extent is (corporate) power a historical phenomenon?
- How is modern management associated with rationality, and what are its positive and negative aspects?
- How has management theory evolved throughout the 20th and 21st century? What is the significance of scientific management and the human relations movement?
- How can companies with a controversial history undertake moral repair?
- How and why do companies commemorate their past?

Guided by these questions, this course aims to provide students with a comprehensive understanding of modern management's historical roots and evolution, and the implications for contemporary practice and societal impact.

Environmental and social impacts

- * In the session dedicated to capitalism, we will explore the concept of degrowth as a potential post-capitalist future.
- * Throughout the course, we will examine the ongoing connections between modern management and processes of violence, exploitation, colonialism and plantation slavery.
- * In the final session, we will address the topic of "historical corporate social responsibility" deal with a controversial past (e.g., involvement in the transatlantic slave trade, the holocaust, human rights violations, environmental pollution,).

Climat

Droits humains

Droits du travail

Démocratie

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	End of term exam											
Nbre heure si examen écrit			3.0											
2nd session														
Coefficient	10.0	45.0	45.0											

Evaluation

Students will receive immediate feedback on in class assignments and input in class discussions which will prepare them for the group works and the end-of-term exam.

Recommended reading

All the required readings and supporting materials (academic journal articles, book chapters, historical sources, video fragments) will be indicated in the course overview that will be sent to the students one week before the start of the first session.

Work load

Number of hours	Type of course
24.0	Interactive courses
15.0	Personnal work
12.0	Collective project
24.0	Reading reference manuals
Total	75.0

MARKETING STRATEGY 3722		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_MKT_3722	MKT

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

Prerequisites

Students must have knowledge about basic concepts in marketing and in strategy. They must be able to conduct the situation analysis for a company. Students must also have statistical competencies (mainly descriptive statistics) and be able to use Excel.

Learning objectives

1. Understand the foundational principles of marketing strategy and their significance in achieving organizational goals.
2. Analyze and evaluate various market segments to identify target customer groups effectively. Set up SMART objectives for the company.
3. Develop skills in positioning brands or products within competitive landscapes to create distinct value propositions.
4. Choose a product-market strategy which fits with the company situation using the Ansoff matrix.
5. Examine the importance of distribution channel selection and management in delivering products or services to target markets efficiently.
6. Explore sustainability principles in marketing strategy development and implementation.
7. Apply theoretical concepts and frameworks to the Circular Markstrat simulation

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

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

Course description

The goal of this course is to equip students with the knowledge of how to develop a market-driven strategy while considering its implications on company performance and the economy. The course delves into concepts, practices, and tools essential for making marketing decisions within the framework of sustainability and circularity. Emphasis is placed on understanding the concepts of segmentation, positioning, and targeting, and their operational consequences concerning product design for durability and recyclability, pricing strategies, distribution channels, and communication methods. The circular Markstrat business game will give students the opportunity to design and implement a marketing strategy aligned with circular economy principles.

Environmental and social impacts

In this course, students not only delve into “traditional” marketing concepts but also explore ideas such as the principles of circular economy. Through immersive experiences like the Circular Markstrat business game, students incorporate circular economy considerations such as reparability, durability, recycling, resources and carbon footprint emissions into their strategic decisions. By doing so, they gain a deeper understanding of the circular economy framework and its relevance in modern business practices. This hands-on approach equips them with the skills to identify actionable steps for transitioning companies towards circularity, recognizing the importance of sustainable actions in maintaining a competitive market position. Through critical evaluation of the impact of sustainable practices on company performance, students emerge with a nuanced perspective on the interplay between sustainability and market dynamics.

Economie circulaire

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Participation	Group project	Presentation	Continuous assessment									
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	30.0	10.0	25.0	25.0	10.0									

Evaluation

Formative feedback during the different rounds of decision making.

Normative feedback after the final presentation.

Recommended reading

Alsem, K. J. (2019). Applied strategic marketing: a step by step approach. Routledge.

Hooley G., Saunder, J. Piercy (2004), Marketing strategy and competitive positioning, Prentice Hall, Third Edition.

Kerin R.A., Peterson R.A. (2012), Strategic Marketing Problems, 13th edition, International Edition.

Lambin J-J, (2012), Market-Driven Management : Strategic and Operational Marketing, Red Globe Press, Third Edition.

Walker O., Mullins J., Boyd H., Larréché J-C (2014), Marketing Strategy, MCGraw Hill International Edition.

Work load

Number of hours

Type of course

10.0	Interactive courses	
2.0	Directed work	
12.0	Coaching	
12.0	Personnal work	
23.0	Collective project	
8.0	E-learning	
8.0	Reading reference manuals	
Total		75.0

CULTURE AND NEGOTIATION STRATEGIES 3746		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_NEG_3746	NEG

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

Prerequisites

This course is intended for the general audience, but students with a foundational understanding of negotiation (e.g., from a course like Practical Negotiation Skills) or previous negotiation experience will particularly benefit from the lessons.

Learning objectives

By taking this course, students will achieve the following objectives:

1. Understand how culture impacts negotiation and acquire a comprehensive understanding of the different strategic negotiation approaches across cultures.
2. Cultivate the ability to develop a strategic negotiation plan that takes cultural differences into consideration since many fundamental negotiation concepts such as interests and power dynamics have different interpretations across cultures.
3. Enhance confidence in negotiating agreements and resolving conflicts in multicultural environments.
4. Be better able to analyze and understand the behaviors of individuals, groups, and organizations in multicultural settings.
5. Develop a diverse toolkit of negotiation skills, strategies, and approaches applicable in global contexts.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

6.A Thoroughly examine a complex business situation

Course description

The course content focuses on exploring the impact of culture on negotiation strategies. Its objective is to equip students with the necessary skills to effectively navigate international business contexts, with a strong emphasis on evidence-based research. Leveraging the cultural diversity present in the classroom, the course delves into how cultural assumptions shape various aspects of deal-making, conflict resolution, and multi-party negotiation tactics. Through experiential exercises, primarily simulations, students have the chance to hone their analytical, strategic, and negotiation capabilities within a cross-cultural framework. During debriefing sessions, the outcomes of negotiations are dissected, highlighting both successful and unsuccessful strategies. This unique aspect of the course provides students with insights into the outcomes achieved by different negotiation approaches, offering a valuable learning experience not readily available in real-world scenarios.

Main Topics:

- Cultural Values
- Cultural Norms
- Intra vs Inter cultural Negotiation
- Languages
- Culture Strategy

Environmental and social impacts

In this course we add the sustainability components by exploring how cultural nuances impact environmental and social concerns, fostering cross-cultural communication skills, and emphasizing ethical negotiation practices that prioritize long-term environmental and societal well-being. This approach ensures a holistic understanding of sustainable business practices within diverse global contexts following the cultural prototypes of Dignity, Honor and Face.

Diversité, équité et inclusion

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Group project	Participation											
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

Participation: Verbal feedback on class engagement and written feedback on in-class writing exercises will be delivered throughout the course .

Group project: Feedback on group project will be delivered to each individual group at the end of the course.

Exam: Feedback on individual exam will be delivered at the end of the semester.

Recommended reading

Lewicki, R.J., Barry B. & Saunders D.M. (2009) Negotiation 6th edition. McGraw Hill (chap. 16)

Brett, J. M. (2014) Negotiating Globally.3rd edition. San Francisco: Wiley.

Work load	
Number of hours	Type of course
24.0	Interactive courses
15.0	Personal work
16.0	Collective project

10.0	E-learning
10.0	Research
Total	
75.0	



MASTERING AI FOR STRATEGIC BUSINESS SUCCESS 3708		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_ENT_3708	ENT

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

Prerequisites

Students should have a foundational understanding of organizational management and how people function within organizations. Additionally, students should demonstrate an interest in and familiarity with IT.

Learning objectives

- Develop solid knowledge of key AI concepts, terminology, technologies, their evolution, and their applications, along with the ethical and societal challenges they pose.
- Apply both core and advanced strategic frameworks to analyze internal and external environments, guiding the development of effective business strategies.
- Explore how AI enhances business strategy, optimizes operations, and drives innovation and long-term competitiveness.
- Critically evaluate the benefits and limitations of using AI-driven insights for strategic decision-making alongside human judgment and expertise.
- Leverage AI to assess market dynamics, anticipate risks, and strengthen strategic foresight.
- Analyze AI tools and methodologies to understand their use in addressing complex business challenges, ensuring adaptability in a rapidly evolving digital landscape.

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

5.B Construct expert knowledge from cutting-edge information

Course description

"Mastering Artificial Intelligence for Strategic Business Success" is a modular, predominantly asynchronous course designed to provide participants with a comprehensive, integrated understanding of AI and its transformative impact on business strategy. The course bridges technical knowledge and strategic insight, guiding learners through a rich curriculum that explores how AI can drive innovation, enhance operational

efficiency, and create sustainable competitive advantages.

The course opens by demystifying AI, tracing its origins from early rule-based systems and the Turing Test to today's advanced machine learning, natural language processing (NLP), and robotics. Participants explore the historical context and evolution of AI, establishing a foundation for understanding how these technologies shape business and society. Building on this, the course introduces the fundamentals of business strategy. Learners engage with core analytical tools such as PESTEL, Porter's Five Forces, the VRIO framework, dynamic capabilities, and the value chain model. These frameworks are applied to demonstrate how AI enriches traditional strategic approaches, such as cost leadership, differentiation, and niche strategies, while also enabling entirely new modes of competitive positioning.

In-depth technical modules follow, beginning with machine learning. Participants explore supervised, unsupervised, semi-supervised, and reinforcement learning, as well as neural networks including CNNs, RNNs, and transformers. These topics are presented in an accessible, strategy-oriented context, emphasizing their real-world business applications in areas such as forecasting, personalization, and process automation. The NLP module dives into the mechanics of how machines understand and generate human language, tracing its evolution through rule-based, statistical, and deep learning approaches to today's Gen AI. Learners examine how NLP enhances customer engagement, knowledge management, and strategic communication. The robotics module extends this by exploring both physical robots and digital automation tools such as robotic process automation (RPA) and robo-advisors. Case studies like autonomous vehicles illustrate how robotics can revolutionize industries through intelligent automation and real-time decision-making.

Strategic themes are revisited in light of AI's role in reshaping industries, business models, and ecosystems. Participants are introduced to tools like the Business Model Canvas and the RCOV model, learning how to design AI-enabled business models and align them with evolving market dynamics. The course emphasizes business model innovation and the growing influence of platform thinking, network effects, and collaborative ecosystems. This is complemented by discussion of the (Gen) AI value chain and its implications for innovation, scalability, and competitive differentiation. A critical component of the course is its focus on the broader societal, environmental, workforce, and institutional implications of AI. Learners explore the Institution-Based View (IBV) and Peng's Strategy Tripod to understand how legal frameworks, social norms, and cultural cognition influence AI strategy. The course addresses the ethical dimensions of AI, including bias, fairness, data governance, job displacement, and environmental sustainability. It examines how AI is reshaping job roles, creating new skill demands, and challenging traditional labor structures, while also critically assessing AI's environmental footprint, such as energy consumption and resource use. Emphasis is placed on the need for continuous learning, reskilling, and the development of a new social contract that supports equitable, responsible adaptation in an AI-augmented and ecologically conscious world.

The course culminates in a set of real-world case studies showcasing how leading organizations have successfully integrated AI into their strategy, operations, and innovation pipelines. These examples reinforce key insights and offer actionable guidance for learners seeking to translate theory into practice. By the end of the course, participants will be equipped with the conceptual depth and practical tools to lead AI initiatives in complex, dynamic environments. They will understand not only how AI works, but how to strategically deploy it for long-term business success, ethically, responsibly, and sustainably.

Environmental and social impacts

"Mastering Artificial Intelligence for Strategic Business Success" critically engages with the profound societal and environmental impacts of AI, positioning these concerns as integral to strategic decision-making. It explores how AI is transforming competitive advantage, operational efficiency, and value creation, while also scrutinizing the broader ethical, ecological, and workforce-related consequences.

On the environmental front, the course offers a balanced view: addressing both AI's potential to support sustainability (e.g., through intelligent resource allocation, predictive maintenance, and process optimization) and its detrimental effects, such as high energy consumption, resource-intensive model training, and e-waste generated by AI-driven automation. Learners assess the trade-offs involved in AI adoption, fostering a nuanced understanding of how to deploy AI responsibly.

The curriculum also emphasizes AI's transformative impact on workforce dynamics, highlighting job displacement risks alongside opportunities for innovation and productivity gains. It underlines the need to recalibrate labor markets through continuous learning and modernized educational models that can keep pace with AI-driven disruption. These themes are connected to broader societal transformations, including

shifts in CSR and the emergence of human-AI collaboration as a core principle.

Key ethical issues, such as algorithmic bias, surveillance, inequality, and the responsible integration of AI into daily life, are examined in depth. The course advocates for a new social contract that fosters trust, equity, and shared prosperity, ensuring AI benefits are fairly distributed and human dignity is upheld.

By integrating the Institution-Based View (IBV) and other strategic frameworks, the course situates AI within legal, normative, and cultural contexts. This interdisciplinary approach ensures learners are equipped to lead not only with technological acumen, but with social and environmental responsibility as well.

Energie

Climat

Transformation durable des entreprises

Modèles d'affaires durables

Droits du travail

Ressources naturelles

Education

Diversité, équité et inclusion

Transparence et reporting

Ethical AI

Digital sustainability

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	End of term exam	Continuous assessment											
Nbre heure si examen écrit	1.0	1.0												
2nd session	true	true												
Coefficient	40.0	50.0	10.0											

Evaluation

The course is mainly asynchronous, allowing students to progress at their own pace. In addition to embedded instant quiz feedback and a dedicated discussion forum for peer and instructor interaction, two Q&A sessions will be organized during the semester to help students address any questions, clarify concepts, and receive additional support as needed.

Recommended reading

The "Mastering Artificial Intelligence for Strategic Business Success" textbook and digital learning platform are provided via McGraw-Hill.

Access will be granted through IESEG Online, where students will also find supplementary learning materials and resources to support their progress.

Work load	
Number of hours	Type of course
1.2	Lecture
5.0	Personnal work
18.6	E-learning
35.0	Reading reference manuals
10.0	Research
Distance learning	
5.2	remote videoconferencing
Total	75.0

This course is organized into a series of modules, which progressively unlock as participants reach specific milestones. Each module is divided into clear, manageable sections that present key concepts in a structured and accessible manner. To support a cohesive and cumulative learning journey, participants are encouraged to follow the recommended sequence of components—such as quizzes, videos, suggested readings, and supplementary materials.

Each module addresses one or more essential themes that are critical to mastering the course content. Where applicable, estimated completion times are provided for individual components to assist participants in planning their study schedule. These estimates serve as general guidelines, recognizing that actual progress may vary depending on prior knowledge and individual pace.

In addition to the self-paced structure, a couple of face-to-face sessions will be organized. The first will introduce students to the learning environment and course content, while the second will provide an opportunity to ask questions, clarify concepts, and receive guidance on their progress.

INVENTORY MANAGEMENT 3757		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_OPS_3757	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

- 1) General knowledge (e.g., calculate average);
- 2) Basic math. knowledge (e.g., algebra, derivative power rule);
- 3) Knowledge of probability (e.g., 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:

- understand the types of inventories;
- understand the importance of good inventory management practice;
- describe different functions of inventories;
- master the suitable classification of different inventory items;
- describe different inventory costs;
- comprehend a number of inventory models;
- identify and apply appropriate inventory models in different situations;
- understand different inventory systems;
- make decisions in different inventory systems; and
- understand the influence of determinant and stochastic demands on inventory management.

1.A Demonstrate an international mindset

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

- Session 1: Important concepts, definitions and fundamentals; inventory classification
 Session 2: EOQ and EPQ models plus exercises
 Session 3 : Quantity discount model plus exercises, case studies
 Session 4 : News boy model plus exercises
 Session 5 : Fixed order interval, reorder point models and exercises, case studies
 Session 6: Inventory systems plus exercises, games

Environmental and social impacts

Real cases (e.g., the fashion industry burning unsold clothes) will be provided in classes to demonstrate how inventory management affects environments and society. The important role of inventory mgmt decisions in saving resources and energies and reducing environmental damages will be highlighted. Additionally, this course will teach how to make optimal inventory quantity and timing decisions. These decisions can significantly help reduce emissions and save resources.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Participation	Case study	Exercise										
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	40.0	20.0	30.0	10.0										

Evaluation

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

Recommended reading

The books below are recommended for reading. However, it is not compulsory to buy them.

1. Operations Management, (chapter 12) 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.) ; 3. Piasecki, D.J. (2009), Inventory Management Explained: A Focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems, 1st ed., ISBN-13: 978-097276 ; 4. IESEG Online <http://www.ieseg-online.com/>

Work load

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

5.0	E-learning
10.0	Reading reference manuals
Total	
	75.0



CONSUMER BEHAVIOR 3720		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_MKT_3720	MKT

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

Prerequisites

This course requires fundamental knowledge of the marketing discipline and strong notions of research methodology as well as the retail environment. This course requires students to be able to apply concepts and theories covered previously in the Bachelor course of Marketing Management. Students are expected to consider critically new concepts and theories in order to integrate them in practical case studies.

Learning objectives

The following learning objectives are not additional ones, but are course-specific implementations of the PGE learning objectives above.

- Master the appropriate techniques and display expertise with regards to analyzing, interpreting and integrating consumer behavior as part of marketing strategy and programs – group assignment
- Understand the complexity of consumer behaviors – observation exercise part of participation
- Take the customer perspective and consider customer needs to incorporate them in the design and communication of company offers – individual assignment
- Understand the fundamental concepts of consumer information processing and decision making – end-term exam.

5.B Construct expert knowledge from cutting-edge information

Course description

This course dives deep into the minds of today's consumers. We will explore how they make decisions, perceive information, and what drives their brand choices. We will analyze the role of consumer identity and social influences, all set against the ever-changing landscape of consumer trends. By understanding these factors, you will gain a strategic edge in marketing and business.

Environmental and social impacts

Students learn about diversity and inclusion as part of the topic of consumer culture. They learn about social influences on sustainable behavior.

Diversité, équité et inclusion

Modèles d'affaires durables

Gender equality

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Continuous assessment	Group project	Individual project										
Nbre heure si examen écrit	2.0													
2nd session	true			true										
Coefficient	30.0	10.0	30.0	30.0										

Evaluation

Students will receive written formative feedback on in-class exercises and observation exercise part of their participation grade. They will receive written formative peer-feedback on their individual assignment. Additionally, students will receive oral summative feedback on their group project and presentation to help them integrate the course content.

Recommended reading

Solomon, M. R. (2020). Consumer behavior: Buying, having, and being. Pearson.

Consumer Behaviour, A European Perspective ? Schiffman L.G; Kanuk L.L. and Hansen H.. (2011, FT Prentice Hall, 10th edition)

du Plessis, C., D'Hooge, S., & Sweldens, S. (2024). The science of creating brand associations: A continuous Trinity Model linking brand associations to learning processes. Journal of Consumer Research, 51(1).

Goldstein, N. J., Cialdini, R. B., & Griskevicius, V. (2008). A room with a viewpoint: Using social norms to motivate environmental conservation in hotels. Journal of Consumer Research, 35(3), 472-482.

Han, Y. J., Nunes, J. C., & Drèze, X. (2010). Signaling status with luxury goods: The role of brand prominence. Journal of Marketing, 74(4), 15-30.

Underhill, P. (2009). Why we buy: The science of shopping--updated and revised for the Internet, the global consumer, and beyond. Simon and Schuster.

Work load

Number of hours	Type of course
-----------------	----------------

24.0	Interactive courses	
10.0	Personnal work	
15.0	Collective project	
15.0	Individual project	
8.0	Research	
Outside training		
3.0	Outside visit	
Total		75.0

DIGITAL MARKETING FUNDAMENTALS 3723		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_MKT_3723	MKT

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

Prerequisites

Students must have knowledge about basic concepts in marketing and strategy. They must be able to conduct the situation analysis for a company. Students must also have statistical competencies (mainly descriptive statistics) and be able to use Excel and PowerPoint.

Learning objectives

By the end of the course, participants will have:

Acquired a comprehensive toolkit to understand various digital marketing tools.

Developed the skills to structure and outline digital marketing strategies.

Gained practical insights to successfully implement digital marketing projects/campaigns.

Be able to effectively communicate a digital marketing strategy to decision makers in an organization.

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

6.A Thoroughly examine a complex business situation

Course description

This course serves as a foundational guide for understanding, structuring, and implementing digital marketing initiatives. Participants will gain a structured framework for developing effective digital marketing strategies and insights for practical application in various business scenarios. More specifically, they will learn to strategically apply essential digital marketing tools, such as search engine marketing and optimization, data-driven campaign management, influencer and social media marketing, branded entertainment, and Esports, as well as platform and e-commerce strategies.

Environmental and social impacts

Students will discuss the environmental and social risk associated with FOMO (fear-of-missing-out) in digital marketing. The focus of the discussion will focus on fashion products on social media as a leading example of FOMO. On a related note, students will also discuss the impact of product returns and tactics how to minimize them.

Additionally, students will discuss the impact of data usage in digital marketing; that is, which data processing capacities (and thus energy sources) are required for different marketing formats. Considering that computing and data processing is major part of digital marketing, students will learn how resources can be used efficiently in digital marketing.

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam	Group report											
Nbre heure si examen écrit		1.0												
2nd session														
Coefficient	20.0	50.0	30.0											

Evaluation

Recommended reading

Terpoorten, C., Klein, J.F., Merfeld, K. (2024). Understanding B2B customer journeys for complex digital services: The case of cloud computing, *Industrial Management*, 119, p. 178-192.

Kohavi, R. & Thomke, S. (2017). The Surprising Power of Online Experiments, *Harvard Business Review*, September-October 2017; <https://hbr.org/2017/09/the-surprising-power-of-online-experiments>

Additional readings announced in-class / on course slides.

Work load	
Number of hours	Type of course
24.0	Interactive courses
20.0	Personnal work
15.0	Collective project

4.0	Reading reference manuals
12.0	Research
Total	
	75.0



CONSULTING SKILLS 3703		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_STS_3703	STS

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

Prerequisites

Learning objectives

-
- 1.C Communicate effectively in English

 - 2.C Generate sustainable solutions for organizations

 - 4.C Convey powerful messages using contemporary presentation techniques

Course description

You work on a real consulting project for an organization you have selected (start-up, mid or large organization). At the end of the course, you provide two concise reports (a ppt and a word document) and make a team presentation that is descriptive and prescriptive. Your report draws from data (external and internal dynamic forces) and frames a current or potential business problem, defines a strategic challenge, and/or identifies a business opportunity. It should contribute to the growth of the firm AND should be related to a platform (digital transformation) as opposed to a traditional pipeline business. You will brainstorm on ideas, provide evidence-based solutions, and propose an innovative strategy. In sum, the final report provides recommendations and/or a prototype of a business model that can help your firm anticipate the future, solve a problem, adapt, grow, and outperform rivals.

Environmental and social impacts

Student work on a real consulting project for an organization they have selected (start-up, mid or large organization). At the end of the course, they provide two concise reports (a ppt and a word document) and make a team presentation that is descriptive and prescriptive.

Your report draws from data (external and internal dynamic forces) and frames a current or potential business problem, defines a strategic challenge, and/or identifies a business opportunity.

They are encouraged to choose a topic/an issue related to CSR.

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Individual project												
Nbre heure si examen écrit														
2nd session														
Coefficient	50	50												

Evaluation

Recommended reading

Work load	
Number of hours	Type of course
4.0	Lecture
12.0	Interactive courses
20.0	Personnal work
14.0	Collective project

20.0	Research	
Total		70.0



SALES MANAGEMENT 3725		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_MKT_3725	MKT

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

Prerequisites

Basic understanding of selling techniques

Learning objectives

- Describe the process of selling and buying in the B2B market
- Link strategies and the sales role in the era of CRM
- Discuss key options for organizing the sales effort
- Understand the nature of a customer-centric enterprise

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

The following topics will be covered in this course: basics of selling techniques, linking marketing & sales strategy, value proposition stack, sales force effectiveness framework, salespeople management, team development, go to market, tech usage in B2B sales, mental health, and well-being in B2B sales, CRM; creating and delivering customer value, New age technologies in B2B selling (AR/VR/MR)

This will give the students a good exposure to how sales management is in the real world. The case studies and subjective research papers enhance their understanding of the subject and offer immense help for their internships and future careers. Concepts learnt in this course can be applied practically to any B2B selling

situation.

Environmental and social impacts

Sustainability in sales, strategies used and implementation

I plan to use a case, explaining the sustainability component. The case would effectively demonstrate and provide an understanding of the importance of integrating sustainability with sales and how it benefits firms.

Diversité, équité et inclusion

Modèles d'affaires durables

Transformation durable des entreprises

Sales Management; Go to Market; mental health and well-being; new age technologies

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	Continuous assessment											
Nbre heure si examen écrit														
2nd session	true	true												
Coefficient	30.0	20.0	50.0											

Evaluation

The course has 3 components for assessment. The individual assessment component would be based on the in-class participation of the students and their performance in the quiz. These quizzes would be subjective- pen and paper based. Application based questions would be administered to put their understanding to test. Answer key(s) would also be provided after the quizzes.

For group projects- The students will have to prepare a deck based on the topics they have learnt in the class. This would cover all topics with specific emphasis on value proposition stack and sales force effectiveness framework. Feedback would be provided to the groups as well as to the students individually. Each group would present for 30 minutes. Role plays might be planned if time permits.

The final examination is subjective -pen and paper based. It will have a mix of conceptual and application-based questions. It would be scenario based, and students will have to link their answers to the context.

Recommended reading

Ingram, T.N. et al., (2024), Sales Management Analysis and Decision Making, 11th edition, Routledge, <https://www.routledge.com/Sales-Management-Analysis-and-Decision-Making/Ingram-LaForge-Avila-Schwepker-Williams/p/book/9781032426358>

Prior, D.D. et al., (2024), Customer Relationship Management: Concepts, Applications and Technologies, 5th edition, Routledge, <https://www.routledge.com/Customer-Relationship-Management-Concepts-Applications-and-Technologies/Prior-Buttle-Maklan/p/book/9781032247441>

Kelly et al., (2017), Value-ology, 1st edition, Springer, <https://link.springer.com/book/10.1007/978-3-319-45626-3>

Johnston, M.W., & Marshall, G.W. (2016), Sales Force Management, 12th edition, New York: Routledge.

Rangarajan, D., Sharma, A., Lyngdoh, T., & Paesbrugge, B. (2021). Business-to-business selling in the post-COVID-19 era: Developing an adaptive sales force. Business Horizons, 64(5), 647-658.

Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2008). Sales force effectiveness: a framework for researchers and practitioners. Journal of Personal Selling & Sales Management, 28(2), 115-131.

Work load	
Number of hours	Type of course
24.0	Lecture
6.0	Personnal work
15.0	Collective project
25.0	Reading reference manuals
5.0	Research
Total	
	75.0

ENVIRONMENTAL ECONOMICS & CLIMATE CHANGE (INT) 3883		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_ECO_3883	ECO

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

Prerequisites

Pré-requis (EN)

No specific prerequisites. Students who have completed a Bachelor-level coursework in Economics, Business, or other Social Sciences will be able to follow the material of the course.

Learning objectives

Students who complete this course will develop:

- An understanding of the key links between economics and environmental/climate change issues
- An understanding of the role of environmental policies in the path towards sustainability and the green economy
- Knowledge and skills to analyze major environmental problems from an economic perspective
- Basics of climate science
- Rationale for climate policy, policy options, and instruments, challenges and complexities of climate policy design
- National and international climate politics in practice (selection)

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

5.B Construct expert knowledge from cutting-edge information

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 is an introduction to an economic and policy perspective on the nature of environmental problems and how environmental policy should be designed. We will study how economic activities can lead to a non-efficient use of natural resources and how different approaches can be adopted to adjust human behavior and economic activities in the presence of these externalities. We will discuss instruments like environmental taxes, cap and trade systems, as well as liability rules and regulations. We will use climate change as a key application of what we learn.

Environmental and social impacts

The core theme of the course is to introduce economic and policy perspectives on environmental issues and to consider the design of effective environmental policies. Using climate change as a key application, the course aims to equip students with fundamental knowledge while highlighting the challenges they will face in their future professional lives.

Biodiversité

Energie

Ressources naturelles

Santé

Transformation durable des entreprises

Communautés

Développement social

Diversité, équité et inclusion

Climat

Eau

Education

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Multiple choice questions	Group report	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	25.0	10.0	45.0	20.0										

Evaluation

Students receive extensive feedback on case studies and problems in class.

Recommended reading

Textbook: Bauman, Yoram, and Grady Klein, 2014, The Cartoon Introduction to Climate Change. Island Press.
Suggested textbook: Stephen Smith, 2011, Environmental Economics: A Very Short Introduction, OXFORD

Work load

Number of hours	Type of course	
6.0	Lecture	
10.0	Interactive courses	
10.0	Personnal work	
6.0	Collective project	
6.0	E-learning	
6.0	Reading reference manuals	
5.0	Research	
Distance learning		
1.0	remote videoconferencing	
Total		50.0

CONSOLIDATION 3661		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ACC_3661	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Students should be comfortable with basic and more advanced topics in accounting: they should know what the different components of financial statements are, how to record journal entries, what the impact of entries on the financial statements is.

Students should be familiar with reading annual reports, the concept of groups of companies, and IFRS specificities such as fair value

Learning objectives

- Mastering the regulatory and legal framework for consolidated financial statements (national regulations and international standards).
- Defining the consolidation scope.
- Master the process of preparing a consolidation.
- Determine the impact of consolidation adjustments.
- Record consolidation transactions.
- Prepare the financial statements specific to consolidated accounts.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

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

Course description

1. The goal is to understand the conditions for preparing consolidated financial statements and determining the consolidation scope, and to appreciate the usefulness of combined financial statements.

Legal framework of operations (CRC 99-02 and IFRS):

- Choice of the consolidation framework
- Criteria making the preparation of consolidated financial statements mandatory
- Nature of control and consolidation method
- Percentages of interest and control
- Exemption cases and exclusion cases from the scope
- Cases where it is possible or obligatory to prepare combined financial statements

2. Understand the accounting impact (CRC 99-02 and IFRS) of defining an entity and its scope, taking into account deferred taxation.

Consolidation adjustments:

- Standardization of accounting and presentation methods based on regulations and/or the group's consolidation manual.

- Elimination of past transactions solely for the application of tax laws.
- Currency conversion of accounts established in foreign currencies.
- Elimination of reciprocal accounts and internal results.
- Treatment of valuation and acquisition differentials: determination upon entry and subsequently.
- Allocation of equity of direct and indirect subsidiaries according to consolidation methods.

3. Understand the purpose and content of financial statements (in CRC 99-02 and IFRS).

Balance sheet, income statement / statement of comprehensive income, notes
 Statement of changes in equity
 Statement of cash flows

- (1) Only cases of "traditional" commercial companies, and not other forms of enterprises or companies subject to specific regulations, should be addressed in the context of mergers.
- (2) The tax regime for mergers and related operations (spin-offs, mergers, asset contributions, etc.) is not covered in the program. However, the accounting translation of the tax regime is included in the curriculum.
- (3) US Generally Accepted Accounting Principles (US GAAP) are not part of the curriculum.
- (4) The preparation and establishment of combined financial statements are not included in the program.
- (5) Consolidation operations are carried out within the framework of the direct consolidation technique.

Environmental and social impacts

The course contributes to explain transparency in aiming accountability in order to facilitate the allocation of resources

Transparence et reporting

Accounting, IFRS, Consolidation

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam												
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	30	70												

Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually, for the final case, individually.

With the exception of the final case, personalized feedback will be given during the session and at mid-course to check that students are not going down the wrong path in terms of understanding.

Recommended reading

Work load	
Number of hours	Type of course
24.0	Interactive courses
20.0	Personnal work
15.0	Collective project
11.0	Reading reference manuals
Total	70.0

LEADERSHIP FOR DESIGN THINKING 3712		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ENT_3712	ENT

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

Prerequisites

None

Learning objectives

Establish a common language and process for creative problem solving
 Understanding the role of creativity in organizations
 Apply the methods of leadership for design thinking to your work
 Learn a methodology for creative problem solving
 Come up with creative solutions

1.A Demonstrate an international mindset

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

Creativity is one of the critical components of an organization's ability to survive and thrive in today's competitive and dynamic markets. This course will provide participants with a rich understanding of how creativity can be facilitated and managed in a work setting from a leadership perspective. How can leaders guide their teams in the creativity journey? Students will acquire knowledge regarding various theoretical conceptualisations (i.e., how do you define creativity, what are the myths around it), antecedents (i.e., what makes you and others more creative) and outcomes (i.e., what is the impact) of creativity as well as knowledge on leadership for creativity techniques and tools to lead teams in the creative journey and promote design thinking. How do creative ideas happen? How can we foster our creativity and the creativity of those around us? What are the characteristics of successful creative leaders? What are the paths of creative development of individuals who are successful in their creative endeavours? What are the implications for fostering and managing creativity in the workplace? What are the obstacles to creativity? These are some of the questions we will address. During the course, a variety of teaching and learning techniques will be used to enable participants to think critically and imaginatively about various perspectives of creativity and to experiment with and foster their leadership for creativity skills. To realize the goal of a shared learning experience between participants and the instructor, the course is aimed at integrating real challenges and practical experiences of creativity, projects, presentations, experiential exercises, and critical reflection on the various course materials.

Environmental and social impacts

The course covers the discipline's environmental and societal impacts by emphasizing sustainable innovation, corporate social responsibility, and ethical leadership. It reflects transformations through

interdisciplinary approaches, case studies, and future-oriented thinking, preparing leaders to create solutions that are both innovative and responsible. This ensures that creative processes contribute positively to both society and the environment. Students will learn the importance of the creation of an inclusive environment to foster creativity and will also be able to learn techniques to come up with innovative sustainable solutions.

Transformation durable des entreprises

Modèles d'affaires durables

Diversité, équité et inclusion

Leading for creativity, Creative Leadership, Design thinking, Innovative Solutions

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Participation	Group project	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	10.0	50.0	20.0										

Evaluation

Students will receive comments and feedback about their submissions.

Recommended reading

Suggested:

Ed Catmull (2014). Creativity Inc. Random House, New York

Tom Kelly and David Kelley (2013). Creative Confidence.

Robert Iger (2019). The Ride of a Lifetime

Work load	
Number of hours	Type of course
24.0	Interactive courses
15.0	Personnal work

23.0	Collective project	
5.0	Reading reference manuals	
5.0	Research	
Outside training		
3.0	Outside visit	
Total		75.0

INNOVATION & CORPORATE ENTREPRENEURSHIP 3711		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ENT_3711	ENT

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

Prerequisites

Understanding of introductory concepts in strategic management

Learning objectives

-

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

6.A Thoroughly examine a complex business situation

Course description

Established firms are under continuing pressure to renew themselves through innovation and corporate entrepreneurship. In this course we will explore how firms can use innovation and collaboration strategies to discover new ways to grow. We will creatively address how organizational culture and structures can be used to help create an entrepreneurial architecture. Finally, we explore how firms can use the different forms of corporate venturing in order to build new businesses inside the established boundaries. We will critically reflect on how innovation and corporate entrepreneurship strategy need to be aligned with the firm's environment and its strategic intent.

This course is intended to provide students with practical skills to understand, evaluate, create, and ultimately manage an effective innovation and corporate entrepreneurship strategy within an organization. We will make use of several materials such as articles, case studies, simulations, and practitioner interventions. The final project will be the development of a real application of an innovation.

The sessions are structured in the following way:

1. Introduction to innovation and corporate entrepreneurship
2. Innovation strategy
3. Collaboration for innovation
4. Entrepreneurial architecture - Culture and leadership
5. Entrepreneurial architecture - Structure
6. Internal corporate venturing
7. External corporate venturing

Environmental and social impacts

The course covers the limits of technical innovation through case studies discussed in class.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Presentation	Participation	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	45.0	10.0	45.0											

Evaluation

The course uses participation as a form of continuous assessment as well as group and individual work. Students receive written feedback on their group presentation and on their final report.

Recommended reading

Paul Burns (2020), Corporate Entrepreneurship and Innovation, 4th edition, Bloomsbury
 Melissa Schilling (2020), Strategic Management of Technological Innovation, 6th edition, McGraw-Hill Education
 HBS cases and articles
 Course Website - please check regularly MyCourses at <https://mycourses.ieseg.fr/my/>

Work load

Number of hours	Type of course
24.0	Lecture
19.0	Collective project

20.0	Individual project
12.0	Research
Total	
	75.0



FINANCING ENTREPRENEURIAL VENTURES 3709		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ENT_3709	ENT

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

Prerequisites

Learning objectives

At the end of this course, students will be able to demonstrate the ability to evaluate, and make critical assessment of the criteria used by investors in assessing, structuring, and monitoring investments.
 Student will also learn how to evaluate entrepreneurial financing options for a specific business venture.
 Students will develop and enhance their diagnostic and analytical skills as well as to think creatively about how to best present complex and uncertain entrepreneurial ventures

-
- 1.C Communicate effectively in English

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

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

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

 - 6.A Thoroughly examine a complex business situation

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

Course description

Developing and growing their ventures poses both exciting and frustrating challenges for entrepreneurs, none more so than raising external financing. This implies that they have to persuade investors such as business angels or venture capitalists to provide substantial amounts of money to support them. This course intends to teach students to understand the financing needs of entrepreneurs, what these investors of entrepreneurial ventures look for in deciding to invest, and how they assess, structure, monitor, and exit their investments. Classes will include discussions on topics dealing with the fundraising process of

entrepreneurial ventures.

Environmental and social impacts

the course covers the role of impact investors in the investment landscape. This type of investors evaluate investment opportunities not only on financial return, but also on the impact investees can/will create.

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Individual project	Group project	Presentation										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	25	25										

Evaluation

Recommended reading

Work load

Number of hours	Type of course
20	Interactive courses
4	Coaching
15	Personnal work

30	Collective project
10	Individual project
Total	
75	



SUPPLY CHAIN MANAGEMENT 3756		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_OPS_3756	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

- operations management
- optimization methods

Learning objectives

The course objective is to cover the supply chain strategy and concepts and to give students a solid understanding of the analytical tools necessary to solve the supply chain problems. As a result, the goals and objectives are as follows:

1. Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy
2. Identify the major drivers of supply chain performance, understand how they are related and how they impact the performance of the company
3. Analyze the operational performance of the supply chain
4. Discuss the strengths and weaknesses of various distribution options
5. Understand the role of network design in a supply chain
6. Develop an optimization model to design a regional network configuration
7. Understand the trade-offs involved when making sourcing decisions

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

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

6.A Thoroughly examine a complex business situation

Course description

Supply chain system activities - communication, inventory management, warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that

firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

This course approaches supply chain management from the perspective of a general manager, focusing on the crucial hand-offs of information and products within the supply chain. We will explore how the design of a logistics system is intricately tied to the broader objectives of the supply chain and how these decisions influence both the firm's performance and the wider supply chain network.

Our objective is to foster a deep understanding of how logistical decisions affect a firm's operations and to identify the interplay between supply chain structures and logistical capabilities. The curriculum will maintain a strategic lens on the supply chain, ensuring that students can envision and implement high-level strategies that enhance efficiency and effectiveness.

Key areas of focus in this course include:

- Strategic alignment of the supply chain with business objectives
- Critical drivers of supply chain performance and relevant metrics
- The relationship between supply chain operations, logistics, and financial performance
- Strategies for optimizing distribution networks
- Principles of network design and supply chain configurations
- Effective supply contracts and negotiation strategies

Environmental and social impacts

The course focuses on the different drivers of the supply chain strategy (transportation, facilities, inventory, sourcing, pricing and Information). The opportunities for improving supply chain sustainability, including social, environmental will be discussed or illustrated.

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam	Participation											
Nbre heure si examen écrit	2.0	3.0												
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

- The exercises of the mid-term exam will be corrected during a lecture and general feedback will be provided on the final exam by email

Recommended reading

Supply chain management, Chopra, 7th edition, Pearson

Work load	
Number of hours	Type of course
24.0	Interactive courses
47.0	Personnal work
Independent work	
4.0	Reading reference manuals
Total	75.0

RISK MANAGEMENT 3676		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_FIN_3676	FIN

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

Prerequisites

This is a master-level course in finance with a strong quantitative focus. A solid grasp of fundamental concepts in probability and statistics is expected. This is not a course in basic statistics; students are strongly advised to review any undergraduate-level textbook in probability and statistics BEFORE attending the course.

Learning objectives

This course aims to equip students with a deep understanding of how to identify, measure, and manage key types of (financial) risk faced by institutions. By the end of the course, students will be able to critically assess and apply a range of theoretical and practical risk management tools to real-world scenarios.

6.A Thoroughly examine a complex business situation

5.B Construct expert knowledge from cutting-edge information

3.A Breakdown complex organizational problems using the appropriate methodology

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

Course description

This is a core course for any finance student, covering the major categories of risk that financial institutions face: market risk, credit risk, liquidity risk, operational risk, climate risk, and enterprise risk. The course strikes a strong balance between rigorous theory and practical application through real-world examples. Students are expected to study selected materials independently in preparation for class, enabling productive in-class sessions. The concepts are highly relevant across all three Finance Major specializations: Corporate Finance & Strategy, Asset & Risk Management, and Commercial & Investment Banking.

Environmental and social impacts

The course includes a dedicated module on Climate Risk, ESG, and Sustainability. It explores how risk management practices are evolving in response to environmental and societal challenges. Students will understand how these emerging risks impact financial institutions and how they are being integrated into modern risk assessment frameworks.

Transformation durable des entreprises

Climat

Modèles d'affaires durables

Diversité, équité et inclusion

Transparence et reporting

Value-at-Risk (VaR), Expected Shortfall (ES), Basel Accords, Climate Risk, Credit Risk, Operational Risk, Liquidity Risk, Enterprise Risk Management, Risk Metrics

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam													
Nbre heure si examen écrit	3.0													
2nd session														
Coefficient	100.0													

Evaluation

Continuous and personalized feedback is provided throughout the semester via in-class formative assessments (e.g., concept-checking quizzes). Overarching group-level feedback will be delivered after the final exam (summative assessment). Students may request individual feedback on specific exam questions during the exam paper review sessions organized by the studies office.

Recommended reading

Hull, J. C. (2023). Risk management and financial institutions (6th ed.). Wiley.

Work load

Number of hours	Type of course
24.0	Interactive courses
25.0	Personnal work
26.0	Reading reference manuals

Total

75.0

This is an academic and intellectually demanding course that blends rigorous theoretical concepts with practical applications. Students are expected to thoroughly engage with the course materials and regularly refer to the main reference book, Risk Management and Financial Institutions by John C. Hull (available through the school's (online) library). Full and careful reading of assigned content is essential to successfully follow and benefit from the in-class sessions.



FOUNDATIONS OF ENTREPRENEURSHIP 3710		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_ENT_3710	ENT

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

Prerequisites

Learning objectives

Demonstrate knowledge of core theoretical frameworks in entrepreneurship
 Analyze the mindset and cognitive processes of entrepreneurs
 Develop the ability to read, interpret, and engage critically with academic articles
 Evaluate competing theoretical perspectives and their practical implications
 Design and present original entrepreneurial concepts

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

3.A Breakdown complex organizational problems using the appropriate methodology

6.A Thoroughly examine a complex business situation

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

Course description

This course is design to introduce the topic of entrepreneurship in all its multidisciplinary. We will cover the main theories of entrepreneurship mixing real-life observations with academic research. Through a series of readings, and class exercises, students will gain a deep appreciation of the role of the entrepreneurial process within society and how it manifests itself in a variety of contexts.

Environmental and social impacts

The course includes social entrepreneurship; entrepreneurship for creating both economic and non-economic value.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Individual report	Presentation	Written exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	40.0	20.0	30.0										

Evaluation

Recommended reading

Work load

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

25.0	Research
Total	



DECISION GAMES AND NEGOTIATION 3747		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_NEG_3747	NEG

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

Prerequisites

(1) Students should be familiar with basic concepts and approaches of negotiation (e.g. positional bargaining, interest-based negotiation) (2) Basic numeracy skills are required (3) Familiarity with role-play exercises is an advantage

Learning objectives

At the end of the course, the student should be able to: (1) use basic techniques of decision theory to make smarter decisions (2) use the theory of simultaneous and sequential games to analyze the strategic inter-dependencies of parties in a negotiation (3) understand the scope and limits of rational approaches to decision-making

How does this course cover the discipline's impacts on the environment and society? And/or how does this course reflect transformations in the discipline related to environmental and social issues?

3.A Breakdown complex organizational problems using the appropriate methodology

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

Negotiators must make many decisions before, during, and after a negotiation process. Often those decisions need to be made under time pressure and with limited access to information. The situation is further complicated in that the outcome of a negotiation depends not only on one party's decisions, but on those of all parties involved. This course introduces students to the basics of decision and game theory with a view to make them smarter decision-makers and develop their awareness for the strategic inter-dependencies between negotiators. It concludes with a critical discussion of the limits of rational decision-making and the cognitive biases that often govern negotiators' decision-making in practice. The course incorporates decision-making exercises, role-playing games, and in-class discussions to facilitate students' learning

Main Topics:

- Game theory

- Rational decision-making

Environmental and social impacts

The course incorporates exercises, role-playing games, real life examples and in-class discussions which highlight the intersection of sustainability, decision-making, and negotiation. Overall, the course develops critical thinking skills by encouraging students to evaluate the long-term consequences of decisions and negotiated agreements, to think beyond immediate gains and consider the broader impact on people and the planet.

Biodiversité

Communautés

Déchets

Développement social

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam	Case study											
Nbre heure si examen écrit		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

Students receive continuous feedback on their performance in game simulations and role play negotiations throughout the course. Further students receive feedback on their performance in the case study.

Recommended reading

(1) Lecture slides (provided at the beginning of the course) (2) Game theory at work (2003) by James D. Miller; McGraw-Hill: New York (3) Games for business and economics, 2nd edition (2003) by Roy Gardner; Wiley: Hoboken, NJ

Work load

Number of hours	Type of course
24.0	Lecture

23.0	Personal work
4.0	E-learning
12.0	Reading reference manuals
12.0	Research
Total	
75.0	



DIPLOMATIC NEGOTIATIONS AND SUSTAINABLE DEVELOPMENT 3751		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_NEG_3751	NEG

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

Prerequisites

Learning objectives

-
- 1.A Demonstrate an international mindset

 - 1.C Communicate effectively in English

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

 - 3.B Propose creative solutions within an organization

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

 - 2.C Generate sustainable solutions for organizations

Course description

Today, in our rapidly changing world, effective global negotiators not only must be familiar with a generic problem-solving or negotiation process. They must also become familiar with the highly complex, consensus-based negotiation processes that produce international legal agreements on transboundary issues such as climate change, pollution and biodiversity. They must learn how to adapt to the constraints of the international system, respond in flexible and appropriate ways, and use a range of diplomatic approaches for building positive working relationships that facilitate the reaching of agreement.

Main topics:

- Diplomacy
- Environmental sustainability
- National/government/international level
- Coalitions & bargaining

Environmental and social impacts

The course is concerned with diplomatic negotiations on sustainability. Students will learn about a number of global environmental challenges and become familiar with the dynamics of global environmental politics before deep-diving into the issues and process of the plastic treaty negotiations.

Ressources naturelles

Transparence et reporting

Démocratie

Biodiversité

Climat

Santé

Economie circulaire

Déchets

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Group report	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	30.0	20.0										

Evaluation

Written feedback will be provided on the group projects.

Written feedback will be provided on the group reports.

In-class feedback will be provided on the negotiation exercises.

Recommended reading

Will be communicated at the start of the course.

Work load

Number of hours	Type of course	
24.0	Lecture	
10.0	Personnal work	
15.0	Collective project	
6.0	Individual project	
10.0	Reading reference manuals	
10.0	Research	
Total		75.0

SUSTAINABLE CORPORATE FINANCE 3673		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_FIN_3673	FIN

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

Prerequisites

Learning objectives

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

Course description

The objective of the course is to provide fundamental knowledge required for our students to understand how finance can steer the sustainability transition. Students are invited to 'rethink' how business operates today and how they need to operate in order to internalize externalities. Topics covered include: The role of finance in ecological transition; EU and Global regulations for climate risk management and governmental

mechanisms for protecting the ecosystem balance and improving the resilience of the real economy towards ESG catastrophes; Regulatory frameworks for climate risk management (IPCC, COP protocols, the Paris Agreement, the EU Action Plan for Sustainable Finance, the European Green Deal, Fit for 55 Package, REpowerEU, Climate Benchmarks, French Energy Transition Law). Sustainable investment strategies (e.g., exclusionary, screening, best-in-class, thematic, active ownership impact investing); Sustainable finance products including carbon markets, green bonds and sustainability-linked bonds; Obstacles and opportunities for sustainable banking and insurance and ESG disclosure frameworks and standards (EU Taxonomy, SFDR, CSRD, ISSB, Global Reporting Initiative, Task Force on Climate-related Financial Disclosures).

Environmental and social impacts

The course is designed to equip our students with fundamental understanding of how to identify, evaluate, and quantify ESG impact from the perspective of company managers or investors; It critically assesses the current financial models in terms of their limits for incorporating ESG in the decision-making process and provides principles for aligning them with societal and environmental goals. The course also introduces modern stewardship and engagement practices for positive social and environmental value creation. Finally, it trains students to critically assess the entity's position in terms of reporting and disclosure or greenwashing in line with current EU regulations targeting environmental risk management and ecosystem preservation;

Economie circulaire

Droits du travail

Modèles d'affaires durables

Transformation durable des entreprises

Transparence et reporting

Biodiversité

Déchets

Eau

Santé

Ressources naturelles

Climat

Communautés

Education

Diversité, équité et inclusion

Développement social

Droits humains

Energie

Démocratie

Stewardship, Engagement

Assessment / Feedback

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

Type d'épreuve	Case study	Participation												
Nbre heure si examen écrit														
2nd session														
Coefficient	80.0	20.0												

Evaluation

Collective, general and personalized feedback after each case study done and presented at class.

Recommended reading

Work load

Number of hours	Type of course
24.0	Interactive courses
6.0	Personnal work
15.0	Collective project
18.0	Reading reference manuals
12.0	Research

Total

75.0



STRATEGIC CHANGE MANAGEMENT 4051		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_4051	STS

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

Prerequisites

None

Learning objectives

- Discuss how success in organizational change can be measured.
- Understand the impact of a company's history on current strategic management.
- Understand what organizational learning is and how it can affect strategy implementation and firm performance.
- Gain insight into the strategies and hidden nuances of power and politics in real-world organizations.
- Understand change drivers & change motivations for organizations and their members;
- Work with tools to design and implement strategic change;
- Appraise wider impacts of change within organizations and in their environments.

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

Course description

The course is divided into two complementary parts. You will begin with the 4 sessions (2h40 each) on Strategy, where you will explore in detail strategic concepts, governance, and their connection to change management. To understand the foundations on which you can strategically implement change within a company, you will work on timing, historical context, and the Skills, Learning, and Innovation framework that support decision-making. You will also analyze the political dynamics within organizations, which play a crucial role in strategic change. In the 5th session (1h20), you will present your project focusing on the strategic aspect to your Strategy professor. During sessions 6 to 9, with your Change professor, you will transition to the practical implementation of your strategy. You will work on identifying the type of change required, analyzing and engaging stakeholders by leveraging your understanding of corporate culture and effective communication channels. Once this action plan is defined, you will focus on developing a

contingency plan, assessing potential risks, and evaluating the impact of your change strategy. In the 10th session, you will present your change strategy through a video, which will be shown in class. Throughout the course, you will progressively develop your final report, integrating insights from both Strategy and Change sessions.

Environmental and social impacts

The course is related to sustainable transformation of companies, specifically on the social aspect of strategic change management.

Développement social

Diversité, équité et inclusion

Transparence et reporting

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	End of term exam	Participation											
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

Feedbacks given through in-class discussions and online tools.

Recommended reading

All resources will be made available on MyCourses.

Work load

Number of hours	Type of course
24.0	Interactive courses

25.0	Personnal work
26.0	Collective project
Total	
	75.0



RISK MANAGEMENT & FRAUD 3665		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_ACC_3665	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

None.

Learning objectives

Risk Management.

- 1) Understand the concept of Risk in the context of an enterprise.
- 2) Be able to differentiate between key distinct notions: Objective, Risk, Risk Factor, Risk Response / Control.
- 3) Comprehend the theoretical COSO ERM Risk Management Model.
- 4) Understand the Risk Management methodology and associated techniques in order to: Identify, Evaluate and design Risk Responses through appropriate controls.
- 5) Establish a Risk Map and prioritize the risks thereof.

Fraud.

- 1) Understand the definition of a Fraud from a legal and economical standpoint.
- 2) Spot the Fraud alert / signals.
- 3) Develop an ad hoc program to investigate a fraud.
- 4) Design a sound and efficient Fraud Prevention program.

1.A Demonstrate an international mindset

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

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

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

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

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

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

5.D Make effectual organizational decisions

1.B Successfully collaborate within a intercultural team

Course description

- Academic contributions.
- Discussions.
- Specific exercises aimed at practicing individual theoretical / academic elements.
- Case studies designed to implement the entire academic elements brought during the academic sessions.

Environmental and social impacts

The course liaise with other fields involved in the holistic vision and identification of risks (CSR, Ethics, Compliance, Equitable Business/Commerce, Human Rights and Social Rights, Employment and Divestity, Social Community Contribution).

Transformation durable des entreprises

Transparence et reporting

Diversité, équité et inclusion

Biodiversité

Droits humains

Climat

Communautés

Développement social

Droits du travail

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Case study	End of term exam											
Nbre heure si examen écrit	2.0	2.0	1.0											

2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

- Ecaluation.

Recommended reading

Work load

Number of hours	Type of course
8.0	Lecture
6.0	Interactive courses
8.0	Directed work
1.0	Coaching
10.0	Personnal work
10.0	Collective project
10.0	Individual project
Independent work	
10.0	Reading reference manuals
10.0	Research
Total	

STRUCTURES & ORGANIZATIONAL DESIGN IN INTERNATIONAL CONTEXTS 2074		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_HRM_2074	HRM

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

Prerequisites

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

Learning objectives

-
- 1.A Demonstrate an international mindset

 - 1.B Successfully collaborate within a intercultural team

 - 2.C Generate sustainable solutions for organizations

 - 3.B Propose creative solutions within an organization

Course description

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

Part 1-.The org-chart technique and the basic tool of all the course.
Following the program the student will be introduced to the theory of the organizational structuring: basic, functional and dipartimental structures. These are the so called hierarchical structures, since the integration model they normally use is based on the hierarchical relation between the actors.

Part 2 – Non-Hierarchical structure
This traditional approach to the organization is attenuated by using different model based on the mutual adjustment, the negotiation between the actors, the shared interests and the common culture.
Using these tools we create the non hierarchical organization, by which the most important examples are the Project Manager Model, the Product Manager Model and the Matrix.

Part 3 – Network Organization
At the end of the course the students will be introduced to the newest concept of the reticular organizations or Net-organizations. This innovative idea of organization seems to be an efficient answer to the request coming from the enterprises which have to face the crisis periods

Environmental and social impacts

The course "Organization Design in International Context" introduces the importance of the emerging social issues, in the design of the Multinational Organizations that are both competitive and responsible in the global marketplace.

During the course the student will learn:

- The role of ethical leadership in fostering a socially responsible organizational culture.
- The importance of diversity, equity, and inclusion (DEI) in an international context
- How these challenges impact organizational design and strategy on an international scale.

Diversité, équité et inclusion

Droits du travail

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Written exam	Group project	Participation											
Nbre heure si examen écrit	2.0													
2nd session	true	true	true											
Coefficient	80.0	10.0	10.0											

Evaluation

The students receive feedback on the 4 team-works they realize.

At the end of each lesson the teacher summarizes the content of the lesson together with the students.

At the end of the course, the students' competences are assessed through an in-person written test (which includes both practical exercises and theoretical questions)

Recommended reading

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

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

Work load

Number of hours	Type of course
16.0	Lecture

18.0	Personnal work
8.0	Collective project
8.0	Reading reference manuals
Total	
	50.0

The students have to discuss in small teams 4 cases and have to produce 4 written essays that are assessed by the professor. This activity requires about 2 hours per case (8 hours of "Collective project")



ADVANCED CORPORATE STRATEGY 3696		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_3696	STS

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

Prerequisites

Learning objectives

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

Environmental and social impacts

The course stimulates students to design business models / plans that offer sustainable value. It also promotes a culture of transparency and accountability.

Transformation durable des entreprises

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Presentation	Presentation	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	30.0	30.0										

Evaluation

Recommended reading

Work load

Number of hours

Type of course

Total



INTERNATIONAL MARKETING FUNDAMENTALS 3724		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_MKT_3724	MKT

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

Prerequisites

This course focuses on the specificities of international marketing. Basic marketing knowledge is a pre-requisite of this course (included but not limited to Segmentation-Targeting-Positioning and the main Marketing Mix elements).

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

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.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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 interactive lectures, the course consists of case studies, role plays and assignments 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 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.

Environmental and social impacts

The course will cover the examples of sustainability-oriented companies (e.g. Toms, Patagonia) in order to understand how sustainable product/service solutions are developed and introduced to the market. Particular attention will be given to the fact that companies have to adapt their offer in different markets depending on the level of sustainability awareness among consumers; while in some markets they can target the existing consumer groups (market-driven), in others they will have to take the lead and educate the market (market-driving). Apart from environmental aspects of sustainability the course will touch upon social sustainability in relation to the role of businesses in tackling global inequalities and development of cultural intelligence.

Modèles d'affaires durables

Diversité, équité et inclusion

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Case study	Group project										
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	35.0	30.0	20.0										

Evaluation

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

The feedback for the group in-class assignments will be given in class, based on (student) presentations and questions. The written feedback will be available after the submissions of the written documents. The feedback to the final presentation will be given straight after each group presents. Feedback and grades of individual exam and personalized feedback 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.

Backmann, J., Kanitz, R., Tian, A.W., Hoffmann, P. and Hoegl, M. (2020). Culture gap bridging in multicultural teams. *Journal of International Business Studies*, 51, 1283-1311.

Sincic Coric, D., Lucic, A., Brecic, R., Sevic, A. and Sevic, Z. (2020). An exploration of start-ups' sustainable marketing orientation (SMO). *Industrial Marketing Management*, 91, 176-186.

Work load	
Number of hours	Type of course
Face to face	
24.0	Interactive courses
Independent study	
11.0	Personnal work
20.0	Collective project
Independent work	
5.0	E-learning
10.0	Reading reference manuals
5.0	Research
Total	
	75.0

PRACTICAL NEGOTIATION SKILLS 3749		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_NEG_3749	NEG

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

Prerequisites

None

Learning objectives

- Understand the basics of principled or integrative bargaining strategies 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. Those exercises will be based on realistic scenarios and enable participants to practice negotiation in real-life settings. Extended class discussions will be used to guarantee the 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: distributive vs. integrative negotiation settings, zone of possible agreement, planning and preparation, creativity, communication and process, trust and relationship. The objective is to provide students with key analysis grids and tools to better understand negotiation, and hence negotiate more effectively in various settings.

Main Topics:

- Distributive Negotiation
- Integrative Negotiation
- Planning and Preparation
- Managing People and Process
- Trust and International Negotiation

Environmental and social impacts

- The course will emphasize the long-term, sustainable business relationships to reflect the social sustainability issue.
- One negotiation exercise will contain contents about environmental sustainability issue.

Diversité, équité et inclusion

Energie

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Individual project	Group project											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

- The learning-by-doing pedagogical method in Sessions 1 to 5 will ensure students to receive continuous and immediate feedback through the negotiation exercise and debriefing.
- The feedback session in Session 6 will give students a summarized, overall feedback at the end.

Recommended reading

Work load

Number of hours	Type of course
24.0	Interactive courses

23.0	Collective project
28.0	Individual project
Total	
	75.0



CORPORATE INVESTMENTS 2072		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_FIN_2072	FIN

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

Prerequisites

Fundamentals of Finance

Learning objectives

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

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

Available for students

Environmental and social impacts

The course will familiarize the students with the potential consequences of project implementation on all stakeholders. Moreover, the aspects related to ESG, its valuation and potential impact on the company's performance will be discussed and included in the pipeline of the course material.

Transformation durable des entreprises

Modèles d'affaires durables

Développement social

Education

ESG, social impact, stakeholders, valuation, NPV, investment

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual project	Group project	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	50	35.0											

Evaluation

Case Studies, Presentations, Discussion

Recommended reading

Damodaran, A., "Investment Valuation", Wiley & Son.

Damodaran web-page: http://pages.stern.nyu.edu/~adamodar/New_Home_Page/dam2ed.htm

Work load

Number of hours	Type of course
8.0	Lecture

6.0	Interactive courses	
2.0	Directed work	
10.0	Personnal work	
6.0	Collective project	
8.0	Individual project	
Independent work		
16.0	Reading reference manuals	
Outside training		
0.0	Outside visit	
0.0	Company visit	
Total		56.0

SUSTAINABLE VALUE: FRAMEWORKS, STRATEGY & PERFORMANCE 3789		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_STS_3789	STS

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

Prerequisites

Learning objectives

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

- Understand sustainability and the challenges and opportunities associated with its principles and practices;
- Distinguish and apply strategies, frameworks and tools used by companies to advance sustainability;
- Identify what, how and why industry sectors have different sustainability challenges (i.e., agribusiness, textiles, buildings) and therefore implement solutions in accordingly distinct ways;
- Explore emerging trends in how different industrial systems are contributing to and/or hindering progress on social and environmental outcomes.

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

- o The course explores how business can advance problem-solving on some of the most challenging sustainability issues facing business.
- o The 'point of entry' assumes that the student has a fundamental understanding and awareness around the themes of sustainability (i.e., climate, water, and natural resource stress; access and affordability to energy, food, medicines; sourcing and labor dilemmas from low-wage countries).
- o The approach will be to first set the context and then,
- o Move to explore three business approaches that provide pathways for business to contribute solutions towards more sustainable principles and practices. These three approaches include:
 - the sustainable value framework (Hart),
 - Sustainable Development Goals (UN).
 - Materiality mapping.
- o We will deepen the focus, exploring how sustainability challenges are managed by a few industries critical in the global economy. These sectors control vast resources and have significant impacts on air, water, waste, raw materials use and the communities and labor in which they operate. These include: agribusiness/fertilizers; apparel/textiles; buildings/cement.

Environmental and social impacts

the fundamental focus on this course is a tactical approach to implementing sustainability, with an in-depth set of exercises that use the tools and frameworks that practitioners work with on a daily basis.

Eau

Déchets

Transformation durable des entreprises

Modèles d'affaires durables

Transparence et reporting

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Continuous assessment												
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	50.0												

Evaluation

Students are expected to complete each week's module within the week-long timeframe.

The assessment will be based on the following:

1. Individual report: 50% / to be submitted one week after the conclusion of the course.
2. Continuous Assessment @ 50% / There are 10 different opportunities to engage and actively participate in the course through these activities (forums, choice, mini-quiz, assignments, etc.). The activities are not assessed specifically but count towards your participation grade.

Recommended reading

Work load

Number of hours

Type of course

30.0	Personnal work
20.0	Individual project
Total	
50.0	



ORGANIZATION AND MANAGEMENT: THINK DIFFERENT TO BUILD A NEW WORLD 1094		
2025 - 2026	Crédit : 2.0	IÉSEG - School of Management
Class code :	2526_SYL_STS_1094	STS

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

Prerequisites

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

Learning objectives

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

- Audit and identify the type of structure, organization and management style of a company. (LO 2.A)
- Understand the concept of paradigm shift and the challenges offered to organizations, managers and leaders (LO 3.A)
- Understand the proposition of learning organizations to adapt to current paradigm. (LO 3.A)
- Integrate basic neuroscience and psychology principles to: (LO 1.B)
 - 1) Understand the mecanism of resistance to change
 - 2) Understand the diversity of the human profiles and mentalities that can be found in organizations
 - 3) Develop a team's capacity to adapt
- As future manager, identify levers to respect, promote and emphasize innovation and creativity within organizations, which is necessary to face complexity. (LO 6.C)

1.B Successfully collaborate within a intercultural team

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

3.A Breakdown complex organizational problems using the appropriate methodology

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

Course description

This course is not a mix of creativity technics to be used as a tool box. The terms "Think different" and "build a new world" refers to a necessary revolution that has to occur in cultures and practices of most companies to adapt to this XX1st century's challenges. 80 to 90% of western companies are operating on business

models that matched with former paradigms but do not produce anymore the economical results expected today. On the other end, emerging countries using these business models don't face any problem of growth, but they contribute to the planet destruction and are quite far from CSR (Corporate Social Responsibility) concept. Who could blame them? The world is different, and its challenges are different from what they were 20 years ago. Most people know it. But in most of the companies, nothing has changed, and things are still running as if nothing could happen in the future. There is a gap that has to be filled by new managers' generation.

This course wants to be practical and is based on a pragmatic approach. It starts from the observation of the environment, and winning and losing company practices, to understand them better. It proposes a concrete, lucid, positive and dynamic approach of management.

This course is built around 3 main topics:

- Environment and Organizations: understand the environment changes and their consequences on Organizations, Human behaviours, economical results and ecology.
- Management: understand how management can serve organizations to get better human and economical results. Identify operational winning and losing management practices.
- Skills and Behaviour development: why is pedagogy so important in management? Useful basic neuroscience, psychology and communication principles to develop people's capacity to learn, adjust, innovate and create.

Environmental and social impacts

This course aims at raising the awareness and the understanding of the evolution of the environment that requires to implement sustainable managerial practices. As such, it starts from observing the complexity of the environment to lean towards learning organization practices as a tool to positively contribute to the world.

Economie circulaire

Transformation durable des entreprises

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Video	Presentation	Group report											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	30.0	40.0											

Evaluation

Comprehension of the material will be assessed through the realization of a video and a synthesis note. Feedback will be given through the different coaching session with each group and after the presentation of the video and the note.

Recommended reading

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

Work load	
Number of hours	Type of course
Face to face	
16.0	Interactive courses
12.0	Personnal work
12.0	Collective project
Independent work	
10.0	Research
Total	
	50.0

THE ENTREPRENEURIAL EXPERIENCE I 3713		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ENT_3713	ENT

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

Prerequisites

Learning objectives

At the end of the course, the student should be able to: 1. Explain the lean startup 2. Analyze the factors of startup success and failure 3. Assess the value of an entrepreneurial opportunity 4. Create a viable business opportunity (to be defended in public)

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

The entrepreneurial experience I is a fully experiential course intended to take students on a real journey to create a viable business opportunity. Instruction will include class discussions on topics that deal with the entrepreneurial process as well as real world activities with students (or groups) as they develop a value proposition. Instructors customise contents and may provide each student (or groups) with external professional input from experienced entrepreneurs.

Environmental and social impacts

the value proposition needs to address one or more SDGs. students have to explain which SDGs are related to the problem - solution fit

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Participation	Group project											

Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	20.0	50											

Evaluation

Recommended reading

Work load	
Number of hours	Type of course
24	Interactive courses
5	Personnal work
40	Collective project
6	Individual project
Total	
75	

THE CONSULTING PROCESS 3700		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_STS_3700	STS

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

Prerequisites

Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

Session 1 - Conscious Business, Organisations and Consulting

Introduction and purpose of the course

Review syllabus

Four tenets of conscious business

Impact of consciousness on sustainability

Explore the use of consultants within (conscious) organisations

Required Reading, Video, and Online Resources:

Conscious Capitalism, Inc. (2022). Introduction to Conscious Culture. [Video]. <https://youtu.be/txE-sMsjq1w> (5 minutes)

Chen, K. K., & Chen, V. T. (2021). "What If" and "If Only" Futures Beyond Conventional Capitalism and Bureaucracy: Imagining Collectivist and Democratic Possibilities for Organizing. In *Organizational imaginaries: Tempering capitalism and tending to communities through cooperatives and collectivist democracy* (Research in the Sociology of Organizations, Vol. 72, pp. 1–28). Emerald Publishing Limited.

Lambrechts, F., Grieten, S., Bouwen, R., & Corthouts, F. (2009). Process Consultation Revisited: Taking a Relational Practice Perspective. *The Journal of Applied Behavioral Science*, 45(1), 39-58. <https://doi.org/10.1177/0021886308326563>

Suggested Reading, Video, and Online Resources:

Henry, T. (n.d.). What is Conscious Capitalism? [Video]. <https://www.arete-mgt.com/?wix-vod-video-id=290d96e6e7f744acb86cefb09d2af4c2&wix-vod-comp-id=comp-jfff6odi>

Mackey, J., & Sisodia, R. (2014). *Conscious capitalism: Liberating the heroic spirit of business*. Harvard Business Review Press. Chapter 2 (pp. 25-40) and Part IV – Chapter 15 (pp. 215-234).

Ometto, M. P., Zafar, A., & Hedberg, L. (2021). It takes more than a village: The creation and expansion of alternative organizational forms in Brazil. In K. K. Chen & V. Tan Chen (Eds.), *Organizational imaginaries: Tempering capitalism and tending to communities through cooperatives and collectivist democracy* (Research in the Sociology of Organizations, Vol. 72, pp. 229–256). Emerald Publishing Limited.

<https://doi.org/10.1108/S0733-558X20210000072009>

Van Gulick, R. (Winter 2022 Edition). "Consciousness", *The Stanford Encyclopedia of Philosophy*, E. N. Zalta & U. Nodelman (Eds.).

<https://plato.stanford.edu/entries/consciousness/>

Group Activities

Small group discussion: explore the concept of consciousness, culture, organisation, conscious culture, and linkages between the four tenets of conscious business.

Individual Engagement

Journaling practice throughout the course to develop reflective thinking and deepen understanding.

Individual Work 1: Self-Assessment - The Freiberg Mindfulness Inventory Short Version (Walach et al. 2006).

Establish a Mindfulness Practice (according to own preference) for at least 10 minutes a session, minimum 5 days per week for the duration of this course.

Session 2 - Consulting Roles and Conscious Organisational Culture

You can't create a business or success or a life without a belief system, values, and understanding and communicating how you can improve others' lives.

Qualities of conscious organisational culture: trust, accountability, caring, transparency, integrity, loyalty, and egalitarianism (TACTILE)

Concept of self-managing teams

Consulting roles and corresponding values

Workshop: Develop shared values

Required Reading, Video, and Online Resources:

Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 1-3; 7.

Bennett, N., & Lemoine, J. (2014). What VUCA really means for you. *Harvard Business Review*, 92(1/2).

Bourrelle, J. (2015). How Culture Drives Behaviors. TEDx Trondheim. [Video]. <https://youtu.be/l-Yy6poJ2zs> (12 minutes)

Suggested Reading, Video, and Online Resources:

Bernstein, E., Bunch, J., Canner, N., & Lee, M. (2016). Beyond the holacracy hype. *Harvard Business Review*, 94(7/8), 38–49.

Brendel, W. T. (2022). Conscious organization development: A distinctly mindful theory & practice. *Organization Development Journal*, 40(3).

Individual Assignment

Individual Work 2: What was your consulting role? Reflection on a time when the student was in a position to influence others without having direct authority.

Journal entries about Mindfulness Practice.

Group Activity

Developing Shared Values.

Session 3 - Consulting Slide Writing

Presentation structuring

Slide creation

Practical tips

Case Studies

Group Assignment

For sessions 4 to 7, students will work in assigned groups to present chapters from Block (2023), applying the consulting slide approach. The goal is to use the principles of presentation structuring and slide writing that we have covered so far. Additionally, we will discuss the humble consulting perspective. Only half of the class is preparing the slides for the next session. The other half read the assigned chapters and write down 3-5 discussion questions based on the material. These questions should encourage reflection and discussion. Instructions are given in the course slides.

Individual Assignment
Journal entries about Mindfulness Practice.

Optional Reading:
Duarte, Nancy. (2010). *Resonate: Present Visual Stories that Transform Audiences*. Wiley.

Session 4 - Entry, Listening and Contracting
Types of projects and project cycles
Trusting and Open Level Two Relationships
First client meetings
Assignment strategy and plan
Proposal development
Consulting contract
Service Quality

Required Reading, Video, and Online Resources:
Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 4-6.
Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapters 1-4.
Weiss, Alan. (2005). Why good clients turn bad. *Consulting to Management*, 16(1), March 2005, 25-27.

Individual Assignment
Journal entries about Mindfulness Practice.

Session 5 - Discovery and Dialogue
Diagnosis
Data gathering techniques
On-site interaction
Proposal development

Required Reading, Video, and Online Resources:
Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 10-12.
Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapters 4-5.
Hagerty, Michael R. (1997). A powerful tool for diagnosis and strategy. *Journal of Management Consulting*, 9(4), November, 16-25.
Weiss, Alan. (2006). Consultant, heal thyself. *Consulting to Management*, 17(2), June 2006, 10-12.
Bonner case, www.flawlessconsulting.com

Individual Assignment
Journal entries about Mindfulness Practice.

Session 6 - Analysis and Decision to Act
Developing and gathering alternatives
Presenting action proposals to the client
Work plans and project costing
Storylining

Required Reading, Video, and Online Resources:

Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 13-15.

Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapter 6.

Frick, Walter. (2014) An introduction to data driven decisions for managers who don't like math. Harvard Business Review blog, May 2014.

<https://hbr.org/2014/05/an-introduction-to-data-driven-decisions-for-managers-who-dont-like-math>

Individual Assignment

Journal entries about Mindfulness Practice.

Session 7 - Engagement, Implementation and Evaluation

Management of projects

Presentations and communicating with clients

Implementing your recommendations

Ongoing client contact and service

Team effectiveness

Time for withdrawal

Final reporting

Evaluation

Required Reading, Video, and Online Resources:

Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 16-17.

Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapter 7.

Suggested Reading, Video, and Online Resources:

Polzer, Jeffrey T. (2008). Making diverse teams click. Harvard Business Review.

Individual Assignment

Journal entries about Mindfulness Practice.

Session 8 - Consulting Presence and Mindful Action

Presence and Mindful Action

Qualities and Behaviors of a Conscious Leader

Building courageous leadership skills via the Dare to Lead workshop

Workshop

Dare to Lead workshop, including Self-Assessment, Permission Slips exercise and discussion of the Six Myths of Vulnerability

Required Reading, Video, and Online Resources:

Brown, B. (2018). *Daring leadership assessment*. From *Dare to lead*. Random House.

<https://daretolead.brenebrown.com/assessment/>

Geerlof, J., & van Beckhoven, A. (2017). Complexity, self-organization and leadership: Enlivened experiences from The Netherlands. *Integral Leadership Review*, 21(1).

<http://integralleadershipreview.com/14633-complexity-self-organization-and-leadership-enlivened-experiences-from-the-netherla/>

Hougaard, R., & Carter, J. (2018). *The mind of the leader: How to lead yourself, your people, and your organization for extraordinary results*. Harvard Business Review Press. (Chapters 10 – 12. pp. 159-207)

Yousafzai, M. (September 19, 2022). Malala Yousafzai at the Transforming Education Summit. United Nations. [Video]. <https://youtu.be/VxfV3dOTjlk> (5 minutes)

Yousafzai, M., & DeGeneres, E. (September 9, 2015). *The Incomparable Malala Yousafzai*. The Ellen Show. [Video]. <https://youtu.be/A6Pz9V6LzcU> (watch the first 6 minutes)

Suggested Reading, Video, and Online Resources:

Currie, G., Gulati K., Sohal A., Spyridonidis, D., & Busari, J. O. (2022). Distributing systems level leadership to address the COVID-19 pandemic. *BMJ Leader* 6(1), 39–44. <https://doi.org/10.1136/leader-2020-000280>
Sengupta, S. S. (2021). Level-5 integral leadership styles: Transcendence of mind. *IUP Journal of Organizational Behavior*, 20(2), 7–24.
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3940068

Individual Assignment

Individual Work 3: What was your presence? Reflection on moments when you were able to make your self available to someone else in a non-judging way, even when feeling provoked.

Journal entries about Mindfulness Practice.

Session 9 - Final Consulting Project Presentations

Final presentations on consulting projects

Submit presentations and reports

Environmental and social impacts

This course addresses the discipline's impacts on the environment and society by integrating core concepts of conscious business and sustainability throughout its curriculum. The focus on conscious consulting reflects a growing transformation in consulting practices, emphasizing the consultant's role not only in driving business success but also in fostering social responsibility and sustainable practices within organizations.

Environmental Impact

The course explores the impact of consciousness on sustainability, linking the actions and attitudes of consultants to broader environmental outcomes. Through the lens of conscious business, students examine how cultivating awareness and mindfulness in organizational settings can lead to more sustainable decision-making. This connection is reinforced by the course's objectives, which encourage students to consider the long-term implications of consulting strategies on both the environment and organizational sustainability. Additionally, readings and group activities push students to think critically about how human consciousness shapes our relationship with the environment, encouraging future consultants to adopt practices that contribute to environmental well-being.

Social Impact

From a social perspective, the course promotes ethical consulting practices that foster trust, accountability, and transparency within organizations—qualities that are essential for positive societal impact. By focusing on cultural values and the importance of human consciousness in consulting roles, the course highlights how consultants can influence organizational behaviors that prioritize the well-being of employees, communities, and society at large. Concepts such as corporate social responsibility (CSR) and ethical decision-making are integrated into the learning objectives, preparing students to tackle professional dilemmas with a socially responsible mindset.

Transformation in the Discipline

This course reflects ongoing transformations in the consulting discipline, which is increasingly shaped by sustainability and social consciousness. The focus on conscious capitalism and mindful consulting reflects an emerging shift where consultants are expected to play a proactive role in helping organizations align their strategies with environmental stewardship and social equity. As businesses face growing pressure to address societal issues such as climate change, diversity, and ethical governance, this course equips students with the tools to lead those transformations, ensuring that their consulting work contributes to both organizational success and the greater good.

In summary, this course not only trains students in the technical skills of consulting but also immerses them in the values and practices necessary to navigate the evolving demands of environmental and social responsibility in the field.

Transparence et reporting

Diversité, équité et inclusion

Modèles d'affaires durables

Communautés

Education

Développement social

Corporate Social Responsibility (CSR)

Mindfulness in Business

Ethical Leadership

Conscious Capitalism

Organizational Culture

Sustainability in Consulting

Consulting Process Frameworks

Intercultural Competence

Team Collaboration

Reflective Practice

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Presentation	Individual project											
Nbre heure si examen écrit														
2nd session														
Coefficient	35.0	35.0	30											

Evaluation

See course presentation

Recommended reading

See course presentation

Work load

Number of hours	Type of course
14.0	Lecture
10.0	Interactive courses

5.0	Personal work	
16.0	Collective project	
4.0	Individual project	
Independent work		
6.0	E-learning	
16.0	Reading reference manuals	
2.0	Research	
Total		75.0

BUSINESS RELATIONSHIPS AND MULTIPARTY NEGOTIATION 3745		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_NEG_3745	NEG

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

Prerequisites

Students should have followed some foundational courses on negotiation

Learning objectives

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

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

4.B Compose constructive personal feedback and guidance

Course description

Today's organizations are embedded in complex networks of business relationships between various mutually interdependent stakeholders. Interactions between stakeholders are governed by social exchange processes and often take the form of multi-party negotiations. Managing business relationships therefore requires knowledge about and experience with the interpersonal and intergroup processes that govern multiparty negotiations. The overall aim of the course is to teach students how to manage business relationships using the tools of multi-party negotiations.

Main Topics:

- Cooperation
- Coalitions
- Relationship Influence
- Individual Differences and Diversity
- Interpersonal and Intergroup Dynamics

Environmental and social impacts

This course aims to contribute to a growing awareness among students about the importance of fostering socially sustainable organizations that respect the importance of building and sustaining close professional/business as well as community oriented relations both within and outside the organization with various stakeholders. The simulations and roleplays encourage students to reflect on the importance of building social capital, and teaches them about the larger societal network in which today's organizations are firmly embedded.

Modèles d'affaires durables

Développement social

Diversité, équité et inclusion

Communautés

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	Participation	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	10.0	70.0											

Evaluation

Feedback will be formative during activities, and summative after the course evaluations.

Recommended reading

- Kern, M. C., Brett, J. M., Weingart, L. R., & Eck, C. S. (2020). The “fixed” pie perception and strategy in dyadic versus multiparty negotiations. *Organizational Behavior and Human Decision Processes*, 157, 143-158.
- Kumar, V., & Reinartz, W. (2018). *Customer relationship management*. Springer-Verlag GmbH Germany, part of Springer Nature 2006, 2012, 2018.
- Dahlstrom, R., & Nygaard, A. (2016). The psychology of cobranding alliances: The businesstobusiness relationship outcomes of role stress. *Psychology & Marketing*, 33(4), 267-282.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91.
- Roloff, J. (2008). Learning from multi-stakeholder networks: Issue-focussed stakeholder management. *Journal of business ethics*, 82, 233-250.

Work load	
Number of hours	Type of course
12.0	Interactive courses
30.0	Personnal work

22.0	E-learning
11.0	Reading reference manuals
Total	
	75.0



DERIVATIVES & REAL OPTIONS 3675		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_FIN_3675	FIN

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

Prerequisites

- Basic financial mathematics (time value of money, discounting, compounding)
- Basic knowledge of interest rates and bond mathematics (day count basis; interest rate compounding)
- Knowledge of basic financial securities (stocks, bonds).

Learning objectives

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

- Explain the economic functions of derivative products (hedging, arbitrage, speculation)
- Describe the mechanics of derivatives markets
- Set up simple trading strategies involving derivative products such as forwards, futures, options, and swaps
- Price simple financial structures involving basic derivatives products
- Use derivatives instruments to engineer strategies for Corporate Finance purposes (M&A, capital increases, risk management of working capital, etc)
- Understand the methodology of Real Options for capital investment appraisal

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

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

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

Course description

This course is an elementary but exhaustive introduction to the field of financial derivatives products:

1. Introduction to derivatives markets (OTC vs. organized markets, clearing, margin accounts, regulation, etc.)
2. Introduction to derivatives instruments (payoffs, specification, design) and sustainability-linked

derivatives.

3. Forward and futures contracts

4. Properties of equity options

5. Basics of interest rates; Interest rate Futures

6. Pricing European-style equity option contracts (Black-Scholes-Merton model). Extension to options on dividend-paying stocks.

7. Applications of contingent-claim pricing to the capital structure of firms (Merton's model).

8. Option-like securities for Corporate Finance purposes (warrants, rights issues, convertible bonds, employee stock options).

9. Introduction to real options for capital investment appraisal

10. Forward rate agreements (FRAs) and Interest rate swaps (IRS); foreign exchange (FX) derivatives

11. Options on bonds, stock indices, futures, and currencies

Environmental and social impacts

This course aims to show students how derivatives markets play an essential role in the transition to a sustainable economy, by showing how derivatives :

- enable more capital to be channeled towards sustainable investments;
- help market participants hedge risk related to environmental, social and governance (ESG) factors;
- facilitate transparency, price discovery and market efficiency;
- contribute to long-termism.

Energie

Transformation durable des entreprises

Climat

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam												
Nbre heure si examen écrit	2.0	2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

For each learning objective of the course:

- qualitative questions are discussed in class to encourage students to think about the economic functions of derivatives products;
- quantitative problems and exercises are solved and answered in class;
- interactive illustrations are provided using financial databases (Bloomberg / Refinitiv);
- various case studies may be used to illustrate real-world situations in which the financial industry uses derivatives and financial engineering techniques.
- customized training quizzes are available on the course website on a "all-you-can-eat" basis.

Collective feedback is also provided on take-home exercises, teaching materials (textbooks), and intermediate assignments and exams.

Recommended reading

Mandatory reference book:

- Bodie, Z., Kane, A., and Marcus, A.J. (2024). Investments 13th Ed. McGrawHill

Reference book:

- Hull, J.C. (2022) Options, Futures, and Other Derivatives 11th Ed. Pearson

For the Corporate Finance topics:

- Vernimmen. Finance d'Entreprise 2023 (21th Ed.). Dalloz

Work load

Number of hours	Type of course
24.0	Interactive courses
40.0	Personnal work
11.0	Reading reference manuals
Total	75.0

BUSINESS CYCLES & LEGISLATION 3662		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ACC_3662	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Basic knowledge of personal property rules and liability rules
 Basic knowledge of the different business structure

Learning objectives

- Understand the logic and strategic use of company law in a business environment.
- Understand company law's legal terms of art and identify the pros and cons of the main business structure available in France.
- Mastering the business agreement.
- Understand the liability principles affecting companies and identify all stakeholders.
- Apply company law's legal principles to concrete business scenarios.
- Understand the legal principles governing the competitive relationships between companies.
- Understand how criminal law is related to business.
- Handling the legal implications of the life cycle of a company.

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

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

1.A Demonstrate an international mindset

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

Course description

This course deals with a main part of the program for the Diplôme Supérieur de Comptabilité et de Gestion, épreuve n° 1 - Gestion juridique, fiscale et sociale. It offers an overview of the relevant legislation, its analysis, as well as its sources of law. In addition, it covers various branches of law, whether civil, criminal, commercial or tax, mainly under national law, but also under international law on certain aspects.

Environmental and social impacts

This course covers, inter alia, the business agreement's aspects and the creation of companies. Environmental and social issues are taken into account when a business structure is created and the business agreement is drafted.

Modèles d'affaires durables

Transformation durable des entreprises

Business contract, negotiation, enforcement and interpretation of contracts, sales contract, distribution contract, insurance contract, business structures, liability, business criminal law, antitrust rules, unfair competition, termination of business activities.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Continuous assessment												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	70.0	30.0												

Evaluation

Students will have access to personalized correction of their case studies, whether done in groups or individually. Personalised feedback will be given during the session and during applications to check that students that students are not going down the wrong path in terms of understanding.

Recommended reading

- Jean-Michel DO Carmo Silva, Laurent Grosclaude, Damien Falco, DSCG 1, Gestion juridique, fiscal et sociale, DUNOD, 2024
- Jean-Yves Jomard, Jean-Luc Mondon, Françoise Rouaix, sous la direction d'Alain Burlaud, DSCG 1, Gestion juridique, fiscale et sociale , Foucher, 2024
- Emmanuel Bayo, DSCG 1, Gestion juridique, fiscale et sociale, Gualino, Lextenso, 2025

Work load

Number of hours	Type of course
24.0	Lecture
35.0	Personnal work
16.0	Reading reference manuals

Total

75.0



TOTAL QUALITY MANAGEMENT 3761		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_OPS_3761	OPS

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Supply chain management, statistics.
Having done Managing Resources Semester 4 of bachelor cycle is an advantage.

Learning objectives

Understand the main philosophical issues of quality management, (AOL-3C)
Use the role of quantitative models that enable individual companies to operate cohesively as a single business, (AOL-3A)
Understand 'rubbish in-rubbish out' and the need for precise measurement (AOL-3A)
Understand how philosophical and quantitative models enable the company to set up and maintain world class processes (AOL-1B)
Communicate the group's methodology and guiding principles. 1B
Negotiate an agreement to collaborate to improve quality. (AOL-1C)

-
- 1.A Demonstrate an international mindset

 - 1.B Successfully collaborate within a intercultural team

 - 1.C Communicate effectively in English

 - 2.C Generate sustainable solutions for organizations

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

 - 3.B Propose creative solutions within an organization

 - 4.C Convey powerful messages using contemporary presentation techniques

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

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

 - 6.A Thoroughly examine a complex business situation

Course description

Half this module focuses on Total Quality Management - philosophies and implementation methodologies
 The second half module Total Quality Methods, focuses on mathematical tools used to understand and analyse the 'voice of the customer', to determine variance, influences of variables and set controls.

Environmental and social impacts

This course covers the discipline's impacts on the environment and society: yield increases along the supply chain reduce demand for raw materials down toward sustainable levels. Cost of production is reduced at each value adding stage. Lower unit prices reduce entry point to purchase, enabling more people to benefit from low(er) price high quality goods. The quality improvement approaches may be adapted to clean up the environment, reduce plastic and other pollution, and reduce over production of unnecessary goods as part of a lean initiative, for example fast fashion.

Modèles d'affaires durables

Déchets

Transformation durable des entreprises

Ressources naturelles

Energie

Education

Diversité, équité et inclusion

Communautés

Climat

Economie circulaire

Total quality management is core to qualifying for orders. It is a fundamental part of any supplier development initiative. This course provides an overview of the main total quality management concepts and techniques. The objective is to improve the conformance to specifications and reduce costs. This course will examine total quality management, its principles and applications, strengths and drawbacks, and with a focus on the effects for the broad enterprise.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Group project	Oral assessment	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	40.0	20.0	10.0										

Evaluation

Spreadsheet with the same comments/observations as when grading is available to students on a shared OneDrive directory with additional learning materials.

Recommended reading

Russel and Taylor chapter on supply chain, total quality management (including SPC)
Other readings, videos and useful items posted on IESEG online or OneDrive shared directory.

Work load

Number of hours	Type of course	
24.0	Interactive courses	
24.0	Collective project	
24.0	Research	
Total		72.0

Attendance highly recommended for all sessions, essential for the oral exercise.

SUSTAINABILITY CONSULTING 3699		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_3699	STS

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

Prerequisites

Students should have followed the Change Management for Sustainability Strategies course as part of PGE Master 1. If that is not the case, they should have followed a solid sustainability management course in their previous institution.

Learning objectives

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

- Propose compelling consulting demonstrations for sustainable transformation as a competitive advantage
- Understand the principles of carbon accounting and ESG reporting
- Conduct a thorough diagnosis of a company’s most material impacts, sustainability performance, areas for improvement, risks and opportunities
- Structure a consulting project of sustainable transformation and plan its implementation

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

Course description

How do consultants guide companies towards sustainable business strategies? What role do they play in measuring impacts, developing strategies, rolling-out action plans, or reporting sustainability performance?

Faced with unprecedented levels of sustainability challenges and opportunities, companies across all sectors and geographies are going through transformations of their business strategies and operations. The competences required to lead these changes are highly sought-after, creating a substantial sustainability consulting market. This segment was worth USD 6 billion in 2021, it is estimated at USD 12.85 billion in 2024, and it is forecasted to show a CAGR of 15.17% reaching \$26.03 billion by 2029 (Mordor Intelligence, 2024).

This course will provide students with an understanding of sustainability consulting landscape of players and projects, as well as the tools and ability to structure and conduct a client project, achieve defined goals, delivering long-term competitive advantage for clients.

Through practical exercises and case studies, we will follow the steps of a consultancy guiding their clients through common project steps and toolkits.

- Mapping of sustainability impacts - with a focus on double materiality
- Development of a sustainability strategy – with a focus on climate strategies
- Transformation and performance management

Environmental and social impacts

This course equips students to guide the sustainable transformation of companies in a consultancy role.

Economie circulaire

Biodiversité

Climat

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	Group project	Participation											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	30.0	50.0	20.0											

Evaluation

Feedback is provided for the mid-term exam individually

Oral and informal feedback are part of all sessions for short exercises in-class

Feedback is provided to teams for their group project presentation in session 6.

Recommended reading

- Murray S. Consultants face sustainability skills gap as net zero pressure rises. Financial Times. 2022. Available at: <https://www.ft.com/content/63a1fed0-384b-4390-b53a-f54630904c0c>.
- Green Quadrant: ESG And Sustainability Consulting. Verdantix and EY. 2024. Available at: <https://www.ey.com/content/dam/ey-unified-site/ey-com/en-gl/about-us/analyst-relations/documents/ey-gl-verdantix-green-quadrant-esg-sustainability-consulting-03-2024.pdf>.
- Elkington J. 25 Years Ago I Coined the Phrase "Triple Bottom Line." Here's Why It's Time to Rethink It. Harvard Business Review. 2018. Available at: <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>.
- EcoAct. What is a Double Materiality Assessment and why is it key for CSRD Compliance? April 16, 2024. Available at: <https://eco-act.com/blog/double-materiality-assessment/>.
- Business for Social Responsibility. So you've completed a materiality assessment, now what. April 2, 2024. Available at: <https://www.bsr.org/en/blog/so-youve-completed-a-materiality-assessment-now-what>.
- Embedding Sustainability into the Core of Business Strategy. Deloitte. 2019. Available at: https://www2.deloitte.fr/formulaire/pdf/deloitte_embedding-sustainability-into-the-core-of-business-strategy.pdf.
- Science Based Targets Standards (2024). Available at: <https://sciencebasedtargets.org/net-zero>.
- KPMG. The Decarbonization Journey, 5 pillars to achieving net zero. 2019. Available at: <https://assets>.

kpmg.com/content/dam/kpmg/ie/pdf/2021/05/ie-decarbonisation-journey-pillars.pdf

- The Greenhouse Gas Protocol (Revised). A Corporate Accounting and Reporting Standard. WBSD and WRI. 2004. Available at: <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>
- Corporate Climate Responsibility Monitor. New Climate Institute. 2024. Available at: https://newclimate.org/sites/default/files/2024-04/NewClimate_CCRM2024.pdf

Work load	
Number of hours	Type of course
22.0	Interactive courses
10.0	Personnal work
15.0	Collective project
2.0	Reading reference manuals
Outside training	
2.0	Company visit
Total	51.0

PERSONAL DATA PROTECTION & MANAGEMENT 3774		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_LAW_3774	LAW

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

Prerequisites

N/A

Learning objectives

N/A

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

This course will provide an overview of privacy and data protection law in a business environment, with an emphasis on the EU's General Data Protection Regulation (GDPR). The focus shall be to understand core obligations and rights and develop effective compliance strategies. In addition, students will be encouraged to think "outside the box" to use data protection laws as a source of competitive and strategic advantage.

Environmental and social impacts

This course focuses on the ethical impacts and importance of data. As society is becoming more data driven, especially with the rise of AI and transnational data transfers, this course aims to build awareness of personal data rights as human rights. Students will also acquire the legal expertise to protect tangible and intangible assets and secure personal data to support responsible and ethical business practices. This course aims to master the global trade legal framework and develop critical thinking skills to foster sustainability in International Business. As future business leaders, students are encouraged to think with a creative mind to come up with solutions to data issues and train their capacity to create enterprises that are focused on data ethics at its core.

Transparence et reporting

Modèles d'affaires durables

Education

Droits humains

Développement social

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Written exam												
Nbre heure si examen écrit		1.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

Classroom feedback: Professors can give feedback for students during class activities and class discussions. Students may also approach the professor after class for quick verbal feedback.

Individual feedback: Professors will answer emails or other messages when students ask for feedback regarding the class or their general performance.

Group project feedback: Professors will give group feedback for the group project regarding their work. The professor can mention the errors in the group project, points of praise, and advice on how to improve or what to continue in their work.

Final essay feedback: Professors will give individual feedback on final essays. The professor can mention the errors in the essay, points of praise, and advice on how to improve or what to continue in their work.

Recommended reading

Work load

Number of hours	Type of course
16.0	Lecture
8.5	Personnal work
17.0	Collective project

8.5	Research	
Total		50.0



BUSINESS MODEL DEVELOPMENT IN NEW VENTURES 3781		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_ENT_3781	ENT

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

Prerequisites

Learning objectives

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

- Understand the basic mechanisms of business model development,
- Define the essential components of developing a business model and apply the business modelling tools for a new venture,
- Analyze (market) information and propose creative solutions,
- Critically assess innovative business models and make recommendations to improve business models,
- Understand how thinking from a 'business model perspective' can be useful in different management domains,
- Understand the techniques to present a business model,
- Create a desirable, feasible and viable business model (to be defended in public).

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

Course description

The development of a sound and proven business model is key to the success of new ventures. The course introduces students to the principles and practices of adequate business model development and covers all essential elements. In this respect, the course is designed as a fully experiential journey, intended to create desirable, feasible and viable business models.

Instruction will include class discussions on topics that deal with the business model development process as well as real world activities with (groups of) students when developing a business model.

The purpose of the course is to learn tools geared towards business model development within an entrepreneurial launch.

Environmental and social impacts

This course incorporates examples and case studies from companies that successfully balance profit with purpose (incl. impact on the environment and society). In this respect, students are required to address real-world challenges aligned with the UN Sustainable Development Goals (SDGs) and to articulate these connections in their final deliverables.

As such, not only the business impact of a business model is assessed, but also its social and environmental implications.

Modèles d'affaires durables

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Participation	Presentation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	20.0	20.0											

Evaluation

The instructor expects students to actively participate and behave responsibly in the course sessions. The student is assessed on the course based on three components: class participation (20%), group project (60%), and group presentation (20%).

Recommended reading

Note: the books indicated below are not compulsory for the students. It is just an indication. Last year, students could find a few copies of these books in the library (both in Lille and Paris) if they needed them.

- Alexander Osterwalder & Yves Pigneur (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons
- Alexander Osterwalder & Yves Pigneur (2014). Value proposition design. John Wiley & Sons
- Additional articles will be available on My IÉSEG (IÉSEG Intranet)

Work load

Number of hours	Type of course
16.0	Interactive courses
5.0	Personnal work
25.0	Collective project
4.0	Research
Total	50.0

ENVIRONMENTAL MANAGEMENT 4050		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_STS_4050	STS

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

Prerequisites

Validation of BA core courses: BAS1 Environmental and energy economics; BAS4 Sustainability and business

Learning objectives

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

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

Course description

Environmental challenges, such as biodiversity loss, freshwater scarcity, climate change adaptation and mitigation, and chemical and plastic pollution, are complex issues facing our society. Companies and organizations play a key role in addressing them. Therefore, environmental management has become a critical function for companies (and organizations in general) to mitigate these problems and adapt to their substantial consequences. Companies and future managers need to equip themselves with the latest practical knowledge of managing environmental issues to become aware not only of existing solutions (and their limitations) but also of the complexity surrounding these issues.

This course introduces a set of key environmental issues (e.g. climate change adaptation, biodiversity impact, GHG footprint) and their potential management. By combining theoretical knowledge, applied methods and tools, and specific examples and cases, students will learn how to approach the complexity of environmental challenges in managerial contexts, including via critical analysis. The course aims to equip students with specialized and practical knowledge to address environmental issues in organizational settings, with a focus on transforming knowledge into actionable strategies.

Environmental and social impacts

This course is focused on environmental management. Viewed from the Management discipline, it addresses how the theories and practices of management can be applied to environmental problems and challenges in a business context. Social issues will be discussed to some extent, in particular in light of environmental justice, but the core object of the course is related to the environmental axis.

Transparence et reporting

Biodiversité

Climat

Déchets

Eau

Economie circulaire

Energie

Modèles d'affaires durables

Ressources naturelles

Transformation durable des entreprises

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Exercice	Written exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10.0	30.0	60.0											

Evaluation

Feedback will be given for in-class exercises and final exam.

Professors will offer oral feedback during (when appropriate) and after the class, including by proposing time slots when students can request private discussion time, individually or by little groups. E-mail exchanges will be offered and any specific request from students will be welcome.

Recommended reading

Bibliography and other references

- Newspaper articles
 - o [to be updated closer to the starting date]
- Research articles and documents
 - o Doing Business Within Planetary Boundaries - <https://www.stockholmresilience.org/news-events/doing-business-within-planetary-boundaries.html>
 - o Planetary Health Check 2024 - <https://www.planetaryhealthcheck.org>
 - o A "Silent Spring" for the Financial System? Exploring Biodiversity-Related Financial Risks in France https://publications.banque-france.fr/sites/default/files/medias/documents/wp826_0.pdf
- Videos
 - o Breaking Boundaries: The Science of Our Planet [Netflix]

Work load

Number of hours

Type of course

16.0	Interactive courses
8.0	Directed work
40.0	Personal work
10.0	Reading reference manuals
6.0	Research
Total	
	80.0

A satisfactory learning experience requires a full dedication of students both during class time and aside the classroom; it is important to keep in mind that the ECTS credit system imposes ~2 hours of homework for each face-to-face class hour. For a maximal benefit/efficiency of the time spent with professors and fellow students in the classroom, students will be asked to engage in compulsory preparatory work and “digestion” work, through readings, exercises, explorations and tests of online tools and databases, group work. All these assignments will be monitored through the MyCourses platform.

APPLIED CONFLICT MANAGEMENT AND DISPUTE RESOLUTION 3744		
2025 - 2026	Crédit : 3	IÉSEG - School of Management
Class code :	2526_SYL_NEG_3744	NEG

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

Prerequisites

Learning objectives

4.A Appraise the performance of a team

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

- Conflict Management and strategies
- ADR
- Mediation approach
- Transformative Mediator skills Process

Environmental and social impacts

This course is to develop the ability to effectively deal with and solve conflicts. Being able to effectively manage conflicts is a key component of sustainable development, it creates healthier preconditions for business environment, and emphasizes human and society development in general.

This course includes implementing some sessions in an online mode, which in itself is a reflection of transformation in how we do the work in the current environment.

Développement social

Diversité, équité et inclusion

Communautés

Droits humains

conflict, conflict management, mediation, alternative dispute resolution

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14

Type d'épreuve	Participation	Exercise	Presentation	Group project										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	30.0	30.0										

Evaluation

Recommended reading

the entire learning package will be provided to students in class and in advance.
 Reading materials, cases, articles, and other references will be provided to students.

Work load

Number of hours	Type of course
24.0	Interactive courses
10.0	Personnal work
21.0	Collective project
10.0	Reading reference manuals
10.0	Research

Total

75.0



NEGOTIATION SKILLS & WORKPLACE CONFLICT 3786		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_FIN_3786	NEG

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

Prerequisites

None

Learning objectives

4.B Compose constructive personal feedback and guidance

5.D Make effectual organizational decisions

1.A Demonstrate an international mindset

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

Course description

Welcome to the dynamic world of conflict management and negotiation! This course delves into evidence-based techniques that foster interpersonal relationships and thriving organizations. We will journey through the intricacies of conflict management at various levels—interpersonal, group, and organizational—uncovering how effective conflict resolution can significantly enhance employee well-being and boost organizational performance. Combining robust theoretical frameworks with hands-on practical applications, this course is designed to equip you with the essential skills to navigate and manage conflicts constructively, transforming challenges into opportunities for growth and collaboration.

Environmental and social impacts

This course on Negotiation Skills and Conflict Management is at the forefront of integrating contemporary transformations within the discipline, particularly concerning environmental and social issues. By addressing the environmental impacts of organizational conflicts and the social implications of conflict management practices, this course prepares students to navigate and resolve disputes in a manner that promotes sustainability and social responsibility. It reflects a holistic approach to conflict management, ensuring that future leaders can foster healthy workplaces while considering broader societal and environmental contexts.

This progressive focus equips students with the necessary skills to contribute positively to both their organizations and the world at large.

Modèles d'affaires durables

Santé

Développement social

Diversité, équité et inclusion

conflict management, negotiation skills, social skills, psychological safety, constructive controversy, employee wellbeing

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Written exam												
Nbre heure si examen écrit		1.0												
2nd session														
Coefficient	20.0	80.0												

Evaluation

Feedback via face-to-face during in-class sessions, and computer delivered feedback of the exercises performed in-class (by email).

Recommended reading

Edmondson, A. C., & Bransby, D. P. (2023). Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 55-78.

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

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

Work load

Number of hours	Type of course
16.0	Interactive courses

20.0	Personnal work
14.0	Reading reference manuals
Total	
	50.0



SALES AND OPERATIONS PLANNING (S&OP) 2079		
2025 - 2026	Crédit : 2	IÉSEG - School of Management
Class code :	2526_SYL_OPS_2079	OPS

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

Prerequisites

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

Learning objectives

- 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.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation
- 4.A Appraise the performance of a team
- 5.B Construct expert knowledge from cutting-edge information
- 5.A Predict how business and economic cycles could affect organizational strategy

Course description

Understand the content of operations management and develop skills to improve efficiency of these operations
Master the different steps and tools of a project (business or quality)

Build and analyse sales forecast to take adequate decisions on sales organization
 Apply the concepts of supply chain management to take the best process decisions based on forecasts
 Develop appropriate strategies to improve company's performance
 Understand the links between metrics, forecasts and strategies

Environmental and social impacts

This course will contribute to Corporate Social Responsibility (CSR) by equipping future business leaders with the knowledge and skills to implement sustainable practices in project management and supply chain operations. By emphasizing productivity and sales strategies that incorporate ethical considerations and resource efficiency, the course promotes responsible business conduct. Additionally, the inclusion of human resources management highlights the importance of fair labor practices and employee well-being in achieving organizational success.

Transformation durable des entreprises

Modèles d'affaires durables

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Individual project											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	50.0											

Evaluation

Small exercises and cases during courses

Recommended reading

- Sales Operations Planning- Best practices, lessons learnt from WW company- John Dougerty & Christophe Gray
- Operations management – 14th edition- Jarry Heizer, Barry Render - Pearson
- The goal: a process of ongoing improvement - C Wheelwright & Rob Hyndman- E.M. Goldratt
- Adaptive Sales and Operations Planning - Dick Ling – Carol Ptak- Chad Smith

Work load

Number of hours	Type of course
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10.0	Lecture	
6.0	Interactive courses	
4.0	Personnal work	
5.0	Collective project	
9.0	Individual project	
3.0	E-learning	
3.0	Reading reference manuals	
Total		40.0

LONG TERM FINANCING AND DEBT SECURITIES 3674		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_FIN_3674	FIN

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

Prerequisites

Students must have followed all introductory courses in Finance. They must have basic knowledge of debt securities (e.g., What is a bond?) and financial mathematics (time value of money, interest compounding). The Financial Instruments and Technology course (Bachelor cycle) contains most of these elements.

Learning objectives

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

- Be familiar with bond markets and instruments;
- Describe and communicate correctly all the key features of a fixed-income security;
- Identify the different bond sectors and instruments;
- Understand how economic and business cycles influence yield spreads;
- Understand the underlying principles of bond valuation and analyse the market value of bonds;
- Value key debt instruments;
- Identify the risks associated with investing in bonds;
- Understand yield spreads;
- Use yield measures, spot rates and forward rates appropriately;
- Measure interest rate risk;
- Understand the main features of sustainability-linked bonds;
- Understand how firms obtain capital to finance their long-term needs;
- Introduction to the main sources/options available for long-term corporate financing (tentative coverage below, subject to time constraints):
 - Syndicated loans;
 - Financing structures;
 - Asset-based financing;
 - Trade and commodity finance;
 - Real estate structure finance;
 - Shipping finance;
 - Export finance;
 - Project finance;
 - Energy/Renewable energy finance;
 - Infrastructure finance;
 - M&A, corporate acquisitions financing and LBO's.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

This course provides an overview of the fixed-income and long-term debt capital markets. The primary objective of the course is to equip students with a solid background in these topics. It focuses on securities (mainly bonds) that promise a fixed income stream whose valuation are influenced by interest rates. This course is focused on the concepts and tools that are useful to managers and investors. This market dwarfs

the equity market in terms of total value although it seems to receive considerably less attention in the financial press. A clear understanding of different yield calculations will be essential as will be students' ability to successfully determine the value and risks of various types of bonds. We will also investigate the specifics of sustainability-linked/climate/green bonds and the main features and understand the evaluation of different sources of long-term corporate financing.

Major topics include:

Fixed-Income Securities, Markets, Valuation and Risk
Sustainability-linked/climate/green bonds
Long-Term Corporate Financing

Upon completion of the course the student should be equipped with the ability to demonstrate a thorough working knowledge of the analysis of fixed income securities, including basic characteristics of bonds in alternative sectors, valuation tools, and the factors that influence bond yields and risk. The student should be able to estimate risk and returns for fixed income investments, analyze fixed income securities with unique features, and value fixed income investments with embedded options. Students should have a working knowledge of sustainability-linked bonds. Finally, students should be able to describe and evaluate the main long-term corporate financing option available. The material presented in this course covers most of what is found in the fixed income program of the CFA Level I exam and other Finance certifications.

Environmental and social impacts

This course will devote one session to introducing students to sustainability-linked bonds market covering foundational concepts, market mechanisms, and strategic considerations. The goal would be to provide an understanding of the market to allow students to foresee a professional engagement in this field. The tentative table of contents of this section of the course would cover points such as:

- What are sustainability-linked/climate/green bonds;
- What projects are typically sustainability-linked/climate/green bonds;
- Who issues sustainability-linked/climate/green bonds;
- The evolution of green bonds;
- Key principles and standards (green bond principles, climate bonds standard);
- Roles and responsibilities: issuers, investors, underwriters, and rating agencies;

Focus will be on exploring the points above by having students work on case studies.

Modèles d'affaires durables

Climat

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam												
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	70.0												

Evaluation

A robust feedback policy in align with T&L strategy, immediate feedback on exercises and projects – ensuring the importance of providing students with opportunities to practice what they have learned and creating an environment where students feel supported, motivated and equipped with the tools necessary for their growth and success.

Recommended reading

Pettit, B.S., Fixed Income Analysis, 4th Edition, Wiley.
 Berk, J. and DeMarzo, P., Corporate Finance, 3rd Edition, Pearson.

Work load

Number of hours	Type of course
24.0	Interactive courses
39.0	Personnal work
6.0	Reading reference manuals
6.0	Research
Total	
	75.0

ACCOUNTING AND REGULATIONS 3660		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_ACC_3660	ACC

Level	Year	Semestre	Campus	Language of instruction
Master	-	S1 / S3	L / P	English

Prerequisites

Fundamentals of financial accounting should be mastered:

- o Good comprehension of the accounting cycle
- o Basic accounting equation and system of debits/credits
- o Editing balance sheet, income statement and cash flow statement
- o Understanding of accounting standards and principles

Learning objectives

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

Conceptual framework

Presentation of financial statements, statement of cash flows, accounting methods

Basics about business combinations and consolidation

Tangible and Intangible assets: depreciation, impairments, cost method versus revaluation method

Investment property versus tangible assets

Lease contracts (IFRS 16): lessee versus lessor; finance vs operating lease; exceptions

Provisions (IAS 37) vs contingent liabilities

Employee Benefits (IAS 19 and IFRS 2)

Financial instruments (IFRS 9)

Revenue Recognition (IFRS 15)

Environmental and social impacts

Through some of these financial reporting topics, like provisions and employee benefits, the course will highlight the link with non-financial reporting.

Education

financial reporting

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Multiple choice questions	End of term exam											
Nbre heure si examen écrit		1.0	2.0											
2nd session														
Coefficient	20.0	20.0	60.0											

Evaluation

Feedback: Students are required to actively participate during the course. This can be orally, but also through written assignments, individually or in teams. This allows for regular feedback during the course. Feedback will consist of in class advice, recommendations on additional material/practice. With regard to the final exam, students can contact the professor to get more details on their performance.

Recommended reading

Work load

Number of hours	Type of course
24.0	Interactive courses
31.0	Personnal work
20.0	E-learning

Total

75.0



DATA INSIGHTS 3721		
2025 - 2026	Crédit : 3	IESEG - School of Management
Class code :	2526_SYL_MKT_3721	MKT

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

Prerequisites

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

Learning objectives

At the end of the course, the student should be able to : 1. Have a deeper understanding of the different data analysis techniques available; 2. Understand the use of these different data analysis techniques for marketing-oriented research and business problems; 3. Identify the relevant statistical test(s) to perform; 4. Apply the different data analysis techniques and interpret the results of statistical outputs; 5. Know how to use a data analysis software such as SPSS. 6. Know how to analyze panel data. 7. Be able to communicate about and present statistical results in a clear, ethical, and professional way. 8. Translate insights from data analysis into concrete managerial recommendations

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

Course description

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

analysis, statistical tests (Chi-square, T-Test, ANOVA) and analyzing panel data.

Environmental and social impacts

We will talk about GDPR applied to data collection and analysis + transparency in reporting data analysis (e.g., outliers)

Transparence et reporting

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam	Case study	Group project										
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	15.0	50.0	10.0	25.0										

Evaluation

Students will receive formative feedback on in-class exercises (direct feedback) and on their graded assignments and homework (after submission).

Students will receive formative feedback on the final group project during coaching sessions and they will receive summative feedback during the presentation (very detailed such that they can improve for the final report).

They will receive summative feedback on the report and exam by means of their grade.

Students will be evaluated based on:

- Continuous assessment: in-class assignments (graded) (20%) + homework which is not graded on content, only on submission (vs. not) (specifically, if not submitted, we will deduct grades from the graded assignments) + panel data case study (20%)
- Group project: students will execute the SPSS analysis of real business data. Deliverables include a written management report (20%) and an in-class group presentation (20%)
- Final exam (20%)

Recommended reading

Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. Sage.

Charry, K., Coussement, K., Demoulin, N., & Heuvinck, N. (2016). *Marketing research with IBM® SPSS statistics: a practical guide*. Routledge.

Work load

Number of hours	Type of course	
20.0	Interactive courses	
4.0	Coaching	
20.0	Personnal work	
31.0	Collective project	
Total		75.0

STORY LISTENING FOR LEADERS 1952		
2025 - 2026	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_ITC_1952	ITC

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

Prerequisites

Ability to think creatively
 Desire to empathize with others better
 Curiosity about one's leadership style
 Interest in improving one's leadership acumen

Learning objectives

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

 - 4.A Appraise the performance of a team

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

 - 4.B Compose constructive personal feedback and guidance

 - 1.B Successfully collaborate within a intercultural team

 - 1.A Demonstrate an international mindset

Course description

In order to be effective at leadership, leaders must understand the social and group context in which they sit. We must relate to our colleagues, direct reports, and peers in an authentic and genuine way that respects the stories of all people concerned. This skill is called story listening. To motivate people or share a vision, a leader must hone the skill of story listening in order to connect with one's audience, decode third party beliefs and sensibilities, empathize in an effective way, and create a cohesive strategy for working together collaboratively. This lab is ideal for business students and emerging leaders who want to increase their leadership ability and improve team intelligence, team morale, and team cohesion. In the business context, students will be better prepared to support team cohesion, facilitate difficult conversations, improve team intelligence, and mediate workplace disputes.

Environmental and social impacts

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Individual report	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	30.0	30.0											

Evaluation

The final assessment will be in the form of a final project in which students will deliver a written narrative to respond to a case study in an imagined business leadership setting. Students will also be assessed based on written work that will be assigned daily. There will be no final exam. The purpose of this course is to help students learn how to apply new-age leadership skills to a dynamic business context. Grades will be based on the students' ability to show discernment, self-awareness, critical thinking, and creativity. Naturally, students will be asked to apply core concepts in their completion of the final project

Recommended reading

Emotional Intelligence 2.0 by Travis Bradberry & Jean Graves
 Empathy: Why It Matters, and How to Get It by Roman Krznaric
 The Lost Art of Listening by Michael Nichols
 Just Listen by Mark Goulston

Work load

Number of hours	Type of course
16.0	Lecture
16.0	Personnal work
18.0	Individual project

Total

50.0



DATA VISUALIZATION 3773		
2025 - 2025	Crédit : 2	IESEG - School of Management
Class code :	2526_SYL_MIS_3773	MIS

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

Prerequisites

Learning objectives

1. Explain what data visualization entails and why it is important for business decision-making.
2. Gain an understanding of what to visualize to design useful data visualizations for decision makers.
3. Explore how to confirm data quality: and explore the underlying structure of data.
4. Learn about visual thinking and how it relates to data visualization.
5. Use different chart types optimally.
6. Apply fundamental design principles to effectively visualize data.
7. Apply fundamental principles to develop dashboards for effective data communication.
8. Develop a narrative arc in data storytelling to craft compelling stories with data.
9. Create effective DataViz using data visualization tools.
10. Explore data visualization best practices and pitfalls to avoid
11. Use collaborative features with visualization tools for team projects; and to share and publish dashboards for broader consumption

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

Course description

Environmental and social impacts

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Group project	Continuous assessment	End of term exam										
Nbre heure si examen écrit				2.0										
2nd session														
Coefficient	10.0	30.0	10.0	50.0										

Evaluation

Recommended reading

At the end of each in-class activity, students presented their work and received verbal feedback on the positive aspects as well what could be improved upon

For tests done in class: verbal feedback on the right versus wrong answers for each question in the test

For group project students worked in teams to create a project: students were given opportunities during the course to show partial parts of their projects to get verbal feedback on where to improve; final grades were given back one week after they submitted their projects

Final exam - sit-down exam after ending of the course - grades were given within 2 weeks after the exam was written

In addition to the verbal feedback given in class, the final marks were posted on MyCourses for students to view.

Work load

Number of hours	Type of course
16.0	Lecture

5.0	Personnal work
5.0	Collective project
Independent work	
24.0	Research
Total	
	50.0