SYLLABI

Courses for Incoming Exchange Students

Master PGE

Paris

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

LABOR NEGOTIATION 3752			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_NEG_3752		NEG

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

Prerequisities

This course assumes students already have knowledge of negotiation concepts and techniques beyond the labor context, including familiarity with multi-party negotiation. A basic understanding of how national legal systems operate, and of alternative dispute resolution methods such as arbitration and mediation, is also expected. These will be applied specifically to labor-related conflicts. No prior knowledge of labor and employment law is required.

Learning objectives

By the end of this course, students should be able to:
- Identify and categorize conflicts that arise in labor and employment relations, recognizing their unique characteristics.
- Comprehend the role of power in labor and employment conflicts.
- Understand basic labor relations concepts, including the role of unions and collective bargaining.
- Understand how Alternative Dispute Resolution methods, such as arbitration and mediation, can be used in labor and employment-related conflicts, alongside the role of traditional court systems.
- Discuss the basic legal frameworks governing labor and employment relations and how these can impact negotiation and conflict resolution.

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

6.A Thoroughly examine a complex business situation

1.B Successfully collaborate within a intercultural team

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

Course description

Conflicts are an inevitable part of labor and employment relationships. Developing the skills to manage these conflicts is crucial not only for professionals in HR or labor relations but also for any manager. This course aims to provide students with a solid understanding of the various types of conflicts that arise in labor and employment settings, and the tools available to manage them in both unionized and non-unionized workplaces.

The course revisits core concepts students may already know, such as mediation and arbitration, while introducing labor-specific conflict management techniques like strikes and collective bargaining. Students will explore the legal frameworks that support these mechanisms and analyze real-world case studies to understand their practical application. Through lectures, case discussions, and role-playing, students will be equipped to identify the root causes of labor disputes, evaluate conflict resolution strategies, and apply these strategies effectively.

Main topics:
- Employment definitions and the gig economy
- Power imbalances in labor relations
- Trade unions, collective bargaining, and strikes

- Litigation and Alternative Dispute Resolution methods in labor and employment conflicts

Environmental and social impacts

A course on labor negotiation, by its nature, discusses the relevance of labor relations institutions—such as unions and labor regulations—in the protection of labor rights. It also addresses broader social issues, including the impact of labor regulations on external stakeholders, the role of labor relations amid structural workforce changes (e.g., precarization), and the effects of AI on labor relations. The course further explores how fair labor practices and robust labor regulations can contribute to sustainable business models aligned with evolving ESG standards.

Démocratie

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	Participation	Group project	Group report	Exercise	End of term exam									
Nbre heure si examen écrit					1.5									
2nd session														
Coefficient	10.0	30.0	20.0	10.0	30.0									

Evaluation

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

Recommended reading

Relevant texts will be shared by the professor. However, for students interested in acquiring a textbook to follow the main aspects of the course, the recommended book is:

Katz, Harry C., Thomas A. Kochan, and Alexander JS Colvin. Labor relations in a globalizing world. Cornell University Press, 2015.

Work load

Number of hours	Type of course
Face to face	

4.0	Lecture
20.0	Interactive courses
Independent study	
16.0	Personnal work
17.0	Collective project
Independent work	
6.0	Reading reference manuals
12.0	Research
Total	75.0

GEOPOLITICS OF BUSINESS 3785		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_ECO_3785	ECO

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

Prerequisities

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

Learning objectives

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

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

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

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

Allows a better understanding of the societal, managerial and environmental impacts of political and economic decisions.

Droits humains

Démocratie

Communautés

Ressources naturelles

Climat

Power Alliances New markets

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														
2nd session														
Coefficient	10.0	30.0	60.0											

Evaluation

Oral feedback for group project and participation grade

Recommended reading

-Hidden Geopolitics: Governance in a globalized world / John Agnew. Rowman & Littlefield Publishers, 2022
-Geopolitics: Making sense of a Changing world/ John Short. Rowman & Littlefield Publishers, 2021
-The return of Geopolitics: a Global Quest for the Right Side of History. Stolpe Publishing, 2022
-Geopolitics Decoding Intents, Narratives, Lies and Future / K. Siddhartha, Ankit Shah. Kitab Mahal, 2023
-Principles for dealing with the changing world order: why Nations succeed and fail / Ray Dalio. Simon & Schuster, 2021

Work load

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

8.0	Reading reference manuals
8.0	Research
Total	50.0

FINANCE FOR CONSULTING 3705		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_3705	STS

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

Prerequisities

Bachelors Semester 5 course of Digital Corporate Finance

Learning objectives

Generate creative and practical consulting solutions by applying decision tools and structured methodologies

Apply modern financial theory to the investment, financing and payout policies for corporations

Demonstrate professional written communication skills, including presenting technical information

Tackle real world problems of firm valuation in the context of mergers, IPOs, LBOs, etc. using spreadsheets

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

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

The course is entirely based on real-time application of financial concepts using case studies spread over 9 session.

Session 1: Introduction to Advanced Corporate Finance and its Relevance for Consulting Industry
• Multiple mini-cases with examples on applications of corporate financial decision-making tools
• Review of corporate financial statements
• Understanding strategic direction of firms using corporate financial statements
Session 2: Capital Budgeting and its Application for Consulting
• Review of capital budgeting techniques (ARR, Payback period, NPV, IRR, etc.)
• Capital Rationing and Profitability Index
• Case study showing the application of capital budgeting in practice along with multiple sensitivity and scenario analyses
Session 3: Capital Budgeting Graded Case Studies
• The students are graded for TWO case studies involving capital budgeting applications on (1) an expansion project and (2) a replacement project for which they will be tested for multiple sensitivities and scenarios
Session 4: Company Valuation and its Application for Consulting: Discounted Cash Flow (DCF) Approach
• Introduction to different valuation techniques (DCF, valuation by multiples, etc.)
• Exercises involving DCF approach
• Case study showing the application of DCF approach in practice along with multiple sensitivity and scenario analyses
Session 5: Company Valuation and its Application for Consulting: Valuation by Multiples Approach
• Introduction to valuation by multiples, its advantages and disadvantages
• Exercises involving valuation by multiples
• Case study showing the application of valuation by multiple approach in practice along with multiple sensitivity and scenario analyses
Session 6: Company Valuation Graded Case Studies
• A quick review of valuation tools
• The students are graded for TWO M&A based case studies involving application of both (1) DCF approach and (2) valuation by multiples but they will mainly be tested on how they apply multiple sensitivities and scenarios to assess the valuation models
Session 7: Advance Applications of Valuation Models: Initial Public Offerings (IPOs)
• Review of IPOs and alternative corporate financing channels
• Relevance of valuation tools for IPOs
• Case study showing the application of valuation for IPOs: How a price range for IPOs are determined
Session 8: Advance Applications of Valuation Models: Leveraged Buyouts (LBOs)
• Review of LBOs, MBOs, MBIs, BIMBOs
• Primary focus on LBOs with real-world examples.
• Case study showing the application of valuation for LBOs: How banks and/or debtholders play an important role
Session 9: Advance Applications of Valuation Models: Private Equity (PE) and Venture Capital (VC)
• Review of concepts replated to PE, VC, etc.
• Real world examples on PE/VC targeted valuations.
• Case study showing the application of valuation for PE/VC target

Environmental and social impacts

Along with the classic shareholder wealth maximization objective, the students are introduced to stakeholder theory for introducing the social and environmental dimensions and its importance for corporate finance and to understand the changing paradigms and the modalities of SF 2.0 and SF 3.0. These aspects are again referenced to during the excel applications covered in various case studies.

Climat

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	End of term exam	Case study	Continuous assessment	Multiple choice questions										
Nbre heure si examen écrit	1.5													
2nd session	true													
Coefficient	50.0	20.0	10.0	20.0										

Evaluation

Students will be evaluated through a final term exam representing 50% of the total grade, group activities (30% of the grade), and MCQs (20%).
Feedback will be provided either in writing, orally, or through videos.

Recommended reading

The reference book for this class is Vernimen's fifth edition of Corporate Finance. Students can access the ebook version via iesegonline ==> Pedagogy ==> Library ==> University Library ==> Consult ==> Electronic Ressource ==> Wiley Online Library ==> Corporate Finance: Theory and Practice, Fifth Edition.

Work load

Number of hours	Type of course
12.0	Interactive courses
12.0	Coaching
25.0	Personnal work
16.0	Reading reference manuals
10.0	Research

Total	75.0

KEY ACCOUNT MANAGEMENT 3740		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3740	MKT

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

Prerequisities

Aucun

Learning objectives

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

1.C Communicate effectively in English

3.C Organize change management processes

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

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

A PESTEL analysis will be conducted by students when developing customer portfolios. In this technique the first “E” stands for Environmental. Thus, a particular focus will have to be done on the way Key Customers deal (or want to deal) with Environment and the impact it can have on the business relation providers

develop with them.
Environment respect will also be part of perceived values providers can offer to their Key Accounts. This aspect will be emphasized when creating effective value propositions.

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	Continuous assessment											
Nbre heure si examen écrit	1.5													
2nd session	true													
Coefficient	40.0	40.0	20.0											

Evaluation

Time is allocated for feedback and reflection for formative continuous assessment, i.e. the sessions constitute learning experiences in their own right, and assessed throughout the elective based upon student commitment and performance in the exercises. The students themselves will have the opportunity to appraise each group based on their feedback presentation, encouraging continued commitment. In order to further support meaningful learning, students will be required to complete a written Group assignment (in pairs) which comprises of finding a KAM to be interviewed and analyzing the answer he/she can provide to a serie of questions. The Group Case is also an appropriate context to display new learning and thinking and should make an explicit link between their learning and the content of the course. There will also be a final exam comprising of both MCQ questions and essay questions.

Recommended reading

Key Account Management: The Definitive Guide, Woodburn and McDonald, 3rd Edition (2011).
ResearchGate : AlHussan F., AL-Husan S. F., Fletcher-Chen C., (2014), Environmental factors influencing the management of key accounts in an Arab Middle Eastern context, Industrial Marketing Management, 43(3), pp. 592-602
Industrial Marketing Management academic journal
Journal of Personal Selling and Sales Management

Work load

Number of hours	Type of course
24.0	Interactive courses

10.0	Personnal work
8.0	Collective project
22.0	Reading reference manuals
7.0	Research
Outside training	
4.0	Company visit
Total	75.0

INTERNATIONAL BRAND MANAGEMENT 3733			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3733		MKT

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

Prerequisities

Students must have knowledge about basic concepts in marketing and in strategy.

Learning objectives

Understand the importance of brand values to stakeholders and the key dimensions of brand equity at an international level (assessed group project)
Determine the marketing strategy to manage brand portfolios in an international context (assessed by the case study)
Define brand positioning and establish strong brand values internationally (assessed by the group project)
Identify, implement and manage actions to enhance brand values across all channels (assessed by the group projects)
Propose creative solutions by defining brand extension and co-branding strategies (assessed by the group project)
Develop internationally a sustainable brand (assessed by the MCQ)
Understand the risks and safety actions to protect one's brand at an international level (assessed by the MCQ)

1.A Demonstrate an international mindset

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

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

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

Course description

The central objective of the course is to help students to understand the importance of brands, the role they play for stakeholders (consumers, company, society) in our contemporary society and the way to create, build and manage strong brands that will create value over time in an international environment.
The course focuses on concepts that underlie marketing decisions in these areas:
- Brand Equity and its implications for managing the portfolio at global /local level
- Brand values, Brand positioning and repositioning
- Brand consumer relationships
- Brand creation and brand management
- Sustainable brand creation
- Brand Extension and alliances
- Brand safety
- Employer branding

Environmental and social impacts

A section of the course is dedicated to the development of sustainable brands. In that section students will learn how to develop a sustainable brand and how to manage it. A focus will also be made of the existing traps: green washing, the consumer green paradox.

A dedicated case study will be analyzed by a group of students during the session and presented to the class.

Diversité, équité et inclusion

Communautés

Développement social

Modèles d'affaires durables

Transformation durable des entreprises

Transparence et reporting

brand, branding, cocreation, communities , brand alliances, brand extensions, brand safety, employer branding, brand image, brand identity, brand equity, brand portfolio, international branding, global branding, brand architecture,

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Case study	Multiple choice questions	Group project	Oral assessment									
Nbre heure si examen écrit														
2nd session			true		true									
Coefficient	10.0	20.0	20.0	50.0										

Evaluation

- For each session: there will be analyses and presentations of case studies in groups, class discussions about theoretical issues . Students will receive an oral feedback provided by the professor to each student or group depending on the activity (cumulative) .
- Students will receive individual formative and normative feedback based on their participation to the course.
- At the end of the course, each group should present their final project. Therefore, participation and oral presentation are important. Written and oral feedback will be provided for the group presentations during the session (summative). Peer feedback in written format will also be used for this group's work thanks to a dedicated tool (for instance ChallengeMe) to avoid free-riding.

Recommended reading

Seminal articles and books:

- Aaker D.A (2005), Brand Portfolio Strategy: creating Relevance, Differentiation, Energy, Leverage, and Clarity, New York, Free Press -
- Kapferer, J. N. (2008). The new strategic brand management: Creating and sustaining brand equity long term. Kogan Page Publishers
- Keller L. and Swaminathan Vanitha (2020) Strategic Brand Management, Building, Measuring, and Managing Brand Equity, 5th Global Edition, Pearson, Prentice Hall
- Keller L. (2020) Leveraging secondary associations to build brand equity: theoretical perspectives and practical applications, International Journal of Advertising, VOL. 39, NO. 4, 448–465
- Newmeyer C.A., Venkatesh R., Ruth J.A and Chatterjee R. (2018), A typology of brand alliances and consumer awareness of brand alliance integration, Marketing Letters 29, 275–289.
- Michel, G., & Donthu, N. (2014). Why negative brand extension evaluations do not always negatively affect

the brand: The role of central and peripheral brand associations. Journal of Business Research, 67(12), 2611-2619.
- Sarkar, C., & Kotler, P. (2020). Brand activism: From purpose to action. Idea Bite Press
- Zarentonello L. & Pauwels-Delassus V (2015) The Handbook of Brand Management Scales, Routledge - Taylor & Francis Group

this list will be completed by recent articles depending on the most recent contributions of research. New elements will be shared via Mycourses.

Cases used during the course:
Session 2 : Brand architecture: Should Unilever launch shampoo hair color in India? 2024, Ivey Publishing
Session 3: Brand extensions: Nespresso strategy to preserve its leadership , 2023, WRAC
Session 4: Sustainable brands: Allbirds: Can the Sustainable Shoe Company Reinvigorate the Brand?,2024, HBR
Session 5: Employer branding: McDonald's: McDrip, 2024, WRAC

These cases are indicative and may change depending on new publications or lecturer presentations.

Work load	
Number of hours	**Type of course**
24.0	Interactive courses
16.0	Personnal work
25.0	Collective project
10.0	Reading reference manuals
Total	75.0

CONSULTING ENTREPRENEURIAT SOCIAL - CREENSO 3715		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ENT_3715	ENT

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

Prerequisities

Learning objectives

- 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.C Convey powerful messages using contemporary presentation techniques
- 6.A Thoroughly examine a complex business situation

Course description

This module is linked to the *CréEnSo Prize*, which you may have already heard about (www.creenso.fr). This prize, initiated by IÉSEG and the CEETRUS Foundation, rewards up to 15 social entrepreneurs each year through *skills-based sponsorship*, along with financial support for two of them.

This course module gives you the opportunity to be one of the students who will support a social entrepreneur during the early years of their business.
You will receive input on social entrepreneurship (what it is, the Social Business Model, social impact, etc.) from the IÉSEG professor in charge of the module, and you will be guided in your consulting mission with the social entrepreneur by a coach specialized in entrepreneurial support.

CREENSO is an incredibly enriching experience—for you and for the entrepreneur! You will face real-world situations, with the highs and lows of starting a business. Moreover, you'll be immersed in the world of the Social and Solidarity Economy—an economy that aims to be more human and promotes *producing, consuming, and deciding differently*.

Environmental and social impacts

Ce cours consiste en l'accompagnement d'entreprises sociales. Les étudiants apprennent notamment à développer des modèles d'affaires sociaux, à mesurer l'impact social, etc.

- Climat
- Biodiversité
- Economie circulaire

Transformation durable des entreprises

Modèles d’affaires durables

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	Pre work	Group report	Presentation	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	45.0	30.0	10.0										

Evaluation

Students receive written feedback on their mission statement. They then receive oral feedback throughout the assignment and during the project defense.
Weighting:
10% Mission Statement
40% Written Report (end of assignment) with deliverables (Work closely with the social entrepreneur on the deliverables specified in the mission statement)
30% Oral Defense
20% Participation

Recommended reading

Work load

Number of hours	Type of course
20.0	Interactive courses
15.0	Coaching
40.0	Personnal work

Outside training	
5.0	Company visit
Total	80.0

As this is a consulting mission, this module requires an investment that may go beyond the associated credits.

REPORTING FOR BANKS 3692		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3692	FIN

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

Prerequisities

Fundamental notions of finance and accounting.

Learning objectives

6.A Thoroughly examine a complex business situation

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

5.B Construct expert knowledge from cutting-edge information

Course description

-advanced notions of bank accounting & reporting,
-reporting standards for financial instruments
-financial analysis of banks
-bank ESG reporting, incl. climate change impact on bank lending strategy and reporting

Environmental and social impacts

Corporate governance mechanisms in banks are essential to understand and assess their mitigation and adaptation strategies facing climate change consequences. Further, banks are key players in the global financial system and as such are not immunized against climate change. For these reasons, attention will be given to corporate governance issues for banks, as well as impact of climate on bank lending decisions and reporting.

Transparence et reporting

Diversité, équité et inclusion

Climat

Modèles d’affaires durables

double materiality, green finance, CSRD, taxonomy

Assessment / Feedback

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

Evaluation

Students will have access to corrections of case studies and exercises, whether done in groups or individually. Personalized 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

readings available in due time on MyCourses

Work load

Number of hours	Type of course
24.0	Interactive courses
46.0	Personnal work
0.0	Collective project

Independent work	
5.0	Reading reference manuals
Total	75.0

MULTI-ASSET PORTFOLIO MANAGEMENT 3678		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3678	FIN

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

Prerequisities

- Advanced Financial Markets
- Equity Analysis
- Fixed-income Analysis
- Introduction to Portfolio Management
- Probability and Statistics in Finance
- Bloomberg terminals

Learning objectives

At the end of the course, students should be able to:
1. Construct passive portfolios that track the performance of an underlying broad-based index
3. Distinguish between different investment styles and construct corresponding factor/style indices
4. Implement active portfolio management strategies, using fundamental analysis
5. Construct an appropriate strategic and tactical asset allocation,
6. Evaluate portfolio performance and explain the decomposition of portfolio return and risk

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

5.B Construct expert knowledge from cutting-edge information

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

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

Course description

This course gives an overview on the most important equity and fixed-income portfolio strategies meeting specific goals and objectives. Specific risks of global investing such as country, political and currency will also be treated. Some considerations are given to managing equity and fixed-income portfolios tactically and strategically, using short- and long-term forecasts of the macroeconomic environment. The opportunity of investing in equity and fixed-income ETFs and mutual funds will then be analyzed to build funds of funds.

The course will eventually discuss widely used techniques for combining equity and bond securities optimally on the basis of the contribution and the role that each of them is expected to play in the portfolio and the investment objectives, risk tolerance and time horizon of the investor.

Environmental and social impacts

Determining the most effective tools an investor can use to align with portfolio decarbonisation. Investors can reduce portfolio emissions toward net zero or relative to a benchmark. Alternatively, the investor might seek to gradually increase the proportion of stocks and bonds from companies with targets. Investors can also set ESG objectives including governance practices and social policies.

Classification policy introduced by the regulation on the "Sustainability-related disclosures in the financial services sector" (SFDR) has been applied to all European financial market participants since March 2021. This regulation requires asset managers to classify their funds as either an Article 6 (the fund does not consider sustainability factors), Article 8 (the fund "promotes" sustainability factors) or Article 9 (the fund has sustainable "objectives") fund.

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	Oral assessment	Group report	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	25	40	35											

Evaluation

The course is assessed through simulations for which students construct their own portfolios on Bloomberg. Students extract data from various sources, including Bloomberg, to conduct a sound fundamental analysis. Students present their portfolios (required in the assignments) three times during the course to allow the professor to provide them with valuable feedback before submitting their final reports..

Recommended reading

Work load	
Number of hours	**Type of course**
24	Interactive courses
10	Personnal work
20	Collective project
15	Individual project
5	E-learning
5	Research
Total	79

FINANCIAL ENGINEERING 3681			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3681		FIN

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

Prerequisities

Notions of risk management and financial derivatives

Learning objectives

At the end of the course, students should be able to:
- be familiar with the main derivative types traded in the financial markets
- master theoretical models used to price derivative contracts
- value options, swaps, forwards, futures, and other complex financial derivatives using stochastic models
- be able to analyze and price a structured product.
-be able to determine a possible hedging strategy

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

Course description

This course is an advanced course on financial engineering. Having as prerequisites the Risk Management and Derivatives courses, this course aims to provide more advanced knowledge on the modeling techniques and tools applied by financial engineers for measuring and managing more effectively financial risks and pricing complex financial derivative products. The module will include interactive sessions, real-life exercises, and case studies along with implementation of derivatives pricing models using real market data

1. Introduction to stochastic processes (random walk, geometric Brownian motion)
2. Introduction to the binomial model (binomial trees, binomial model for pricing American Options)
3. Black and Scholes model (Ito's lemma, Black & Scholes formula)
4. The Greek letters and hedging
5. Exotic derivatives (barrier and binary options, lookback and Asian options, volatility swaps, swaptions)

Environmental and social impacts

Discuss financial derivatives encouraging investment practices supporting sustainability goals. These include sustainability-linked derivatives (SLD); ESG-related credit default swap indices; exchange-traded derivatives on listed ESG-related equity indices; emissions trading derivatives; renewable energy and renewable fuels derivatives; and catastrophe and weather derivatives.

Transformation durable des entreprises

Modèles d’affaires durables

Ressources naturelles

Climat

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Multiple choice questions	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10.0	10.0	80.0											

Evaluation

Feedback will be provided in the form of in-class exercises and quizzes. Continuous assessment in the form of MCQ will take place during session 4 and 7. The final exam, written, will focus on theoretical and practical questions in which students are asked to define, apply, and use concepts learned in class.

Recommended reading

John C. Hull, OPTIONS, FUTURES, AND OTHER DERIVATIVES, Prentice Hall

Work load

Number of hours	Type of course
16.0	Lecture
8.0	Interactive courses
25.0	Personnal work
6.0	Reading reference manuals
20.0	Research

Total	75.0

ENTERPRISE RESOURCE PLANNING WITH SAP 3766		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_OPS_3766	OPS

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

Prerequisities

Learning objectives

- Understand what an ERP system is.
- Understand the importance and impact of ERP systems on organizations.
- Provide hands on exposure to a live ERP system, achieving an intermediate level of comfort using SAP ERP enterprise software.
- Learn how to adapt business strategy to the realities of the market and make appropriate changes in the SAP system to execute your business strategy
- Develop the good indicators to monitor your strategy

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

4.A Appraise the performance of a team

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Environmental and social impacts

ERP systems streamline business processes and improve resource management. By optimizing the use of materials, energy, and other resources, improving demand demand forecasting, ERPs help reduce waste, and lower the environmental footprint of businesses.

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	Exercise	Group report	Group report									
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	10.0	20.0	30.0									

Evaluation

Feedback will be given throughout the various sessions, so that students can learn from their mistakes and move forward in the game.

Recommended reading

Work load

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

Total	75.0

ALTERNATIVE INVESTMENTS 3680			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3680		FIN

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

Prerequisities

Portfolio management, Financial Instruments and Technology, Financial concepts, Statistics and Asset Pricing

Learning objectives

At the end of the course students should be able to disentangle the various classes of alternative investments, their valuation schemes and risk characteristics.

Students should be able to select appropriate assets within the alternative investment class.

Student should be able to integrate alternative investments in their portfolios and perform portfolio diversification and risk mitigation.

Students should be able to collect accurate data for asset selection and build a diversified portfolio of plain financial assets and alternative investments in a mean-variance performance perspective.

The completion of the final group project also ensures that students work with rigor and precision, are well-organized in order to ensure team efficiency, good communication and efficient time management.

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

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

Course description

Course presentation
This course provides a comprehensive introduction to the field of alternative investments. It engages students in active learning through interactive sessions that include solving practical exercises and problems, analyzing real-life case studies, and utilizing actual databases. Additionally, the course introduces the application of various alternative assets within the scope of portfolio allocation, portfolio risk mitigation, and fostering an interdisciplinary educational experience. The various ways to invest in alternative investments are discussed and the light is also shed on the sustainability component of investing, through ESG investing considerations. Some group projects and in-class exercises will take place across the lecture sessions.

Syllabus
1. Introduction to Alternative Investments
Defining Alternative Investments, related goals and pillars
Historical Context and Evolution of the Alternative Investments Market
The Role of Alternative Investments in Modern Portfolios
Overview of Course Structure and Expectations

2. ESG and Alternative Investments
Background and investing in Alternative Investments
Application to natural resources & commodities, real estate, hedge funds and private equity
Methods of ESG investing: screening, proxy voting, impact investing
Application: Selection of equity assets with specific ESG-related target, and portfolio analysis

3. Private equity
Venture capital, buyouts and LBOs
Private equity funds
Valuation and risks
Investing practice

4. Real Estate Investment
Fundamentals of Real Estate Investment
Types of Real Estate Investments: Private and public real estates, characteristics and risks
Valuation and risks
Risk Management and Diversification in Real Estate
Group Project: Building a Real Estate Investment Portfolio

5. Hedge Funds Structure and Strategies of Hedge Funds
Risk and Return Characteristics
Performance Evaluation and Fee Structures
Available assets for hedge funds investing
Case Study: Hedge Fund Trends, Risks and Failures

6. Commodities
Introduction to natural resources and Commodities Trading
Role of Commodities in Diversification
Risks Associated with Commodity Investments
Available assets for Commodity investing: Physical and derivatives markets, indirect investing
Commodity Derivatives valuation
Discussion: Impact of Global Events on Commodity Prices

7. Portfolio Management and Asset Allocation to Alternative Investments
Risk and return considerations
Portfolio focus: conventional, ESG, or a mix
Investment target: return enhancement and/or risk mitigation
Discussion: Final group project launch

Course valuation:
The valuation is based on group works with individual questions to each team member. As a result, members of the same team may have different grades depending on their involvement and individual understanding of the course and its applications.
First part: In-class group work (one per course session) and group report based on a case study involving the building of a real estate portfolio. Low quality and non-delivered group works will be strongly penalized.

Engaged works providing some relevant insights and added value will be valued.

Second part: Oral. One class session will be devoted to the presentation and/or questions about the preliminary output of the group project by each team. The professor will provide immediate feedback to the students and elicit common misunderstandings and mistakes to avoid.

Third part: Final group project (updated draft) based on the building of a diversified portfolio combining classic assets and alternative investments, some of the selected assets being potentially selected based on an ESG focus. The updated group project report will be delivered with relevant Excel files, data files, and possibly coding files.

Environmental and social impacts

ESG-based investing is a part of the course, and impact-related concerns of some assets will be dealt.

Ressources naturelles

Climat

Energie

Sustainable and ethical investing.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Oral assessment	Group report	Exercise										
Nbre heure si examen écrit														
2nd session														
Coefficient	35.0	20.0	20.0	25.0										

Evaluation

Face-to-face with professor, and oral/board-written wrap up with Q&A slots.

Recommended reading

Hossein B. Kazemi, Keith H. Black, Donald R. Chambers, Alternative investments: CAIA level II, 2021, 4e, John Wiley & Sons, Inc., Hoboken, New Jersey

Work load

Number of hours	Type of course

8.0	Lecture
8.0	Interactive courses
8.0	Coaching
20.0	Personnal work
20.0	Collective project
5.0	Reading reference manuals
6.0	Research
Total	75.0

CASH MANAGEMENT & FINANCIAL ENGINEERING 3669			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_ACC_3669		ACC

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

Prerequisities

financial markets

Learning objectives

- Apply centralization mechanisms.
- Distinguish between different types of financing and investment.
- Implement ethics, compliance, and the ethical organization of financial institutions.
- Managing the exchange risk and interest rate risk
- Apply regulations for combating money laundering and terrorism financing.

1.A Demonstrate an international mindset

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Meaning and scope of the study Concepts and contents

Understand intra-group cash flows and operations. Cash centralization: financial and banking mechanisms. Intra-group operations. The main forms of financing and investment (financial securities markets: stocks, bonds, UCITS, money).
Hedging exchange risk and interest rate risk FX Hedging through Currency Swaps, forwards & options

*

Understand the regulatory framework of markets, banks, and financial institutions.
Financial regulation.
Accounting and financial fraud. The role of Tracfin.

Ethics, deontology, and morality in financial management.

Environmental and social impacts

ESG CRITERIA, ETHICAL FINANCE

Transparence et reporting

cash management
Financial engineering

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														
2nd session														
Coefficient	30	70												

Evaluation

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

Work load	
Number of hours	**Type of course**
24.0	Interactive courses
12.0	Personnal work
6.0	Collective project

Total	

VALUE-BASED NEGOTIATION 3755		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_NEG_3755	NEG

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

Prerequisities

Sales techniques
Marketing : personae / yield management
Pricing
Intercultural Management / Intercultural Teams Management
International BTC sales

Learning objectives

Define the concept of Value-Based Selling in the B2C context, emphasizing the importance of delivering value to consumers.

Highlight that this approach prioritizes meeting consumer needs and providing solutions that go beyond product features.

5.B Construct expert knowledge from cutting-edge information

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

3.B Propose creative solutions within an organization

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

6.A Thoroughly examine a complex business situation

Course description

Introduction to Value-Based Selling
Understanding Consumer Needs and Desires : forecast needs, analyse historics, adapt
Personalization of offers and Customer Experience: recommendations, customized user interfaces, and seamless customer experiences to be enhanced
Mid assessment : core project / Value proposition
Value proposition & Sustainability as a Value Proposition: Highlight the role of Value-Based Selling in educating consumers about sustainable choices.
Final Core project : oral & written presentation

Main topics:
- Foundation of value = sales intelligence (prospecting customers)
- Validate value with the customer (questioning using Spin selling)
- Define the value proposition (right price)
- Communication of the value proposition
- Intercultural management

Environmental and social impacts

Examples of sustainibility as being a market trend international BTC
Inclusivity : with new products exampes to be found by students through exercises in class

Transparence et reporting

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	Group project	Participation	Group project											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	40.0	10.0	50.0											

Evaluation

Recommended reading

Work load

Number of hours	Type of course
24.0	Lecture

15.0	Personnal work
16.0	Collective project
Independent work	
10.0	E-learning
10.0	Research
Outside training	
0.0	Outside visit
0.0	Company visit
Distance learning	
0.0	remote videoconferencing
0.0	remote seminar
Total	75.0

Students will have to be continuously committed through regular exercises, practical situations so as to be trained and coached.
As preparing a core project each student will need to be dedicated as a sales manager and committed to his/her group to highly participate to the project.

INTERNATIONAL SALES IN B2C 3748		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_NEG_3748	NEG

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

Prerequisities

Sales techniques
Marketing : personae / yield management
Pricing
Intercultural Management / Intercultural Teams Management

Learning objectives

Understanding international commercial processes in sales
Differentiation : global / local / glocal / speficics in a market - company

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

1.A Demonstrate an international mindset

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

5.B Construct expert knowledge from cutting-edge information

3.B Propose creative solutions within an organization

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

Course description

Features of global, domestic and foreign country markets and its impact on international business operations.
Differences in institutional/cultural systems in major Business environments.
Country evaluation and selection of international business and sales strategy and structure.
Competitive advantage and competitive strategy for international business and sales planning and positioning.
Main Topics:

- Impact of international products/services with social evolution
- Preparation of international commercial strategy
- Understanding international commercial processes in sales
- Differentiation : global / local / glocal / speficics in a market - company

Environmental and social impacts

Examples of sustainibility as being a market trend international BTC
Inclusivity : with new products exampes to be found by students through exercises in class
Impact of certains web activities on CO2 emission

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	Group project	Participation											
Nbre heure si examen écrit	1.0	1.0												
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

1- Mini situations : individual or group work / collective brainstorm / Professor feedback
2- Core project: coaching
3- Exercices : presentation in class & feedback

Objectives : train students to different types of situations during class to enhance their operational capacity

Recommended reading

TBC

Work load

Number of hours	Type of course
24.0	Lecture
0.0	Interactive courses
15.0	Personnal work
16.0	Collective project
10.0	E-learning
10.0	Research

0.0	Outside visit
0.0	Company visit
0.0	remote videoconferencing
0.0	remote seminar
Total	75.0

Students will need to commit themselves in class : during exercices, roleplay as well as project phasis to prepare in group, regular control on their core project to make sure that it evoluates on the right direction.

They will need to learn and understand lessons after the other considering that it will be a "crescendo" knowledge.

INTERNATIONAL BUSINESS DEVELOPMENT 3702		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_3702	STS

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

Prerequisities

none

Learning objectives

This course has been designed from the perspective of consultants who help clients pursue global opportunities. As consultants you will learn:

1. Whether it is advisable for your client to go global
2. What are the risks of globalization and the possible approaches to mitigating those risks
3. How your clients must modify their strategic thinking to create and transfer competitive advantages in the global arena
4. The methods of entry and operation your clients may adopt in an international market
5. To develop an appreciation of organizational and cultural issues in an international context
6. To understand the global economy both from a marketplace and a supply chain perspective
7. To recognize the key ethical issues related to international business

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

In the last few decades, globalization and technological advances have created exciting opportunities for managers to pursue strategies in markets around the world. These developments also present managers with enormous complexity in terms of understanding diverse national environments, which offer opportunities for consultants to help managers achieve their international growth objectives.

Environmental and social impacts

Global business involves moving goods and people over long distances. This has significant impact on CO2 emissions. In the course we will try to address how this can be mitigated

Climat

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	Group project	Group project	End of term exam											
Nbre heure si examen écrit			2.5											
2nd session														
Coefficient	30	30	40											

Evaluation

Continuous feedback will be provided through class interactions on cases and disucssions.

Recommended reading

Reference Book: International Business: Competing in the Global Marketplace
by Charles W. L. Hill
Readings and cases from Harvard Business School Publishing

Work load

Number of hours	Type of course
24	Interactive courses
12	Personnal work
15	Collective project
24	Reading reference manuals

Total	75

ERP 3666			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_ACC_3666		ACC

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

Prerequisities

- Understanding the notion of KPI
- Being able to design KPIs
- Knowing the main strategies that a company can use to enter a market

Learning objectives

- Identify the different stages of a strategic diagnosis.
- Implement methods for analyzing the external and internal environments of the entity.
- Characterize the various modalities of development.
- Identify the different strategies of an organization.
- Understanding what an ERP system is.
- Understanding the importance and impact of ERP systems on organizations.
- Providing practical exposure to a real ERP system, allowing to reach an intermediate level of comfort in using SAP ERP software.
- Choosing a strategy for an organization.
- Learning to adapt the business strategy to market realities and make appropriate changes in the SAP system to execute your business strategy.
- Developing the right indicators to track your strategy.

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

Course description

Through the use of a simulation running an ERP, students will have to handle all aspects of an enterprise to make it thrive and survive in a competitive close market. To do so, they will have to decide to follow different strategies.

Provide the essential elements of strategic analysis and place the organization in its environment to formulate strategic choices.

- Reminder of the main elements of strategic diagnosis and the concept of value chain.
- The concept of the business model.
- Strategic, organizational, and operational risks.
- Criteria for economic, financial, social, and environmental performance.

Strategic choices: strategic segmentation and identification of strategic business areas :
- Generic strategies: cost strategy and experience effect,
- differentiation strategy,
- focus strategy.
- Competition and collaboration.
- Refocusing, diversification.

Modes of development: internal growth, external growth, relational strategies, and alliances.

This course is also an introduction to accounting and information system. It covers :
- Accounting information systems definition
- What are enterprise resource planning systems and the link with management systems

Environmental and social impacts

In our ERP course featuring the ERPSIM business game, we integrate different aspects of environmental and social responsibility: Students learn how SAP systems can be utilized to monitor and reduce environmental impacts, such as tracking carbon footprints, one of the pieces of information calculated by SAP. For instance, the game's scenarios can require students to make decisions that balance profitability with environmental stewardship in order to influence their company valuation.

Modèles d'affaires durables

ERP
SAP
Business Inteligence

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	Oral assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	30.0	30.0											

Evaluation

Feedback will be given throughout the different sessions, so that the students can learn from their mistakes, both on SAP and on the implementation of the strategy, and move forward in the simulation.
Feedback will also be given on interim reports and following the final presentation.

Recommended reading

Work load	
Number of hours	**Type of course**
24.0	Interactive courses
10.0	Personnal work
31.0	Collective project
10.0	Reading reference manuals
Total	75.0

ADVANCED FINANCIAL STATEMENT ANALYSIS 3685			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3685		FIN

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

Prerequisities

Understanding of the 3 main financial statements (ICS, BS, CFS): how they are prepared, what they contain, and what their content means
Basic accounting knowledge
Basic understanding of corporate finance and the funding of the firm
Basic knowledge of commonly used financial analysis tools and concepts: growths, margins, profitability, working capital, net debt, …
Basic understanding of what consolidation means and implies constitutes a substantial advantage in this course

Learning objectives

Navigate through a standard IFRS registration document / annual report - understand the meaning and relevance of the content displayed, and know where to find specific information.
Prepare and present financial statements/financial data in a clear, readable and analysable format.
Identify key areas of questioning based on the previous assessment.
Identify / Suggest the potential causes behind the areas of questioning; the level of certainty depending on effectively available data and/or information.
Understand and suggest what the previous findings mean for the future.
Analyze extra-financial statements and understands the logic and philosophy of sustainability accounting; its complementarity to financial accounting.

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

4.A Appraise the performance of a team

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Financial information and accounting standards
Income Statement and business profitability
Balance Sheet structure and cash equation
Balance Sheet (BS) and shareholder profitability
Cash Flow Statement (CFS) analysis
Liquidity and solvency / financial debt analysis
Operating working capital analysis and management
Capital intensity and fixed assets strategy
Business plan elaboration

Extra-financial statement analysis
Sustainability accounting

Environmental and social impacts

In this course we cover the dimensions of transparency and the quality of reporting, as well as the consequences of harmful social policies (scandals impacting company performance, etc.).
We investigate the history and problems of the current financial accounting and provide an opening to alternative three-capital models.
We proceed to extra-financial statement analysis and explain the logic and philosophy of sustainability accounting; its complementarity to financial accounting.
We cover sustainability reporting (CSRD/ESRS, ISSB reporting).

Transparence et reporting

Climat

Droits du travail

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	Continuous assessment												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	50.0	50.0												

Evaluation

Recommended reading

Pascal Quiry, Maurizio Dallochio, Yann Le Fur, Antonio Salvi, "Corporate Finance, Theory and Practice, 5th Edition"
Robinson (2020), "International Financial Statement Analysis", 4th Edition, Wiley

Work load

Number of hours	Type of course
13.0	Lecture
11.0	Directed work
25.0	Personnal work
15.0	Collective project
15.0	Reading reference manuals
Total	79.0

TRADING & EXCHANGES 3683		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3683	FIN

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

Prerequisities

Students should have prior basic knowledge of Python and data structures.

Learning objectives

1. To develop a comprehensive understanding of market microstructure theories and models.
2. To analyze the impact of market microstructure on price formation and market liquidity.
3. To explore the role of different market participants, including market makers, high-frequency traders, and institutional investors.
4. To examine the influence of information asymmetry on trading strategies and market outcomes.
5. To investigate the implications of market microstructure for market efficiency and regulatory policies.
6. To apply empirical methods and data analysis techniques in Python to study market microstructure phenomena.

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

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

Course description

The course content is divided into 12 Chapters:

Chapter 1: Introduction to Trading & Exchanges
Chapter 2: Market Efficiency and Technical Analysis
Chapter 3: Information and Efficiency
Chapter 4: Trading Mechanisms
Chapter 5: Limit order markets
Chapter 6: Multiple markets
Chapter 7: Auctions
Chapter 8: Dealers, Brokers and Market Makers
Chapter 9: Transaction Cost Analysis
Chapter 10: A layer of complexity
Chapter 11: High-Frequency Trading (HFT)
Chapter 12: Behavioral Finance and retail trading

Environmental and social impacts

In this course, we will discuss issues related to the abundant use of computer power. So, it is a natural ground to discuss Green IT issues and the environmental consequences of increasing the speed at which HFTs are able to trade. We will also discuss the importance of colocation services and the reasons pushing HFTs to invest so many resources in speed. We will also cover the topic of carbon exchanges.

Energie

Transformation durable des entreprises

Modèles d’affaires durables

High-frequency traders, orders, trades, market quality, market efficiency.

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	25.0	75.0												

Evaluation

Feedback will be continuous throughout the activities in class. The students will receive feedback on the Python code they generate and their production. There will be some graded concept-checkers sets also to train the students.

Recommended reading

Mainly:

Securities Trading: Principles and Procedures by Joel Hasbrouck, 2022, Version 14b
(set of draft teaching notes for a one-semester course entitled Principles of Securities Trading)

"Trading and Exchanges: Market Microstructure for Practitioners" by Larry Harris - This book offers practical insights into market microstructure, focusing on the mechanics of trading and exchanges, order types, market fragmentation, and the role of algorithms in modern markets.

High-Frequency Trading: A Practical Guide to Algorithmic Strategies and Trading Systems by Irene Aldridge (2013), 2nd Edition – Very good book for everything related to HFTs

Investments by Bodie, Kane and Marcus, 13th Edition

And also:

"Market Microstructure Theory" by Maureen O'Hara - This book provides a comprehensive overview of market microstructure theory, covering topics such as trading mechanisms, market design, and the impact of market microstructure on asset pricing.

"Market Liquidity: Theory, Evidence, and Policy" by Thierry Foucault, Marco Pagano, and Ailsa Röell - This book delves into the concept of market liquidity from a theoretical and empirical perspective, exploring its determinants, measurement, and implications for market participants and policymakers.

"Empirical Market Microstructure: The Institutions, Economics, and Econometrics of Securities Trading" by Joel Hasbrouck - This book provides a detailed examination of empirical methods used to analyze market microstructure, including transaction data analysis, market impact modeling, and the estimation of market liquidity measures.

Kyle 1985
Glosten & Milgrom 1985
+ Several other research papers

Work load	
Number of hours	**Type of course**
8.0	Lecture
16.0	Interactive courses
25.0	Personnal work
5.0	E-learning
5.0	Reading reference manuals
16.0	Research
Total	75.0

FINANCIAL INTERMEDIARIES 3691			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3691		FIN

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

Prerequisities

Students are expected to be familiar with principles of accounting, economics and finance.

Learning objectives

2.C Generate sustainable solutions for organizations

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

This course provides an in-depth examination of financial intermediaries, focusing on their roles, operations, and impacts within the financial system. Special emphasis is placed on theoretical and empirical aspects of banking, banking regulation, risks and the managements of these latter. Planning of the course:
Session 1: What is a s FI? Function, types and new competition
Session 2: Depository institutions (banks), money creation & Financial statements and analysis
Session 3: Securities Firms & Investment banks
Session 4: Overview of the risks & Managing Credit Risk on the Balance Sheet
Session 5: Managing Liquidity Risk on the Balance Sheet
Session 6: Midterm
Session 7: Managing Interests rate Risk on the Balance Sheet
Session 8: Managing Risk off the Balance Sheet & sustainable banking
Session 9: Revision, Q&A, solution to unsolved activities

Environmental and social impacts

In this course, we will put a particular focus on the environmentally related dimension of a sustainable financial intermediation industry. Specifically, we will discuss the climate risk and green lending products.

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	End of term exam	Midterm exam												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	70.0	30												

Evaluation

Students will be given detailed feedbacks pertaining to each assessment taken.

Recommended reading

Core:

Anthony Saunders, Marcia Cornett and Otgo Erhemjamts (2024) Financial Markets and Institutions. McGrawHill.

Additional:
J.C. Hull Risk Management and Financial Institutions, 6th Edition, Wiley
Allen, F. and D. Gale. 2009. Understanding Financial crises. Clarendon Lectures in Finance, Oxford university press, first edition
Bessis, J. Risk Management in Banking. (Chichester: Wiley, 2015) fourth edition
Matthews, K. and J. Thompson The Economics of Banking. (Chichester: Wiley, 2014) third edition
Saunders, A. and M.M. Cornett Financial Institutions Management: A Risk Management Approach.
(New York: McGraw Hill, 2017) ninth edition

Other resources will be provided during the course.

Work load

Number of hours	Type of course
24.0	Lecture
26.0	Personnal work
15.0	Individual project

10.0	Reading reference manuals	
Total		75.0

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

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

Prerequisities

None

Learning objectives

1. Explain what data visualization entails and why it is important for business decision-making
2. Learn about visual thinking and how it relates to data visualization
3. Apply fundamental design principles to effectively visualize data
4. Use different chart types optimally in data visualizations
5. Create effective visualizations in Tableau

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

Create clear visualizations by considering design principles and managing cognitive load.
Use tabular data to construct clear, compelling visual narratives that drive business decisions.
Effectively communicate data insights through the strategic use of charts, graphs, and infographics.
Integrate data visualizations into compelling data stories that are tailored for a business context.
Design data visualizations, dashboards, and data stories using Tableau.
This course is presented face-to-face, with four sessions of 4h20 each.

Environmental and social impacts

In visualizing environmental and social data, students can learn to create dashboards that, e.g., track climate change metrics, energy consumption, pollution levels, and resource management, visualize public health trends, education disparities, human rights indicators, etc., thus promoting data-driven social development and transparency and helping organizations and communities understand and address environmental and social challenges.

Transparence et reporting

Data Visualization; Tableau

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	Exercise	End of term exam										
Nbre heure si examen écrit				2.0										
2nd session														
Coefficient	15.0	20.0	15.0	50.0										

Evaluation

Oral feedback (from the instructor) and peer feedback (based on a given rubric) - after presentation of in-class assignments
Reflective feedback (self-assessment) - students critique their own in-class work using given rubrics
Textual feedback (from the instructor) - after submission of project work

Recommended reading

Work load

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

Total	50.0

COMPUTER-BASED PROBLEM SOLVING IN CIB 3695			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3695		FIN

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

Prerequisities

Knowledge of financial analysis, valuation techniques and asset pricing are pre-requisites

Learning objectives

By the end of the course students should be able to:
-understand the basic function of python and utilize the language to transform data into knowledge
- apply technical skills to analyze important valuation and corporate issues (relative valuation, cost of capital, mergers and acquisitions and abnormal returns, governance and similar issues)
- apply technical skills to asset pricing (both evaluating the risk beta and projecting)
-extend the above to portfolio creation and evaluation based on different assumptions
-have some basic knowledge of banks as intermediaries and underwriters (also the importance of ethical behavior and the role of governance and regulation)
-examine funds allocated as debt to green projects (loans and bonds) through the prism of significant macrotrends (such as geopolitical risk)

2.C Generate sustainable solutions for organizations
3.A Breakdown complex organizational problems using the appropriate methodology
6.B Synthesize multifaceted information from various sources across different functional fields
6.A Thoroughly examine a complex business situation
6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
4.B Compose constructive personal feedback and guidance

Course description

This is an interactive, learn-by-doing course which aims to equip students with the tools necessary to transform data into change.

Environmental and social impacts

Issues such as governance and diversity, allocation of funds to green investment, the effect of sustainability for risk are examined as cases.

Diversité, équité et inclusion

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	Group project	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

Feedback will be given throughout the semester to students.

Recommended reading

No companion book is necessary. Students may find useful consulting:
Python for Data Analysis: Data Wrangling With Pandas, Numpy, and Jupyter , Wes McKinney, O'Reilly Media, 3rd edition
Python for Finance: Mastering Data-Driven Finance, De Yves Hilpisch, O'Reilly UK Ltd., 2nd Edition
Feedback modalities (FR)

Work load

Number of hours	Type of course
24.0	Lecture
24.0	Interactive courses

21.0	Personnal work
20.0	Collective project
Independent work	
5.0	E-learning
5.0	Research
Total	75.0

Time allocated is indicative. Practice is necessary to succeed in this course

FIRM VALUATION 3668			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_ACC_3668		ACC

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

Prerequisities

Learning objectives

2.C Generate sustainable solutions for organizations

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

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

1.C Communicate effectively in English

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

Course description

Environmental and social impacts

L"exercice de valorisation intègre par définition des données impactées par la politique de l'entreprise en matière de durabilité ("sustainability") et de CSR

Modèles d’affaires durables

Développement social

Ressources naturelles

Assessment / Feedback

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

Type d'épreuve	Case study	End of term exam												
Nbre heure si examen écrit														
2nd session														
Coefficient	50	50												

Evaluation

Recommended reading

Work load

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

Total	75.0

CURRENT ISSUES IN ACCOUNTING & MANAGEMENT CONTROL 3671		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ACC_3671	ACC

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

Prerequisities

Basic knowledge in management control (KPIs, dashboard, etc.)

Learning objectives

- Identify the role of new technologies useful for management control.
- Characterize these information technologies.
- Understand the current state—analytics/data science
- Understand Business Intelligence (BI) concepts and capabilities
- Recognize the various types of analytics, and see selected applications

- Identify different structural forms.
- Analyze the structures of modern corporations with different management understanding of organization

- Identify the role of the management control function according to organizations.
- Identify different scope management policies.

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

Course description

- Show how and why information and communication technologies influence the approach and implementation of management control.
- Deepen the elements of organizational theory, particularly the evolution of organizational forms.
- Understand the role and position of management control in organizations based on structural choices. The management controller, their information and communication work within and for the company. In connection with business ethics.

- Understand the various modalities for managing the scope of the entity.

Environmental and social impacts

No

Transparence et reporting

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Continuous assessment	Continuous assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	25.0	25.0											

Evaluation

Feedback will be given based on the interactions (i.e. case studies, applications and theoretical content) developed throughout the course

Recommended reading

Sharda, Ramesh, Dursun Delen, et Efraim Turban. 2018. Business Intelligence, Analytics, and Data Science: A Managerial Perspective. Fourth edition, Global edition. Pearson.

Work load

Number of hours	Type of course
24.0	Interactive courses

41.0	Personnal work
10.0	Collective project
Total	75.0

INTERNATIONAL CONFLICT MANAGEMENT AND PEACE BUILDING 2095		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_NEG_2095	NEG

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

Prerequisities

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

Learning objectives

Identify entry points for peace and security in war-affected societies;
Develop an awareness on how business as a peace actor can provide opportunities for peacebuilding and change.
Design and implement sustainable and durable solutions for post conflict environments

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

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

1.A Demonstrate an international mindset

Course description

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

Environmental and social impacts

Peacebuilding inherently has an enviromental and climate adaptation element. Within the course, issues of environmental factors as enablers or risk factors are factored into the course content as transversal issues to be considered as root causes or threat multipliers of conflict. In the last class of the course, students simulate a business case of establishing a business venture in a post conflict setting, taking into account sustainability and environmental factors in their business pitch in order to be conflict sensitive.

Droits humains

Ressources naturelles

Eau

Communautés

structural vulnerability, climate and security nexus

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Individual report	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	10	60	30											

Evaluation

Via Email> p.darocha@ieseg.fr
Feedback will be given within 24 hours of the receipt of a query.

Recommended reading

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

Work load		
Number of hours	**Type of course**	
0.0	Directed work	
0.0	Coaching	
Independent work		
2.0	E-learning	
10.0	Reading reference manuals	
10.0	Research	
Distance learning		
16.0	remote videoconferencing	
2.0	remote seminar	
Total		50.0

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

NEGOTIATIONS & SALES STRATEGIES 4096		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_NEG_4096	NEG

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

Prerequisities

Sales Techniques

Learning objectives

Develop emotional intelligence to adapt their posture and communication to different client profiles.
Strengthen ethical persuasion skills, structuring arguments based on customer value and business impact.
Enhance interpersonal agility in negotiation and co-creation contexts with clients.
Collaborate effectively in teams, leveraging collective strengths to achieve commercial objectives.
Handle objections in complex or uncertain sales environments.
Demonstrate critical thinking and analytical skills, particularly in understanding customer needs and defining tailored value propositions.

1.A Demonstrate an international mindset

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

2.C Generate sustainable solutions for organizations

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

This course introduces students to the key concepts, strategies, and tools used in professional sales and business development. Emphasizing practical knowledge and soft skills, students will explore how organizations build relationships with customers, grow revenue, and navigate today’s competitive business environment. Topics include sales planning, customer interaction, communication techniques, and tools like CRM. Through real-world examples, interactive sessions, and group work, students will gain hands-on exposure to modern sales practices.

Environmental and social impacts

Reflect on the ethical posture of the salesperson, analyzing the broader impact of their decisions on customers, society, and the company’s reputation.

Explore sustainable commercial practices, including examples of businesses aligning their sales approaches with CSR (Corporate Social Responsibility) commitments.

Adopt a customer value-centered mindset, considering not only revenue goals but also stakeholder well-being and long-term value creation.

Discuss the impact of evolving societal expectations on customer relationships, particularly in terms of transparency, inclusion, and sustainability.

Economie circulaire

Développement social

Transformation durable des entreprises

Social Enterprises

Assessment / Feedback														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Group project	Group project											
Nbre heure si examen écrit	1.0	1.0	1.0											
2nd session														
Coefficient	40.0	50.0	10.0											

Evaluation

Group business case
Role Play evaluation
In class presentation

Recommended reading

"Sales Operations Planning: The How-To Handbook" by David A. Pieri
“Fanatical Prospecting” by Jeb Blount
“Getting to Yes” by Roger Fisher, William Ury & Bruce Patton
“SPIN SELLING” by Nel Rackham

Work load

Number of hours	Type of course
24.0	Interactive courses
Independent study	
20.0	Personnal work
10.0	Individual project

21.0	Research	
Total		75.0

INTERNATIONAL MARKETING COMMUNICATION 3734		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3734	MKT

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

Prerequisities

Cross-Cultural Marketing

Learning objectives

Additional Learning Objectives: Students will understand and use 1. key concepts and models in international marketing communication (including Drucker's effective business strategy, Globalization vs Anti-Globalization, Country of Origin bias , Cultural Representation vs Cultural Stereotyping /Cultural Appropriation, CAGE model of international expansion) assessed via in-class quizzes, individual journalling, Group Report during final session. 2. Students will understand and use key concepts in crisis communications (including Breckinridge's Audit Wheel, Crisis Management Theory, Reputation Formula, Kim's Theory of Intercultural Conflict) assessed by in-class quizzes, individual journalling, Group Report presented in the final Session. 2. Students will also understand and use key concepts in Integrated Marketing Communications (including the relative value of using traditional vs digital marketing channels, matching ideal consumer personas to a spectrum of marketing channels and methods, emerging AI-enhanced marketing methods) assessed via in-class quizzes, individual journalling, final Group Project creating report and video pitch.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

Designed to directly follow the Cross-cultural Communications course, this class leads students to understanding and use proven international marketing concepts. Students review of Drucker's definition of effective business strategy, then cover international business marketing as a key component in international business strategy via relevant recent case studies. Key topics: Globalization vs Anti-Globalization, the impact on international marketing of geo-political disputes, Country of Origin bias , Cultural Representation vs Cultural Stereotyping or Cultural Appropriation, specific international norms including Guanxi and Face. Theoretical concepts: Kim's Theory of Intercultural Conflict, CAGE model of international expansion assessment; Porter's Five Forces plus 1 (government); Gravity model of international trade; Breckinridge's Audit Wheel, Crisis Management Theory, Reputation Formula. In order to gain a deep understanding of Integrated Marketing Communications, students also review marketing. In order to gain a broad and deep understanding of Integrated Marketing Communications, students also review and choose from the full spectrum of marketing channels including traditional vs digital, mass vs customized, USP vs ESP, as well as researching emerging AI enhanced marketing methods. The final Group Project requires student teams to create and present a full International Marketing Communications strategy designed to overcome a crisis and re-launch the brand in two ideal international markets.

Environmental and social impacts

Say-do gap in consumer behavior re buying sustainable products, sustainability in fashion, green-washing -- Guest speaker led challenge. Building upon the guest-speaker led challenge included in Cross-cultural Marketing, this challenge will involve a more complex “problem” for student groups to solve for a real-case company. Student challenge will focus on reducing impact on climate change and improving community engagement in manufacturing.

Climat

Communautés

Transformation durable des entreprises

Corporate communications, crisis management, online presence, globalization vs. antiglobalization, geopolitics, social and cultural norms, integrated marketing communication, emerging AI-enhanced marketing

Assessment / Feedback

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

Evaluation

During each session of the course, student groups receive immediate oral feedback from the professor on their in-class individual exercises (such as delivering a holding statement during a crisis, and role play activities) as well as by group (such group mini- presentations and case assessments). In addition, regarding the group presentation and final group video project, students will receive peer feedback via Challenge Me as well as conducting peer to peer coaching to prepare for group in-class and video projects. During the group report presented during the final sessions, student teams will receive written feedback from Observer teams regarding their individual presentation content, presentation skill, and overall team performance (ie, Observer teams fill in presentation templates with scoring. These do not impact the professor's grade but do provide feedback to students).

Recommended reading

Hadiya Faheem & Debrapratim Purkayasthra (2019) “JD.com’s Challenges in China and Beyond.” IBS Center for Management Research. CASE: International Crisis Management

Pankaj Ghemawat, (2018), Redefining Global Strategy. Harvard Business Press

Philippe Lassarre (2018), Global Strategic Management, Palgrave

Edelman Trust Report (2024) Edelman public relations.

Michael Porter (2011) "What is Strategy," HBR's 10 Must Reads On Strategy, Harvard Business Review.

Yener Kandogan (2023) “A comprehensive multi-country study of country-of-origin effects using actual product ownerships,” Journal of Marketing Analytics.

Work load	
Number of hours	**Type of course**
24.0	Lecture
18.0	Collective project
7.0	Individual project
2.0	E-learning
5.0	Reading reference manuals
14.0	Research
Outside training	
5.0	Company visit
Total	75.0

PURCHASING STRATEGY 3742		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3742	MKT

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

Prerequisities

None

Learning objectives

1.C Communicate effectively in English

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

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

The course focuses on how purchasing is part of a larger organization and how they can contribute to the success of it.

Environmental and social impacts

Students have to manage the People, Planet, Profit equation for a complex business case where Ikea needs to improve the sustainability of the wood they are buying.

Modèles d’affaires durables

Economie circulaire

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	Individual report	Participation											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	60.0	30.0	10.0											

Evaluation

Continuous feedback modalities in class and via the software EvaluationsHub.

Recommended reading

- Book: The Buyer's Balance: What Your Customers Want To Share With You. Paesbrugghe, Bert (2025)
- Paesbrugghe, B., Rangarajan, D., Hochstein, B., & Sharma, A. (2020). Evaluation of salespeople by the purchasing function: implications for the evolving role of salespeople. Journal of Personal Selling & Sales Management, 40(4), 289-305.
- Paesbrugghe, B., Vuori, J., & Kock, H. (2022). Selling to enabled purchasers: the effect of perceived supply risk and profit impact on the buyer–seller interaction. Journal of Business & Industrial Marketing, 37(5), 1012-1024.

Work load

Number of hours	Type of course
24.0	Interactive courses
11.0	Personnal work
20.0	Individual project
20.0	Reading reference manuals

Total	75.0

DIGITAL DESIGN & OPTIMIZATION 3729		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3729	MKT

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

Prerequisities

None.

Learning objectives

By the end of the course, students will gain a comprehensive view of digital design and its applications in the digital age. Specifically, they will be able to acquire the technical skills of designing the UX/UI and create a mobile application with Figma. Moreover, students will be required to apply their knowledge in the previous business and marketing courses to analyse the company and its target customers for customizing the app. Finally, through the group project, students will improve their teamwork and presentation skills.

The knowledge of digital design and its applications will be assessed via the individual report, while the skills of UX/UI, Figma, analytics, teamwork, and presentation will be assessed via the group project.

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

6.A Thoroughly examine a complex business situation

4.B Compose constructive personal feedback and guidance

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

Course description

Since the advent of computers in the 1950s, digitalization has significantly transformed many things of our lives, leading to more and more interactions between humans and digital technology means. The result of this was the birth of a new field called “digital design” which combines technology and the foundations of design knowledge to create meant media to be displayed and interacted on various digital interfaces. According to US Bureau of Labor Statistics, the demand for this type of job (i.e., digital designer) is growing faster than most of the careers over the next decade [1]. To prepare you for the job market, this course aims to equip you with the designer thinking mindset and guides you to design a mobile application using the industry standard tool: Figma.

[1] US Bureau of Labor Statistics. "Occupational Outlook Handbook: Web Developers and Digital Designers, https://www.bls.gov/ooh/computer-and-information-technology/web-developers.htm." Accessed February 21, 2024.

Environmental and social impacts

Students learn about concepts of e-waste and design redundancy in session 7 of the course. Most importantly, they can also choose to work on a mobile application for social good as their main project.

Modèles d’affaires durables

Déchets

E-waste; Design redundancy

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														
2nd session	true													
Coefficient	50.0	40.0	10.0											

Evaluation

Students will receive formative feedback orally on in-class exercises during the course. In addition, a dedicated formative feedback and coaching session on the main project will be organized in session 6. For the final presentations in session 8, oral feedback will be provided in class, and summative written feedback will be sent via email afterward. Finally, a peer assessment (via ChallengeMe) will be used to evaluate the students’ collaboration in the group project.

Recommended reading

Norman, D. A. (2013). The design of everyday things. MIT Press.
Eskilson, S. (2023). Digital design: A history. Princeton University Press.

Work load

Number of hours	Type of course
24.0	Interactive courses

11.0	Personnal work	
20.0	Collective project	
10.0	E-learning	
10.0	Research	
Total		75.0

3 cours de E-learning proposé via Linkedin Learning :
- Graphic Design Foundations: Typography
- Learning Design Thinking: Lead Change in Your Organization
- Figma for UX Design (Envoyé en amont avant le cours)

Etude de cas :
- Age-Appropriate Web Design for People over 60 Years Old with Cognitive Difficulties

PLATFORM STRATEGY 3731			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3731		MKT

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

Prerequisities

The course builds on prerequisite knowledge about basic concepts in microeconomics, strategy, and marketing, commensurate with the requirements to pass IÉSEG's bachelor cycle.

Learning objectives

Understand and explain key concepts related to network economics as they relate to managerial decision-making in the economic paradigms characterized by ubiquitous information, collaboration, recycling of materials, and the replacement of ownership by access. - Individual assignment. : LO 3A & 6A.

Formulate, interpret, and analyze management questions using insights on the network structure of the platform economy – Simulation game. : LO 7A

Apply the insights on the network structure of the platform economy to the formulation of business plans, the optimization of organisations, and the analysis of market structures and dynamics – Group work. : LO 7C

3.A Breakdown complex organizational problems using the appropriate methodology

6.A Thoroughly examine a complex business situation

Course description

This course explores the strategic management of multi-sided platforms, a growing force in the digital economy. We will examine the economic principles behind successful platforms, including network effects, value creation for different user groups, and auction design. Through a combination of lectures, case studies, and interactive exercises, students will gain a critical understanding of platform design, launch, growth, and management within complex platform ecosystems.

Environmental and social impacts

Students learn about the ecological and economic benefits and challenges of reducing material use by means of shifting business models based on product ownership transfer to access-based products-as-a-service. Moreover, they will discover how these platform models facilitate and encourage circular designs based on several business cases. In discussing the sharing economy as one of the major manifestations of platform businesses, we will discuss labor rights, job precarity, and other potential dark sides of platform business.

Droits du travail

Economie circulaire

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 report	Participation	Exercise	Case study										
Nbre heure si examen écrit														
2nd session				true										
Coefficient	40.0	10.0	25.0	25.0										

Evaluation

Students will receive formative feedback on their group work and on the simulation game both in terms of the product (orally, from the teacher's side) and the process (as written peer feedback) to help them assimilate the course content. They will collectively and orally be debriefed with summative feedback on the simulation and case study to integrate the learning.

Recommended reading

Belleflamme, P., & Peitz, M. (2021). The economics of platforms. Cambridge University Press.

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). Platform revolution: How networked markets are transforming the economy and how to make them work for you. WW Norton & Company.

Reillier, L. C., & Reillier, B. (2017). Platform strategy: How to unlock the power of communities and networks to grow your business. Routledge.

Karhu, K., Gustafsson, R., Eaton, B., Henfridsson, O., & Sørensen, C. (2020). Four tactics for implementing a balanced digital platform strategy. MIS Quarterly Executive, 19(2), 105-120. https://doi.org/10.17705/2msqe.00027

Perren, R., & Kozinets, R. V. (2018). Lateral exchange markets: How social platforms operate in a networked economy. Journal of Marketing, 82(1), 20-36. https://doi-org.ezproxy.univ-catholille.fr/10.1509/jm.14.0250

Zhu, F., & Iansiti, M. (2019). Why some platforms thrive... and others Don't: What Alibaba, Tencent, and Uber teach us about networks that flourish. The five characteristics that make the difference. Harvard Business Review, 97(1), 118-125.

Chen, L., Yi, J., Li, S., & Tong, T. W. (2022). Platform governance design in platform ecosystems: Implications for complementors' multihoming decision. Journal of Management, 48(3), 630-656.

Work load

Number of hours	Type of course
24.0	Interactive courses

10.0	Personnal work
25.0	Collective project
10.0	Individual project
6.0	Research
Total	75.0

CROSS-CULTURAL MARKETING 3732			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3732		MKT

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

Prerequisities

Marketing Major core courses (generally) and International Marketing Fundamentals (specifically)

Learning objectives

Students will learn to break down complex organizational problems using appropriate cultural and strategic marketing frameworks (e.g., Hofstede, GLOBE, Hall). This objective is assessed through the group project and the individual report, where students analyze cross-cultural challenges and propose data-driven, context-sensitive solutions. Evidence of learning includes written feedback and grading rubrics focused on analytical rigor and methodological application.

Students will demonstrate an international mindset by engaging with diverse cultural perspectives and reflecting on how global and local contexts shape consumer behavior and marketing strategies. This is evaluated through the group project, weekly exercises, and in-class discussions, with written reflections and peer collaboration outcomes serving as supporting evidence.

In addition, this course is designed to foster a comprehensive set of skills and competencies essential for operating in diverse global environments. Students will develop cross-cultural sensitivity and adaptability by analyzing international marketing cases and engaging with theoretical frameworks such as Hofstede’s dimensions and cultural value systems. The course promotes effective learning and in-class engagement through interactive discussions, case simulations, and collaborative exercises that encourage active participation. To deepen individual learning, students are required to maintain reflective journals, critically assessing their evolving cultural awareness and integrating personal insights with course content. Group projects offer opportunities to cultivate team leadership and facilitation skills, as students navigate diverse perspectives and rotate leadership roles in multicultural teams. Through a guided research project, participants will strengthen their academic research skills, learning to apply scholarly literature to real-world cross-cultural marketing challenges. Finally, the course emphasizes effective presentations in English, with students delivering structured pitches and case analyses to develop clarity, audience awareness, and persuasive communication across cultures.

1.A Demonstrate an international mindset
1.C Communicate effectively in English
3.A Breakdown complex organizational problems using the appropriate methodology
4.C Convey powerful messages using contemporary presentation techniques

Course description

As a follow-up to the Marketing Major Fundamental courses, especially International Marketing Fundamentals (IMF), this course will deepen and broaden students' understanding of key current theoretical theories and models used to guide successful cross-cultural business communications. Building on a basic understanding of Hofstede's Cultural Dimensions (covered in IMF), students will learn and use Meyer's Culture Mapping Tool (via the Michelin Leading Across Cultures case study and activities). Additional theoretical concepts covered will include: Communications Theory, Active Listening for Leaders, Corporate Reputation Model, and Trust Triangle (components of trust). The course will feature a guest speaker sharing the challenges of operating a sustainability-focused company when expanding overseas.

Environmental and social impacts

Students learn to assess the challenges for a social-purpose driven organization to address differing cross-cultural social norms when expanding overseas. Cases and activities also address: DEI, purpose-driven business strategy, and carbon-neutral transportation.

Climat
Diversité, équité et inclusion
Transformation durable des entreprises
Modèles d'affaires durables

Cultural sensitivity, cross-cultural leadership styles

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Exercise	Video	Individual report	Group project									
Nbre heure si examen écrit														
2nd session				true										
Coefficient	15.0	30.0	20.0	15.0	20.0									

Evaluation

During each session of the course, student groups receive immediate oral feedback from the professor on their mini-presentations, case assessments, role play exercises, or other activities. In addition, regarding the group presentation and final group video project, students will receive formative feedback from the professor. Finally, for the group presentation and group video project, the professor will send written feedback via a completed grading template sent to each group by email.

Recommended reading

Jing Qian, Hao Chen, Ziqian Zhao and Yi Chu (2018) “Cheetah Mobile: Cross-Cultural Clashes Within a Technology Company Born Global.” Tsinghua SEM China Business Case Center

Erin Meyer & Sapna Gupta (2009) “Leading Across Cultures at Michelin,” INSEAD.

KBS Kumar and Indu Perepu. (2020) “Subway – the World’s Largest Food Chain on a Downward Spiral.” IBS Center for Management Research

Francis Frei & Anne Morriss. (2020). “Begin with Trust.” Harvard Business Review

Francis Frei (2018) "How to build (and rebuild) trust,"
https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust?language=en

Laurie Ann Underwood & Ellen Touchstone. (2024) “Addressing the Full ‘3Ps’: A Study of Oatly China’s Silent Barista Programme Promoting Planet, People, Profitability," Ethics International Press.

Colin Mayer & Bruno Roche. (2021). "Putting Purpose into Practice," Oxford University Press, Chapter 1

Work load

Number of hours	Type of course
24.0	Lecture
14.0	Collective project
10.0	Individual project
7.0	Reading reference manuals
19.0	Research
Distance learning	
1.0	remote videoconferencing

Total	75.0

INTERNATIONAL RETAIL & OMNICHANNEL 3736		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3736	MKT

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

Prerequisities

All students should have followed more general marketing principles set out in MS1 courses.

Learning objectives

1 Identify the retail functions through which a retailer creates value for customers - assessed by continuous assessment
2 Understand the evolution of the role of retailers in the market and discuss current trends in retailing - assessed by continuous assessment and participation
3 Analyse a retail strategy including examining marketing mix elements - assessed by continuous assessment and participation
4 Examine an international omnichannel retail strategy for its merits, challenges including the environmental and sustainability issues that they face - assessed by continuous assessment
5 Evaluate different retail strategies, integration levels, touchpoints and channels used in retail practice - assessed by continuous assessment and participation
6 Describe and create omnichannel marketing - assessed by Presentation/group work
7 Assess marketing touchpoints during an omnichannel customer journey. - assessed by continuous assessment and participation
8 Analyze the opportunities and challenges of retail strategies and develop creative solutions. - assessed by Presentation/group work

1.A Demonstrate an international mindset
1.C Communicate effectively in English
2.B Solve professional dilemmas using concepts of CSR and ethics
2.C Generate sustainable solutions for organizations
3.B Propose creative solutions within an organization
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

This course provides students with competencies relating to retailing concepts and omnichannel strategy. Students will learn the theory through interactive course sessions, case studies, exercises, in-class wooclap quizzes. They will also apply their knowledge by analysing retailing problems, presenting an omnichannel strategy and identifying a solution. By the end of this course, students should have a solid understanding of common retailing practices and trends worldwide, omnichannel strategy, how digital marketing initiatives form part of the customer experience, customer journey mapping and evaluation.

Environmental and social impacts

Students will learn about international environmental and sustainability issues, trends and impact in the retail industry (second-hand consumption, sustainable supply chain, fast fashion, climate-friendly products and services). We will discuss these concepts briefly through short student presentations to the group. We will also cover, in the case study, the issue of reducing carbon emissions in the international transportation of goods from retailer to customer.

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	Participation	Presentation	Written exam										
Nbre heure si examen écrit														
2nd session				true										
Coefficient	40.0	10.0	50.0											

Evaluation

Students will receive formative feedback orally on in-class case-studies, exercises and discussions during the course. Students will receive formative and summative feedback on their group project to help them achieve the learning objectives and expected competencies. They will receive formative oral group feedback on their group project when they work on it in class and they will receive written summative feedback following their final group presentation. A written peer feedback assessment is used following the final group presentation which will take place using online tools to help students to critique their own work and that of their peers. All students will receive a copy of the written peer feedback.

Recommended reading

Cocco, H., & Demoulin, N. T. (2022). Designing a seamless shopping journey through omnichannel retailer integration. Journal of Business Research, 150, 461-475.

Levy, M., Weitz, B. A. & Grewal, D., (2022). Retailing management 11th ed. McGraw Hill Education; Dubuque.

Mirzabeiki, V., & Saghiri, S. S. (2020). From ambition to action: How to achieve integration in omni-channel?. Journal of Business Research, 110, 1-11.

Work load

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

DIGITAL CONTENT 3728			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3728		MKT

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

Prerequisities

Introductory Marketing Management Course

Learning objectives

By the end of this course, students will acquire experience and expertise in the following:
1. Learn key concepts of (digital) content marketing, including its social and sustainable impact (Continuous assessment).
2. Define an optimal digital content strategy, including objectives and production, distribution, and consumption modalities (Group project & Continuous assessment).
3. Translate recent industry and academic findings into practical digital content strategy insights (Group project).
4. Build a company's digital content strategy as part of a communication plan and develop the capacity to promote and present the plan with teamwork through contemporary techniques (Group project).
5. Apply trends and technologies in the content creation field and integrate various factors likely to affect digital content distribution and consumption (Group project & Continuous assessment).
6. Complete an individual digital content certification on a self-learning basis (Exercise).

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

2.C Generate sustainable solutions for organizations

5.D Make effectual organizational decisions

Course description

This course focuses on digital content strategy and creation, embedded within the domains of inbound marketing and conversational marketing. The course zooms in on a multitude of digital content categories, divided into content production, content distribution and its channels, and content consumption. Special attention will be given to (innovative) tools for (interactive) content creation and copywriting, as well as the evolution of copyright for content production and distribution. Through a combination of interactive sessions, a group project, individual assignments pre- and post-class, and a certificate completion, students will gain a comprehensive and critical understanding of digital content within a marketing communication approach.

Environmental and social impacts

Students will learn about:
- The importance of CDR (Corporate Digital Responsibility) in a digital content plan.
- The relevance of creating a sustainable digital content ecosystem.
- Social, ethical, and regulatory issues regarding content creation and copyright, such as the (mis)use of Generative AI, plagiarism, patent/ownership, misinformation, fake news, deep fakes, etc.

Modèles d'affaires durables

Transparence et reporting
Transformation durable des entreprises
Climat
Energie
Diversité, équité et inclusion

Corporate Digital Responsibility; Sustainable Digital Content Ecosystem

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Continuous assessment	Exercise	Participation										
Nbre heure si examen écrit														
2nd session	true													
Coefficient	50.0	30.0	10.0	10.0										

Evaluation

Students will receive both formative and summative feedback throughout the course based on:
- Continuous assessment: Formative, oral feedback will be provided in class for pre- and post-class assignments, and summative, written feedback will be provided after the course.
- Group project, including report and presentation: Formative feedback is provided in class during the dedicated time for the group project, and written feedback is provided after intermediary group project assignments using an evaluation grid to track progress. For the final report, students will receive summative feedback post-course using a detailed grading grid with several criteria. During the presentation, students will receive oral feedback from the professor and the company representative, as well as summative feedback post-course using another detailed grading grid. Additionally, a mandatory peer assessment via ChallengeMe will be used.
- Exercise: The grade will be based on the completion of a certification, and students can request oral feedback afterwards.

Recommended reading

Berger, J. (2013). Contagious: Why things catch on. Simon & Schuster.
Hollebeek, L. D., & Macky, K. (2021). Digital content marketing's role in fostering consumer engagement, trust, and value: Framework, fundamental propositions, and implications. Journal of Interactive Marketing, 45(1), 27–41. https://doi.org/10.1016/j.intmar.2018.07
Mulier, L., Slabbinck, H., Vermeir, I. (2021). This way up: The effectiveness of mobile vertical video marketing. Journal of Interactive Marketing, 55(3), 1–15. https://doi.org/10.1016/j.intmar.2020.12.002
Pulizzi, J. (2021). Content Inc. (2nd ed.). McGraw Hill.
Qian, K., & Jain, S. (2024). Digital content creation: An analysis of the impact of recommendation systems. Management Science, 70(12), 8668–8684. https://doi.org/10.1287/mnsc.2022.03655
Ren, Q. (2023). Advertising and content creation on digital content platforms. Marketing Science, 43(4), 734–750. https://doi.org/10.1287/mksc.2022.0387

Work load	
Number of hours	**Type of course**
20.0	Interactive courses
4.0	Coaching
10.0	Personnal work
24.0	Collective project
8.0	E-learning
3.0	Reading reference manuals
3.0	Research
Distance learning	
3.0	remote seminar
Total	75.0

PROFESSIONAL SELLING & INTERNATIONAL RELATIONS MANAGEMENT 3741		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3741	MKT

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

Prerequisities

None

Learning objectives

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

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

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

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

6.A Thoroughly examine a complex business situation

Course description

The course is focused on learning how to sell in a B2B context and how to manage enduring long-term relationships with customers.
In Part I students will gain theoretical and practical insights into professional selling in multiple international environments
Lecture 1 – Industrial purchasing behaviour
This introductory lecture will
- differentiate b2b purchasing from b2c
- introduce and develop the concept of value
- identify what b2b buyers want
- explore the factors influencing b2b buying behaviour

Lecture 2 – Emergence of the relational paradigm
In this lecture we will:
- introduce the concept of value chains
- value chain management
- b2b networks

Lecture 3 – Long-term buyer seller relationships
In this lecture we will come to understand why actors engage in long-term enduring relationships with upstream suppliers and downstream customers. In this lecture we will explore:
- why firms establish long-term relationships
- the benefits derived from long-term relationships
- the key elements of a sustainable long-term relationship:

o satisfaction
o trust
o commitment
o power dependence

o social norms
o long-term relationship specific investments
Lecture 4 – Understanding the cross-cultural element
When firms internationalize they often face a very different business environment. This lecture will explore psychic distance and the cultural dimension. This lecture will:
- describe psychic distance
- explore the elements that comprise culture
- understand how culture is manifested at multiple levels
- examine the different models to explain cross cultural behaviour in business
- focus on the universality of trust

Lecture 5 – Social capital
In this lecture we will:
- define social capital
- understand why social capital is so important in the emerging economies

Lecture 6 – Guanxi, wasta and blat/svyazi
In this lecture we will explore the social constructs of guanxi, wasta and blat/svyazi and their implications for doing business.
Lecture 7 – Relationship dissolution
Relationships are dynamic: they emerge, they evolve and they inevitably dissolve. How firms manage the dissolution of a relationship can be just as important for it influences their capacity to engage with new actors.

In Part II additional theoretical constructs will be explored and put into practice through role-playing exercises.
Topics:
Position of sales team and manager
*Transactional sales techniques to complex KAM solutions
*Monitoring business with CRM and sales metrics
*B2B value chains and sustainability
*Social capital in exchange transactions
*Managing long-term B2B relationships across national borders (external professor)

Environmental and social impacts

Students will need to understand and manage modern buyer's needs. These include an increased focus on how products and services are being produced and distributed. Students will need to include the needs of the customer in their proposals and manage the sales process accordingly.

Diversité, équité et inclusion

Droits humains

Modèles d'affaires durables

Climat

Economie circulaire

Ressources naturelles

Assessment / Feedback

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

Type d'épreuve	Oral assessment	Individual project		Case study	End of term exam									
Nbre heure si examen écrit					2.0									
2nd session														
Coefficient	30.0	20.0		20.0	30.0									

Evaluation

Reflective evaluations of learning in class
Continuous feedback loops via EvaluationsHub

Recommended reading

Ellis, N. 2011. Business-to-business marketing. Relationships, networks and strategies. Oxford University Press.
Hutt, M.D. and Speh, T.W. 1995. Business Marketing Management: a strategic view of industrial and organisational markets. 5th Ed. Dryden Press.
Anderson, J.C., Hakansson, H. and Johanson, J. 1994. Dyadic business relationships within a business network context. Journal of Marketing, 58(4): 1-15.
Ford, D., Gadde, L-E., Hakansson, H. and Snehota, 2002. Managing networks.
Batt, P.J. and Rexha, N. 1999. Building trust in agribusiness supply chains: a conceptual model of buyer-seller relationships in the seed potato industry in Asia. Journal of International Food & Agribusiness Marketing, 11(1): 1-17.
Batt, P.J. and Purchase, S. 2004. Managing collaboration within networks and relationships. Industrial Marketing Management 33 (2004) 169–174
Hingley, M.K. 1995. Power to all our friends? Living with imbalance in buyer-seller relationships. Industrial Marketing Management, 34: 848-858.
Morgan, R.M. and Hunt, S.D. 1994. The commitment-trust theory of relationship marketing. Journal of Marketing, 58(3): 20-38.
Webster, F.E. 1992. The changing role of marketing in the corporation. Journal of Marketing, 56(4): 1-17.
Wilson, D.T. 1995. An integrated model of buyer-seller relationships. Journal of the Academy of Marketing Science, 23(4): 335-345.
Fletcher, R. and Fang, T. 2006. Assessing the impact of culture on relationship creation and network formation in emerging Asian markets. European Journal of Marketing, 40(3/4): 430-446.
Hofstede, G. 1994. The business of international business is culture. International Business
Review, 3(1): l-14.
Hooker, J. 2009. Corruption from a cross-cultural perspective. Cross Cultural Management 16(3): 251-267.
Smith, P.B., Dugan, S. and Trompenaars, F. 1996. National culture and the values of organisational employees: a dimensional analysis across 43 nations. Journal of Cross Cultural Psychology, 27(2): 231-264.
Batt, P.J. 2008. Building social capital in networks. Industrial Marketing Management, 47: 487-491.
Karhunen, P., Kosonen, R., McCarthy, D.J. and Puffe, S.M. 2018. The darker side of social networks in transforming economies: corrupt exchange in Chinese guanxi and Russian blat/svyazi. Management and Organization Review 14:2, 395-419.
Lyon, F. 2000. Trust, networks and norms: the creation of social capital in agricultural economies in Ghana. World Development, 28(4): 663-681.
Berger, R., Silbiger, A., Herstein, R. and Barnes, B.R. 2015. Analysing business-to-business relationships in an Arab context. Journal of World Business, 50: 454-464.
Berger, R., Herstein, R., Silbiger, A. and Barnes, B.R. 2017. Developing international business relationships in a Russian context. Mngt Intl Rev 57: 441–471
Ledeneva, A. 2008. Blat and guanxi: informal practices in Russia and China. Comparative Studies in Society and History 50(1): 118 –144.
Michailova, S. and Worm, V. 2003. Personal networking in Russia and China: blat and guanxi. European Management Journal 21(4): 509–519

Shaikh, H.A., Purchase, S. and Brush, G. 2019. Arabic business relationship. Journal of Business and Industrial Marketing 34(2): 412-425.
Yen, D.A., Barnes, B.R. and Wang, C.L. 2011. The measurement of guanxi: introducing the GRX scale. Industrial Marketing Management, 40: 97-108.
Halinen, A. and Tahtinen, J. 2002. A process theory of relationship ending. International Journal of Service Industry Management, 13(2): 163-180.

Paesbrugghe B. 2024. The Buyer's Balance: what your customers want to share with you. Borgerhoff & Lambrigts.

Work load

Number of hours	Type of course
24.0	Interactive courses
8.0	Coaching
23.0	Personnal work
20.0	Reading reference manuals
Total	75.0

SUPPLY CHAIN DEVELOPMENT 2231			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_2231		OPS

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

Prerequisities

Learning objectives

In this course, students will learn the fundamentals of supply chain development, including strategic development and topical concepts of supplier experience and supply chain sustainability. They will also learn about the frameworks, tools, and methods needed to apply these principles in practice.

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

1. Comprehend the value and opportunities of supply chain development for the strategy and success of the organizations
2. Understand the fundaments of supply chain development from theoretical and practical points of view
3. Know the concepts of supplier experience and supply chain sustainability and their applications to supply chain development
4. Apply tools and methods to analyse and develop the supply chains

2.C Generate sustainable solutions for organizations

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

6.A Thoroughly examine a complex business situation

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

Course description

The role of supply chain management is currently more crucial than ever for companies and other organizations. Supply chains have a significant impact on company performance, influencing aspects such as costs, quality, sustainability, lead times, and innovation. Organizations are increasingly recognizing their dependencies and vulnerability in relation to supply chains, a shift driven by factors like the COVID-19 pandemic, geopolitical events (e.g., the war in Ukraine), growing sustainability requirements, economic uncertainty, and new digital technologies. Visionary leaders view supply chains as drivers of innovation and competitive advantage.

As a result, the supply chain development becomes increasingly vital for company success. The rising significance requires a focus on strategic and holistic development in supply chains and supplier relationships.

This one-week intensive course aims to introduce students to supply chain development, emphasizing its importance in creating a competitive advantage in today's complex business environments and considering the perspective of supply chain sustainability.

The course is highly based on the latest practical trends from the industry and includes fundamental theory on the topic. While the practical examples mostly focus on the manufacturing industry, the principles introduced are applicable to various other industries as well.

The course consists of four modules:

1. Strategic supply chain development
2. Frameworks, tools & methods for supply chain analysis and development
3. Concept of supplier experience for developing supply chain holistically
4. Developing supply chain sustainability

The first module discusses a framework for linking corporate and supply chain strategy. The second module introduces traditional frameworks, tools & methods (e.g. quality management tools, 6 Sigma, Lean, value stream mapping) for supply chain analysis and development. Third module presents a completely new approach to supply chain development, called, supplier experience. Finally, the fourth module, introduces the holistic concept to develop supply chain sustainability.

Environmental and social impacts

Supply chain sustainability is one of the main themes of the course. It discusses the sustainability holistically from the point of views of supplier compliance, operative sustainability and sustainability innovation in relation with environmental, social and governance (ESG) aspects.

Transformation durable des entreprises

Développement social

Droits humains

Modèles d’affaires durables

Transparence et reporting

Climat

Diversité, équité et inclusion

Supply chain sustainability, Supplier experience, Strategic SCM

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														
2nd session														
Coefficient	60	40												

Evaluation

.

Recommended reading

Rossi, Timo & Anttila, Jarl Matti (2024): SUPPLIER EXPERIENCE: The Fundamentals of Modern Supplier Collaboration, Supplier Experience Magazine, Jakamo Limited

Slack, Nigel & Brandon-Jones, Alistair (2022): Operations Management, Pearson

Work load

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

INTERNAL CUSTOMER MANAGEMENT 3739		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3739	MKT

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

Prerequisities

Learning objectives

Identify the elements of diversity to learn how to respect and reconcile individual differences and relational inclusion for team performance.
Analyse critical incidents in teams and provide solutions to manage micro (individual), meso (team) and macro (organisational) level of conflict under the complexity of diversity over cultural differences, social styles, expertise and operation of organizational transformation.
Overcome individual obstacles in team building and propose how to work productively with diverse expertise.

Team Activities:
Objective: Assess barriers to intercultural team building and global team development.
Method: Engage students in diverse team-building exercises and simulations that reflect real-world organizational scenarios. LO1B, LO4A

Case Studies:
Objective: Diagnose conflicts among stakeholders with individual characteristics and responsibilities for work performance.
Method: Analyze real-world case studies and participate in role-playing exercises to explore conflict dynamics and resolution strategies. LO6A & LO6C

Solution Plan Design:
Objective: Design solution plans of caring and fairness to stimulate stakeholder engagement in the organization.
Method: Conduct team activities and group discussions to develop practical, fair, and inclusive strategies for enhancing stakeholder engagement and organizational performance. LO2C, LO5C

1.B Successfully collaborate within a intercultural team

2.C Generate sustainable solutions for organizations

4.A Appraise the performance of a team

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

6.A Thoroughly examine a complex business situation

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

Course description

Environmental and social impacts

Sustainability and Inclusion Lens
Throughout the course, special attention will be given to fostering diversity awareness, equity, and inclusion. Students will explore how embracing different cultural backgrounds, social styles, and professional experiences enhances team performance and supports long-term organisational resilience and sustainability.

Societal Sustainability Through DEI and Inclusive Organisational Practices

This course integrates Diversity, Equity, and Inclusion (DEI) as a core component to cultivate awareness and empower participants to foster inclusive and equitable workplace cultures. By embedding DEI into the broader framework of societal sustainability, the course encourages students to view inclusive practices not just as organisational imperatives but as essential drivers of sustainable communities and social well-being.

Through interactive team engagement activities and real-world case studies, participants will explore and apply strategies that promote individual dignity, fairness, and collective responsibility in the workplace—principles that are foundational to a sustainable society.

The course will guide participants to examine and actively address the following areas critically:

- Implicit Bias
Equip students with tools to recognise and challenge unconscious biases that can limit team cohesion and fairness within organisations and society at large.

- Inclusive Leadership
Train current and future managers to create psychologically safe environments where diversity is valued and leveraged. Inclusive leadership enhances team performance and contributes to broader social justice.

- Cultural Competency
Strengthen students' ability to understand, respect, and collaborate across cultural boundaries. Promoting intercultural understanding in the workplace fosters harmony and inclusiveness in the broader community.

- Open Communication Channels
Design and implement feedback systems that allow employees to express DEI concerns and share safely lived experiences. Transparent dialogue fosters trust, accountability, and long-term societal change.

- System Development for DEI Recognition
Encourage the development of institutional mechanisms that recognise and reward DEI contributions, reinforcing ethical behaviour and inclusive values at both organisational and societal levels.

- Employee Resource Group (ERG) Development
Guide students in supporting the creation of ERGs focused on various aspects of identity and inclusion (e.g., gender, race, ability, LGBTQ+). These groups serve as internal support networks and are instrumental in promoting societal equity through organisational leadership.

By the end of the course, students will not only gain the practical skills to manage diverse teams effectively, but also develop the mindset to act as agents of societal sustainability—championing workplace equity, human dignity, and inclusive growth in both corporate and community settings.

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	Individual report												
Nbre heure si examen écrit														
2nd session		true												
Coefficient	50.0	50.0												

Evaluation

Peers to their team performance feedback: evaluate the matching/mismatching of teamwork strategy and team performance via in-class exercises.
During the course: giving oral feedback on team effectiveness and efficiency after performing in-class team activities.
Peer assessment: assessing peer contribution in a case study.
Group project: formative and summative feedback on group project via aurion.

Recommended reading

AnneM. Smith & Terry O'Sullivan. (2012) Environmentally responsible behaviour in the workplace: An internal social marketing approach. Journal of Marketing Management 28:3-4, pages 469-493.
Jingqi Qiu, Achilleas Boukis & Chris Storey. (2022) Internal Marketing: A Systematic Review. Journal of Marketing Theory and Practice 30:1, pages 53-67.
Ahmed Shahriar Ferdous & Michael Polonsky. (2014) The impact of frontline employees' perceptions of internal marketing on employee outcomes. Journal of Strategic Marketing 22:4, pages 300-315.
YT Huang (2020) Internal Marketing and Internal Customer: A Review, Reconceptualization, and Extension. Journal of Relationship Marketing 19:3, pages 165-181.
Bartel-Radic, A. (2006) Intercultural learning in global teams. Management International Review. 46, pages 647–678.

Work load

Number of hours	Type of course
24.0	Interactive courses
6.0	Personnal work
15.0	Collective project
Independent work	

20.0	Reading reference manuals
10.0	Research
Total	75.0

SERVICE MANAGEMENT 3743		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3743	MKT

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

Prerequisities

Marketing Introduction: Student should possess basic knowledge on Marketing.

Learning objectives

1. Understand the unique challenges involved in marketing and managing services
2. How service business can provide a competitive advantage in B2C & industrial B2B settings
3. Develop an understanding of service pricing, and blueprinting

4.B Compose constructive personal feedback and guidance

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

In developed countries, the service sector accounts for 70% or higher of the entire economies and is the major source of employment. Hence, it is crucial to learn and understand marketing and management of services, both from entrepreneurial and career development perspectives. This course offers learning opportunities regarding the principal features of service business, and the related marketing and management challenges and their solutions. In addition to developing the necessary conceptual foundations, the course put a high emphasis on developing students' real-life problem-solving abilities. The course is aligned with the IESEG teaching and learning strategy. It includes psychological engagement beyond passive listening. Moreover, through alternating formal lectures with activities (case studies, practical exercises, role plays, etc.), it provides the opportunity for active cognitive processing that leads to the development of new knowledge and skills.

Environmental and social impacts

Sustainability in services- Concepts on how and why sustainability needs to be integrated with services would be discussed

Diversité, équité et inclusion

Differences between products vs services, Services & their characteristics, Servicescape and their factors, Service failure and recovery B2B Vs B2C, Pricing services, new age services, GAPS model, Concept of SERVQUAL, Using services in building customer loyalty, Mental health of frontline, Zone of tolerance

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

There are 3 components of evaluation
1. Individual assessment- capped at 30%. Three quizzes will be administered (Best of 2 considered) and in class participation. The quizzes are subjective pen-paper based.
2. Group projects- Case studies, and presentation - Capped at 20%.
3. Final exams-conducted in the final session- A mix of subjective and objective questions. 10 objective questions (Fill in the blanks, True/False with justifications) carrying 5 marks and 15 marks for 5 subjective questions that would be based on mini cases based on the concepts taught.

Recommended reading

1. Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific. Ninth edition- Reference Textbook.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Mende, M. (2023). Services marketing: Integrating customer focus across the firm. McGraw-Hill/Irwin. Eighth edition- Reference Textbook.
3. Baliga, A. J., Chawla, V., Sunder M, V., & Kumar, R. (2021). Barriers to service recovery in B2B markets: a TISM approach in the context of IT-based services. Journal of Business & Industrial Marketing, 36(8), 1452-1473.
4. Baliga, A. J., Chawla, V., Sunder M, V., Ganesh, L. S., & Sivakumaran, B. (2021). Service failure and recovery in B2B markets–a morphological analysis. Journal of Business Research, 131, 763-781.
5. Kowalkowski, C., Gebauer, H., Kamp, B., & Parry, G. (2017). Servitization and deservitization: Overview, concepts, and definitions. Industrial Marketing Management, 60, 4-10.
6. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of marketing, 68(1), 1-17.
7. Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. Journal of the Academy of marketing Science, 36, 1-10.
8. Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. Journal of marketing, 56(2), 57-71.

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

ALTERNATIVE INVESTMENTS (INT) 3778		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3778	FIN

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

Prerequisities

Learning objectives

1.A Demonstrate an international mindset
1.C Communicate effectively in English
2.C Generate sustainable solutions for organizations
3.A Breakdown complex organizational problems using the appropriate methodology
3.B Propose creative solutions within an organization
4.A Appraise the performance of a team
5.A Predict how business and economic cycles could affect organizational strategy
5.B Construct expert knowledge from cutting-edge information
5.C Employ state-of-the-art management techniques
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
2.B Solve professional dilemmas using concepts of CSR and ethics
6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

Environmental and social impacts

The alternative investment industry is a significant and necessary source of capital for many environmental and societal challenges. It finances projects from global climate change to alternative energy sources to block-chain technology to artificial intelligence. Simply put, alternative investment vehicles help transform society and it helps solve environmental and societal issues.

Ressources naturelles

Modèles d’affaires durables

Transformation durable des entreprises

Education

Transparence et reporting

Santé

Biodiversité

Climat

Communautés

Energie

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	30												

Evaluation

Recommended reading

Chambers, D. R., Anson, m. J., Black, K. H., & Kazemi, H. B. (2020). Alternative Investments CAIA Level I. Hoboken, New Jersey, United States: John Wiley & Sons, Inc.

Work load

Number of hours	Type of course
16.0	Lecture

20.0	Personnal work
6.0	E-learning
8.0	Research
Total	50.0

THE ENTREPRENEURIAL EXPERIENCE II 3719		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ENT_3719	ENT

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

Prerequisities

this course builds on Entrepreneurial Experience I

Learning objectives

at the end of the course, the student should be able to: 1. explain the principles of the lean startup, 2. analyze the factors of startup success and failure, 3. assess the value of a business model, 4. create a 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

6.A Thoroughly examine a complex business situation

Course description

Environmental and social impacts

the business model needs to address one or more SDGs. students have to explain which SDGs are targeted and which KPIs can/will be used to assess the business model impact

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	10.0	60.0											

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

LEAN SIX SIGMA GREEN BELT CERTIFICATION 3768		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_OPS_3768	OPS

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

Prerequisities

Prior knowledge of Total Quality Management (TQM)
Basic statistics
Basic maths

Learning objectives

- Understand key concepts in process improvement
- Able to identify and describe foundations of Quality Management
- Able to understand the history of quality movement and identify key people and their ideas and concepts
- Understand the concept of Lean Six Sigma and its history
- Able to distinguish phases in the DMAIC Cycle and key tools, and what phase of DMAIC they can be used for
- Able to define core principles of Six Sigma e.g. DPMO, Sigma Level, Yield to Sigma Conversion, a Six Sigma Process, a 1.5 Sigma Shift/Process Walk
- Able to convert yield to DPMO and Sigma levels; to calculate Cp and Cpk; to choose right control chart, calculate control limits for p, c, X-bar and R-charts; to interpret control charts
- Understand and demonstrate the ability to apply Six Sigma principles
- Identify and apply suitable to the specific scenario Lean Six Sigma tools.

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

Course description

Day 1: 4h
Topic: Understand process improvement and its history, Lean Six Sigma and the DMAIC framework
Activities: Mini-lecture; Based on the article, mini-group presentations, in-class hands-on activities (assembly line simulation, Individual practical exercises;
Learning outcomes: Identify and describe key people and their ideas/concepts and contribution to the

quality management field; Understand process improvement principles and tools; Understand the Six Sigma DMAIC framework and its steps/phases
Assessment: In-class participation

Day 2: 4h
Topics: The DMAIC Cycle: ‘Define’ phase
Learning outcome: Understand and apply tools within the DMAIC Cycle “Define phase”, e.g. Select and Define Project
Activities: Mini-Lecture; Individual practical exercises; Group work and mini-presentations
Assessment and feedback: In-class participation; Individual mini-test based on Day1

Day 3: 4 h
Topics: The DMAIC Cycle: ‘Measure’ phase
Activities: Mini-Lecture; Individual practical exercises; Group work and individual mini-presentations
Learning outcome: Define and able to apply MSA, Defect/Defective/DPMO, Urgent/Important Matrix, Breakthrough Equation, Process Analysis/Takt Time, Capability Analysis
Assessment and feedback: : In-class participation; Individual mini-test based on Day II

Day 4: 4 h
Topics: The DMAIC Cycle: ‘Analyse’ phase
Activities: Mini-interactive lecture; Individual practical exercises; Group work and individual mini-presentations
Learning outcome: Distinguish and able to apply tools within the “Analyse” phase: Value Stream Mapping, Root Cause Analysis; 5Whys, Fishbone, Cost of Quality, Spaghetti Diagrams, FMEA, BIA, TIMWOODS, Pareto Analysis
Assessment and feedback: In-class participation; Individual mini-test based on Day III

Day 5: 4 h
Topics: The DMAIC Cycle: ‘Improve and Control’ phases
Activities: Mini-interactive lecture; Individual practical exercises; Group work and individual mini-presentations; Introduction to the group presentation
Learning outcome: Distinguish and able to apply tools within the “Improve” phase: Kaizen/Kaikaku, Poka Yoke, SMED, Pugh Matrix, 5 Lean Principles, Hoshin Kanri and in the “Control phase”: Kaizen/Kaikaku, Poka Yoke, SMED, Pugh Matrix, 5 Lean Principles, Hoshin Kanri
Assessment and feedback: In-class participation; Individual mini-test based on Day IV

Day 6: 4 h
Topics: The DMAIC Cycle: ‘Sustaining Improvements’ phases and Group presentations
Activities: Mini-interactive lecture; Group work and Group case-based-presentations;
Learning outcome: Demonstrate ability to map the process, identify problems and suggest potential process improvement solutions and identify suitable to the specific scenario tools; Communicate efficiently as a group; Prepare and present solutions
Assessment and feedback: Mini-test based on day V; Final group presentations (including peer assessment);

Environmental and social impacts

The course aims at understanding challenges related to process improvement and employing appropriate methodologies and tools. Process improvement is directly linked to the efficient and effective use of resources within the organisation and the elimination of any type of waste

Déchets

Process improvement
Sustaining improvements

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	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	25	20	15	40										

Evaluation

The students will be assessed on their level of participation and will be composed of in-class activities involvement, potential simulation game activity, and group presentations. The feedback will be provided for work in groups as well as individual participation.

The students will be assessed on their final group presentation, where peer evaluation will be taken into account.

Individual reports will be based on a group presentation and should have a summary of the presentation outcomes incorporating feedback provided and making suggestions for improvement. The individual report also will be assessed based on the course reflections.

Students will have five mini-tests at the beginning of each class, which won't be graded, but rather individual feedback will be provided to allow students' self-evaluation and further progress.

Recommended reading

Black Belt Memory Jogger

Lean Six Sigma with Minitab

Bicheno and Holweg “Lean Toolbox” 5ed.

Work load

Number of hours	Type of course
24.0	Interactive courses
14.0	Personnal work
12.0	Collective project
5.0	Individual project

Independent work	
12.0	E-learning
8.0	Reading reference manuals
Total	75.0

INCLUSIVE ENTREPRENEURSHIP 3717		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ENT_3717	ENT

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

Prerequisities

Learning objectives

Additionally, students will be able to:
- Understand the main challenges of inclusive entrepreneurship
- Understand how to identify underserved markets
- Analyze the feasibility of an inclusive new venture idea
- Develop collaboratively a real venture idea

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

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

3.B Propose creative solutions within an organization

Course description

Inclusive entrepreneurship is about innovating to bring new products and services to underserved markets. Additionally, the course is about how to stimulate business creation among underrepresented groups of entrepreneurs by increasing their access to capital, networks, and business support. The working definition of inclusivity centers on serving the needs of communities and entrepreneurs who are underserved and come from underrepresented communities. This includes women, ethnic/immigrant minorities, people with disabilities, youth, the elderly, members who identify as LGBTQ+, among others. Over the semester, students will learn about the challenges faced by these members in these markets and how entrepreneurship could be a tool for increasing their access to needed services and products.

Environmental and social impacts

The course allows students to see how social and environmental variables affect marginalized communities. At the end of the course, students convey their learning through interdisciplinary business solutions that resolve some of these tensions.

Communautés

Modèles d’affaires durables

Développement social

Droits humains

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 project	Continuous assessment	Digitalization	Multiple choice questions										
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	30.0	10.0	20.0										

Evaluation

Written assignments, presentations, and in-class coaching.

Recommended reading

Work load

Number of hours	Type of course
6.0	Lecture
12.0	Interactive courses
6.0	Coaching

20.0	Collective project
8.0	Individual project
7.0	E-learning
8.0	Reading reference manuals
8.0	Research
Total	75.0

Students will be interacting in the course through multiple activities: Pre-work & research to prepare for discussions, group project, individual case studies, in class presentations, and e-learning on linkedin learning. Having a mix of in class and self paced learning, with some lectures, a lot of discussions and active hands on work.

MACRO-ECONOMIC ENVIRONMENT & MONETARY POLICY 3690			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3690		FIN

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

Prerequisities

Students should have a basic understanding of economic principles such as supply and demand, and financial markets. A basic knowledge of the linear regression model is also assumed.
Basic calculus and time-value of money (discounting and compounding) are expected, as well as a familiarity with statistical concepts like averages, percentages, risk, and probability.
Comfort with using spreadsheet software like Excel for data analysis, and statistical software like R or Python is beneficial.

Learning objectives

At the end of the course, Students will:
1. Develop an understanding of macroeconomic fundamentals, including GDP, unemployment, inflation, and alternative well-being measures.
2. Investigate the interplay between macroeconomic factors and asset pricing.
3. Understand the objectives, the policy tools, and the implications of central banks’ actions on interest rates, asset prices, and the banking sector.
4. Explore the role of central banks in promoting green finance and sustainability and analyze the challenges and opportunities presented by the transition to a green economy.
5. Understand central banks' role in international markets, including the interplay between monetary policy, interest rates and exchange rates, and the implications of the Covered Interest Rate Parity (CIRP) theory for the domestic and foreign economies.

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.B Construct expert knowledge from cutting-edge information
6.B Synthesize multifaceted information from various sources across different functional fields

Course description

Detailed Lecture-by-lecture program

Block 1: Fundamentals of Macro-finance

A. Session I (2h Lecture + 1h Flipped class) Fundamentals of Macroeconomics
- Understand the concept of Gross Domestic Product (GDP), its components, and its role as a measure of economic output.
- Explore alternative measures of economic well-being (e.g., Gross National Happiness, Human Development Index) and their significance.

B. Session II (2h Lecture + 1h Flipped class) Fundamentals of Macroeconomics
- Analyze the impact of unemployment and inflation, assessing the implications for individuals and the broader economy.

- Financial and economic crisis
- Reverse Classroom

C. Session III (2h Lecture + 1h Flipped class) Introduction to Fiscal and Monetary Policy
- Define fiscal and monetary policy, recognize their tools, and distinguish between expansionary and contractionary policies.
- Explain the role of the government and central banks in stabilizing the economy.
- Reverse Classroom

Block 2: An Overview of Central Banking

A. Session IV (2h Lecture + 1h Flipped class) Central banks: objectives and tools
- Gain a comprehensive understanding of central banks' functions, objectives, and significance in modern economies.
- Examine how central banks address macroeconomic challenges such as inflation, recession, and financial instability.
- Analyze the conventional and unconventional monetary policy tools, including open market operations, policy rates, reserve requirements, quantitative easing, and forward guidance.
- Reverse Classroom

B. Session V (2h Lecture + 1h Flipped class) Monetary policy and asset prices
- Define the Stochastic Discount Factor (SDF) and investigate its role for asset pricing.
- Analyze the impact of central bank policies on interest rates (EURIBOR, ESTER, term-structure of interest rates), asset prices, and the banking sector.
- Reverse Classroom

C. Session VI (2h Lecture + 1h Flipped class) Central banking, lenders of last resorts and financial stability
- Central banking and financial stability
- Reverse Classroom

D. Session VII (2h Lecture + 1h Flipped class) Central Banks, Financial Stability and Sustainable Finance
- Explore the role of central banks in promoting green finance and sustainability and analyze the challenges and opportunities presented by the transition to a green economy.
- Reverse Classroom

E. Session VIII (1h Lecture + 1h Flipped class + 40min Q&A) Central Banks in a global world
- Explore the role of central banks in a global context, including their interactions with international financial institutions, highlighting the monetary policy implications for exchange rates and currency interventions on macroeconomic stability.
- Define Covered Interest Rate Parity (CIRP) and its significance in international finance.
- Reverse Classroom
- Q&A

Environmental and social impacts

The course emphasizes challenges linked to transitioning to a green economy, the costs of climate change both in physical and transition terms, and risks stemming from nature loss, all from a macroeconomic perspective. Furthermore, it delves into how central banks, such as the ECB, acknowledge the importance of tackling climate risks within their mandates, impacting areas like price stability, bank supervision, and risk management.

Transformation durable des entreprises

Climat

Macroeconomics, Monetary Economics, Interest Rates, Financial Stability

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		2.0												
2nd session														
Coefficient	50	50												

Evaluation

During lectures and interactive sessions, the professor will provide guidance and personalized feedback to students. It is highly recommended for students to review the Flipped Classroom materials following each class to ensure a thorough understanding of the subject matter.

Recommended reading

Work load

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

Total	76.0

SERVICE INNOVATION AND CUSTOMER SUCCESS 3787		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3787	MKT

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

Prerequisities

Basic understanding of marketing management

Learning objectives

At the end of the course, students will be:
(a) Understand the concept of customer success.
(b) Learn about linkages between service innovation and customer success in B2B markets
(c) Critically analyse and apply service innovation concepts towards customer success

6.A Thoroughly examine a complex business situation

5.D Make effectual organizational decisions

Course description

The course is organised in the following four modules
1. Introduction to Customer Success – What customer success is, what its role in B2B markets is, how it applies to Services
2. Customer Success – Understanding customer expectations, relationship architecture, success metrics.
3. Service Innovation – How it links to customer success, incremental innovation and disruptive innovation
4. Technology applications for customer success and service innovation in B2B.

Environmental and social impacts

The course emphasizes how B2B service innovation can extend beyond economic value to create shared social value. This involves exploring how services can be designed to address societal challenges, promote inclusivity through responsible behaviour in achieving their own corporate objectives.

Economie circulaire

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

Evaluation

There are 3 components of evaluation:

- Individual Performance (30%): Assesses individual analytical capabilities through two short, subjective quizzes and active, substantive participation in class discussions. Quizzes require applying concepts to new scenarios.
- Group Project: Case Analysis & Presentation (20%): Students will collaboratively analyze a service innovation or customer success case study, developing and presenting strategic recommendations. This evaluates teamwork, critical analysis, and solution articulation.
- Final Examination (50%): A comprehensive exam in the final session combines objective questions (e.g., True/False with justifications) with subjective mini-case questions. This assesses the ability to synthesize concepts and apply them to solve strategic problems.

Recommended reading

1. (TEXTBOOK) Customer Success Management: Helping Business Customers Achieve Their Goals by Michael Kleinaltenkamp , Katharina Prohl-Schwenke , Laura Elgeti (1st edition)

2. Barrett, M., Davidson, E., Prabhu, J., & Vargo, S. L. (2015). Service Innovation in the digital Age: key contributions and future directions. MIS Quarterly, 39(1), 135–154. https://doi.org/10.25300/misq/2015/39:1.03

3. Dörner, N., Gassmann, O., & Gebauer, H. (2011). Service innovation: why is it so difficult to accomplish? Journal of Business Strategy, 32(3), 37–46. https://doi.org/10.1108/02756661111121983

4. Hilton, B., Hajihashemi, B., Henderson, C. M., & Palmatier, R. W. (2020). Customer Success Management: The next evolution in customer management practice? Industrial Marketing Management, 90, 360–369. https://doi.org/10.1016/j.indmarman.2020.08.001

5. Hochstein, B., Chaker, N. N., Rangarajan, D., Nagel, D., & Hartmann, N. N. (2021). Proactive value Co-Creation via structural ambidexterity: customer success management and the modularization of frontline roles. Journal of Service Research, 24(4), 601–621. https://doi.org/10.1177/1094670521997565

6. Lusch, R. F., & Nambisan, S. (2015). Service Innovation: A Service-Dominant logic perspective. MIS Quarterly, 39(1), 155–175. https://doi.org/10.25300/misq/2015/39.1.07

7. Prohl-Schwenke, K., & Kleinaltenkamp, M. (2021). How business customers judge customer success management. Industrial Marketing Management, 96, 197–212. https://doi.org/10.1016/j.indmarman.2021.05.004

Work load	
Number of hours	**Type of course**
16.0	Lecture
6.0	Personnal work
6.0	Collective project
17.0	Reading reference manuals
5.0	Research
Total	50.0

SUPPLY CHAIN OPERATIONS 3762			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_3762		OPS

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

Prerequisities

inventory management, supply chain management, statistics

Learning objectives

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

1. coordination in the supply chain
2. managing economies of scale in the supply chain: cycle inventory
3. managing uncertainties in the supply chain: safety inventory
4. transportation in the supply chain

Environmental and social impacts

The course focuses on the interaction between 3 logistical drivers (inventory, transportation, warehouses) from an optimization point of view. illustrations from companies will be used to show how, while optimizing the drivers, the environmental perspective can be taken into account.

Déchets

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	Participation											
Nbre heure si examen écrit	3.0	2.0												
2nd session														

Coefficient	50.0	40.0	10.0											

Evaluation

- The exercises of the mid-term exam will be corrected during a lecture and the correction of the final exam will be posted on mycourses

Recommended reading

Work load

Number of hours	Type of course
24.0	Interactive courses
37.0	Personnal work
10.0	Reading reference manuals
Outside training	
3.0	Outside visit
Total	74.0

SUSTAINABLE OPERATIONS 3764		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_OPS_3764	OPS

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

Prerequisities

Operations and supply chain management skills
Interest in political, social and economic developments
Group work skills
Presentation skills

Learning objectives

The objective of the course is to provide a solid understanding of pre-requisites, strategies, connections, concepts, devices and opportunities for sustainable operations.

Students know the needs and analysis tools for a systemic approach to operations management. They follow economic developments at regional, national and international levels because they are aware of the impact of these developments on the economic, ecological and social sustainability of their organizations. They know how to integrate them into their organization’s operations management and strategy

They know about the importance of recycling, closed-loop economy, and reverse logistics, what challenges it can pose and what opportunities.
Students are able to develop strategies for sustainable operations management, integrating reverse logistics, and optimise the management of associated supply chain elements in order to maximize the sustainability of their organisation.

They can apply different approaches to assess the sustainability of operations, including the concept of life cycle analysis and the calculation of supply chain emissions, e.g. ISO 14083 and the Greenhouse Gas protocol.
Students are able to develop and communicate the relevance of strategies for improving the sustainability of a company’s operations.

They know the relevance of digitalization for improving sustainable operations, supply chain management and logistics, and can assess their opportunities and challenges related to sustainable operations.
Students know the tools of sustainable logistics and can successfully lead sustainable supply chain and operations management projects.

1.A Demonstrate an international mindset

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

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

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

Course description

Managing a sustainable operations is not just about protecting the environment; they are in the interest of the organizations themselves because they are the expression of optimized “lean management” and become more and more a requirement for ensuring the longterm competitiveness of a company, beyond its societal responsibility. As certain resources become increasingly scarce and recycling can be an important approach to supplies that would otherwise become difficult, expensive, or even a real bottleneck. Furthermore, in an increasingly unstable production and distribution environment, as international developments have shown over recent years, developing closed-loop processes and optimizing the sustainability and efficiency of a company, are offered as an important element of a resilient and agile strategy for an organization.

In addition, more and more regulations require the sustainability of organizations and their production and distribution processes.

A sustainable approach to operations requires
> the ability to critically evaluate a company’s current approach and the sustainability of these processes.
> a solid understanding of sustainability in general, operations and supply chain management, the relevance of international developments for a company’s operations, life-cycle assessment, closed-loop processes and reverse logistics, sustainable supply chain management and logistics, their prerequisites, opportunities and challenges.
> the ability to measure the current footprint of a company, including its logistics, as well as communicate it to internal and external stakeholders.
> the ability to develop targets for the improvement of the sustainability of a company’s operations as well as of potential pathways to reaching these targets.

All these aspects are covered during the course.

Students analyze the situation of real companies in a “case study” format. They compare the approach to sustainable operations and develop approaches to further improve the sustainability. They use different approaches to assess the sustainability of organizations’ operations, including the concept of life cycle analysis and the calculation of supply chain emissions such as the GHG protocol and ISO 14083.Using the Reverse Classroom tool, students become familiar with the different tools of sustainable operations and know how to apply them.

Environmental and social impacts

The course has the topic of sustainability as focus.
Students learn to identify a company's responsibility and opportunity to positively impact the environment and society by improving a company's operations. They also learn about risks linked to neglecting or delaying to take ownership of this responsibility.

Droits humains

Climat

Economie circulaire

Démocratie

Energie

Ressources naturelles

Développement social

Modèles d’affaires durables

Transformation durable des entreprises

Déchets

Sustainable supply chain management, life-cycle analysis, reverse logistics, emission accounting

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	Individual project	Individual report											
Nbre heure si examen écrit	1.0													
2nd session	true													
Coefficient	40.0	30.0	30											

Evaluation

40% end-of-course exam (on paper)
30% flipped classroom contribution to be prepared in preparation of the seminar (=individual project)
30% report on case study (=individual report)
The flipped classroom presentation and case study are carried out in groups and are evaluated individually, with a ChallengeMe evaluation being one element of the final grade for each of these two assessments).

Recommended reading

Work load

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

Total	75.0

ADVANCED BUSINESS LAW 3714			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_ENT_3714		ENT

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

Prerequisities

Cours de droit des affaires (troisième année).

Learning objectives

Understanding Comparative Legal Systems

Gain an overview of the legal systems in France, the United States, and the United Kingdom.
Identify and understand the key differences between civil law (France) and common law (US and UK) that are crucial for entrepreneurs.
Formation and Structure of Business Entities

Compare different business structures: sole proprietorship, partnership, corporation, and LLC.
Learn the procedures for business formation and registration in France, the US, and the UK.
Understand the essentials of corporate governance.
Contract Law and Business Agreements

Understand the principles of contract formation and enforcement in civil law and common law systems.
Identify key clauses, the contract life cycle, and considerations in business contracts.
Analyze common business agreements including sales, service, insurance, lease, employment contracts, and letters of intent.
Intellectual Property Rights and Protection

Learn practical steps to protect your corporate name and concept, including necessary clearance searches.
Understand what intellectual property rights fit your business needs and the process of registration in France, the US, and the UK.
Explore where infringement begins and understand the use of NDAs (Non-Disclosure Agreements).

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

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

Course description

This course provides a comprehensive understanding of the key legal systems and their impact on business operations. It covers essential topics such as the formation and structure of business entities, contract law, and business agreements, highlighting differences between civil law and common law systems. Additionally, the course delves into the protection of intellectual property rights and employment law, ensuring entrepreneurs are well-versed in critical legal aspects. Through practical insights and comparative analysis, participants will be equipped to navigate the legal landscape effectively in France, the US, and the UK.

Environmental and social impacts

The course integrates the discussion of environmental and societal impacts by educating entrepreneurs on the legal requirements and best practices for sustainable and socially responsible business operations, while staying current with the latest legal developments in these areas.

Transparence et reporting

Modèles d’affaires durables

Education

Transformation durable des entreprises

Droits du travail

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 report	Participation											
Nbre heure si examen écrit	1.0	5.0												
2nd session	true	true	true											
Coefficient	45.0	45.0	10.0											

Evaluation

Recommended reading

Guide juridique de l'entrepreneur rebelle au droit. Tome 1 Réussir sa création d'entreprise. Sylvestre Dhombres. Editions Gereso 2023
Guide juridique de l'entrepreneur rebelle au droit. Tome 2 Réussir sa gestion d'entreprise. Sylvestre Dhombres. Editions Gereso 2024
Business Law , Legal environment, Online commerce, Business Ethics and International issues. Henry R. Cheeseman Pearson Prentice Hall, Seventh Edition

Work load

Number of hours	Type of course
24.0	Lecture
20.0	Personnal work
25.0	Collective project
6.0	Research
Total	75.0

IS PROJECT MANAGEMENT 3706		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_3706	STS

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

Prerequisities

The ability to learn and contribute orally in English.
The ability to reflect on the learning goals of different activities in class.
The ability to use personal productivity tools (e.g. Word processors).

Learning objectives

At the end of the course, the student should be able to:
1. Integrate the key knowledge areas associated with project management
2. Apply the phases of project management to effectively plan, execute, and manage IS projects
3. Compare and contrast the difference between traditional and agile methodologies for the management of IS projects
4. Employ the philosophy and principles of agile project management
5. Identify and describe the components and roles of the Scrum framework within agile project management
6. Implement sustainability principles within the project management lifecycle to enhance long-term project impact.

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

3.C Organize change management processes

4.C Convey powerful messages using contemporary presentation techniques

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

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

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

Course description

This module is designed to equip students with the knowledge and skills necessary to effectively plan, execute, and manage IS projects. Students will be introduced to the basic principles of project management with a focus on both predictive and adaptive methods. Through a curated mix of lectures, in-class activities, and group projects, students will experience the utility of IT and the principles of agile project management.

Environmental and social impacts

The course introduces standards and principle-based methodologies that apply a value-maximization approach to project management by integrating sustainability into the entire project lifecycle.

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	Presentation	Group project	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	10.0	30.0	50.0										

Evaluation

Recommended reading

Project Management Body of Knowledge (PMBOK)
The Scrum Guide. The Definitive Guide to Scrum: The Rules of the Game. Ken Schwaber and Jeff Sutherland.
Project Management Handbook. Jörg Kuster, Christian Bachmann, Mike Hubmann, Robert Lippmann, Patrick Schneider

Work load

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

8.0	E-learning
4.0	Reading reference manuals
4.0	Research
Total	75.0

COMPUTER-BASED PROBLEM SOLVING IN CORPORATE FINANCE 3689		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3689	FIN

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

Prerequisities

- Students should have a basic understanding of financial concepts such as stocks, bonds, financial statements, and investment strategies.
- A comfortable grasp of basic algebra and statistics as they are essential for financial calculations and data analysis.
- Basic familiarity with computer operations, though prior programming experience is not required.

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

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

5.B Construct expert knowledge from cutting-edge information

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

2.C Generate sustainable solutions for organizations

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 equips Master's students with practical Python programming skills to solve real-world corporate finance problems. By integrating financial theory with hands-on data analysis, students will explore core finance concepts—including capital structure, cost of capital, working capital management, M&A, IPOs, and real options—using tools such as Python and the Bloomberg Terminal. Key empirical methods covered include OLS regression, event studies, and financial modeling under uncertainty.

Detailed Course Outline

Session 1: Introduction to Empirical Corporate Finance & Python Basics

1. Overview of capital structure, cost of capital, dividend policy
2. Python syntax: variables, loops, functions, pandas DataFrames
3. Introduction to panel data and Bloomberg Terminal
4. Hands-on: Basic financial metrics and Python setup with a case study

Session 2: Cost of Capital and Financial Ratio Analysis

1. WACC and its components: cost of equity (via CAPM), debt, capital structure weights
2. Regression of ROE on leverage and other metrics
3. Introduction to Bloomberg financial statement data retrieval
4. Hands-on: CAPM and WACC estimation with a case study

Session 3: Working Capital Management and Financial Health

1. Key ratios: liquidity, profitability, leverage, asset turnover
2. Cash Conversion Cycle, working capital policies
3. OLS regression: impact of working capital on firm performance
4. Hands-on: Ratio computation and regression with a case study

Session 4: Real Options and Strategic Flexibility

1. Real options vs. static DCF: when NPV fails
2. Binomial tree method, Black-Scholes, Monte Carlo simulation
3. Application to expansion, deferment, or abandonment decisions
4. Hands-on: Option pricing and real options modeling in Python with a case study

Session 5: Mergers & Acquisitions and Event Studies

1. Synergy, valuation, deal financing (cash vs. stock)
2. Event study methodology: abnormal returns, CAAR, BHAR
3. Regression on deal outcomes: method of payment, industry effects
4. Hands-on: Event study with stock price data; regression analysis of deal features with a case study

Session 6: Group Presentation and IPO Analysis

1. Group presentation and Q&A
2. IPO motivations, process, and underpricing puzzle
3. Legal, agency, and informational explanations for underpricing
4. Wrap-up discussion: integration of concepts and review

Environmental and social impacts

The course introduces students to how environmental and social considerations are increasingly influencing corporate finance decisions. Through data-driven case studies and financial modeling exercises, students gain exposure to ESG-related themes, such as how sustainability impacts firm valuation, investment decisions, and market behavior.

Transformation durable des entreprises

Modèles d’affaires durables

Python Programming; Financial Data Analysis; Bloomberg Terminal; Capital Budgeting; Portfolio Management; Financial Forecasting; Investment Analysis; Risk Assessment; Data Visualization; Financial Econometrics

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		2.0												
2nd session		true												
Coefficient	40	60												

Evaluation

Recommended reading

Work load

Number of hours	Type of course
24.0	Lecture
12.0	Personnal work
15.0	Collective project

12.0	Reading reference manuals	
12.0	Research	
Total		75.0

NO-CODE & GENERATIVE AI 3770		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_MIS_3770	MIS

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

Prerequisities

Learning objectives

• Discuss the advantages and disadvantages of no-code solutions
• Develop simple no-code solutions
• Understand the basic foundations of the EU-AI Act
• Differentiate and identify the different roles involved with the EU-AI Act, and their respective responsibilities to comply
• Conduct risk assessment of AI use and determine appropriate security and compliance methods

6.A Thoroughly examine a complex business situation
6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities
4.C Convey powerful messages using contemporary presentation techniques
5.B Construct expert knowledge from cutting-edge information
5.C Employ state-of-the-art management techniques

Course description

This interdisciplinary course explores the intersection of no-code technologies, generative artificial intelligence (Gen AI), and regulatory frameworks, focusing on the EU Artificial Intelligence Act. This course provides a collaborative learning environment where technical innovation meets legal compliance.

In the IS component, students will gain hands-on experience with no-code platforms and tools to create functional AI applications. They will learn how these technologies enable rapid prototyping and deployment without the need for traditional programming skills. Topics include generative AI workflows, automation, and the ethical considerations of AI design.

In the Law component, students will delve into the EU AI Act, analyzing its impact on the development and governance of AI systems. They will study key provisions, including risk-based classifications, compliance obligations, and enforcement mechanisms, while considering broader issues like privacy, accountability, and ethical AI practices.

Environmental and social impacts

The course leverages case studies where AI systems are governed by legal frameworks, teaching students to think across disciplinary boundaries and the social ramifications they can face when solving problems. Students will also develop competency in interpreting and applying AI-specific regulations, while also understanding the technology enough to foresee legal/societal/environmental implications when analyzing AI systems.

Diversité, équité et inclusion

Transformation durable des entreprises

Modèles d’affaires durables

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	Multiple choice questions	Individual project	Exercise										
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	10.0	10.0	40.0										

Evaluation

This course provides multiple opportunities for feedback, including personal in-class feedback during and after class, individual written feedback on assignments, and opportunities for students to schedule one-on-one meeting with their professors for in-depth feedback.

Recommended reading

EU AI Act, 2024

Work load

Number of hours	Type of course
14.5	Interactive courses
5.0	Personnal work
12.0	Collective project
18.5	E-learning
Total	50.0

DIGITAL TRANSFORMATION AND IT CHANGE 1154		
2025 - 2026	Crédit : 2.0	**IÉSEG - School of Management**
Class code :	2526_SYL_MIS_1154	MIS

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

Prerequisities

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

Learning objectives

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

3.C Organize change management processes

3.B Propose creative solutions within an organization

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

Course description

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

Environmental and social impacts

The course takes the offset in the sustainable opportunities offered by digital innovations. Digital technologies are inherently sustainable given that they can be reused, recycled and moved without effort. The course highlights how digital transformation can contribute to the sustainability goals of organisations.

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	Participation	End of term exam	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	40	30.0											

Evaluation

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

Recommended reading

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.
Ross, J. W., Beath, C. M., & Mocker, M. (2019). Designed for digital: How to architect your business for sustained success. Mit Press.

Work load

Number of hours	Type of course
16.0	Interactive courses
14.0	Collective project
2.0	E-learning
12.0	Reading reference manuals
6.0	Research

Total	50.0

ADVANCED FINANCIAL ENGINEERING 3667		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ACC_3667	ACC

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

Prerequisities

Fundamental notions of corporate finance, firm valuation, financial reporting and analysis.

Learning objectives

- Deciphering the dividend policy.
- Mastering the tax implications of the dividend policy.

- Identify group strategies in capital management. Analyze the reasons for reorganization operations. Master techniques for initial public offerings (IPOs).

- Analyze merger and acquisition operations. Decipher financial structures with and without financial leverage.

- Mastering complex operations aimed at cleaning up balance sheets.

- Identify the role of digitalization and algorithms in finance. Understand the role of new actors.

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

Course description

Meaning and scope of the study // Concepts and contents
The dividend policy of a company involves determining the level and form of remuneration it intends to pay to its shareholders.
// The process and informational effects of dividend payment: theories of dividend policy and determinants of dividend policy. Tax impacts.

The search for value creation sources or the elimination of value destruction sources for shareholders can lead companies to profoundly restructure their assets and liabilities.
//Share buybacks: mechanisms, expected effects, measurement of policies pursued. Operations affecting the number of shares. Restructuring operations (partial asset contribution, split-dissolution, partial split with share exchange). Initial public offerings.

Understanding financial strategies related to acquisition, merger, and takeover operations that punctuate the life of groups.
//Search for synergies and other factors. Leveraged transactions. Public offerings.

The operations of derecognition/deconsolidation of debts/claims contribute to enhancing the financial performance of groups through the pursuit of a more optimal financial structure.
//Securitization: objectives and modalities.

Over the past few years, the finance sector has been marked by the advent of digitalization. A (r)evolution in the field of finance is underway through digital technologies and online platforms.
//The role and development of digitalization in finance (Fintechs, crowdfunding platforms, private securities exchanges, blockchains, cryptocurrencies).

Environmental and social impacts

The course will introduce notions of corporate governance related to the topic. The implications of CSR (incl. target climate risk and social climate) in an M&A context will also be covered.

Climat

Modèles d’affaires durables

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	Continuous assessment	End of term exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	35.0	65.0												

Evaluation

Students will have access to corrections of case studies and exercises, whether done in groups or individually. Personalized 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

DSCG 2 Finance Manuel - 2e édition. DUNOD Pascal Barneto, Georges Gregorio, Jean-Jacques Benaiem, Stéphane Ouvrard, Vanessa Serret

Work load

Number of hours	Type of course
24.0	Lecture
51.0	Personnal work
Total	75.0

REGULATION AND COMPLIANCE 3693			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3693		FIN

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

Prerequisities

No pre-requisite needed.

Learning objectives

- Develop understanding on the specialized regulatory environment for banks
- Build knowledge on the role of financial regulation for economic stability
- Acquiring knowledge on prudential regulation (capital requirements, liquidity regulation)
- Understanding the role of systemic bank regulation (deposit insurance coverage schemes, lender of last resort)
- Disentangling the similarities and differences in the regulatory frameworks across EU, UK and US.
- Build knowledge on the role of banks in promoting sustainability

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

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

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

Course description

This course aims to understand the complexity of regulations for banks and analyze the objectives behind multifaceted regulations for financial institutions. It also aims to explain and discuss the different types of regulatory mandates (systemic regulation and prudential regulation) for financial institutions and the different regulatory frameworks across EU, US, and the UK. Also, the course aims to explore regulatory initiatives focusing on green banking and sustainability and their potential impact on greater society.

Environmental and social impacts

The course would cover the relationship between banking stability and environmental sustainability risks, posing particular emphasis on the role of the of the banking sector and environmental challenges and regulation. This would also include discussions on regulatory capital and the role of the basel core principles for effective banking supervision.

Transformation durable des entreprises

Climat

Transparence et reporting

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 report	Presentation											
Nbre heure si examen écrit	2.5													
2nd session														
Coefficient	60	25	15											

Evaluation

Formative feedback will provided to students during in class activities whereby they will be offered the opportunity to work individually and in groups and which will allow them to practice, work again on the areas that encounter issues and eventually improve (carry no grade).
Summative feedback will offered at the end of the course which would include detailed information along with a grade.

Recommended reading

Work load

Number of hours	Type of course
24.0	Lecture

Total	75.0

BUSINESS GAME MASTER PGE 3771		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_3771	STS

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

Prerequisities

Learning objectives

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
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

Course description

Business Game (coaching & simulation course)
Session 1 : Overall presentation of the Business game, play practice round, prepare + submit the Team Strategy Formulation (Mission statement), then play round 1 and 2.
Session 2: Play round 3 and 4, work on + submit Intermediate Strategy Reflection and Report, then play round 5 and 6
Session 3: Play round 7 and 8. Prepare final presentation
Session 4 : Deliver final presentation, Q&As from all, full feedback, winners announced.

For more detail on the content for each part, please refer to MyCourses: BUSINESS GAME MASTER PGE 3771

Environmental and social impacts

The game covers the automotive industry and its transition from gas to electric or hydrogene. It also obliges students to think about and choose how to make their plants more energy-effective. It compels students to think about how to manage employees ethically.

Climat

Droits du travail

Transformation durable des entreprises

Eau

Déchets

Energie

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	Group report												
Nbre heure si examen écrit														
2nd session	true	true												
Coefficient	40	60												

Evaluation

Oral feedback on the documents and on the presentation

Recommended reading

Read all the documents on the game + videos available a few weeks before the simulation on the course website

Work load

Number of hours	Type of course
25	Directed work

Independent study		
16	Collective project	
Independent work		
5	E-learning	
4	Reading reference manuals	
Total		50

DIGITAL COMMUNICATION 3727		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3727	MKT

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

Prerequisities

Introductory Marketing Management Course

Learning objectives

1. Understand the growth, constraints, and future trends of Digital Communication (Individual project & Group project)

2. Define an optimal Inbound Marketing strategy (objectives and related content types and distribution platforms) (Individual project & Group project)

3. Learn fundamentals and best practices of Online Advertising channels (display incl. native/video/mobile, affiliate marketing, email marketing, and partnerships) (Group project)

4. Manage social media channels and create social media marketing campaigns (incl. influencer marketing) (Individual project & Group project & Exercise)

5. Build a brand's Digital Communication plan as part of an integrated marketing communication strategy and develop a capacity to promote and present the chosen strategy through teamwork through contemporary techniques (Group project)

6. Evaluate the effectiveness of Digital Communication campaigns using adapted KPIs and analytical tools (Individual project & Group project & Exercise)

7. Complete an individual certification on social media marketing on a self-learning basis (Exercise).

1.C Communicate effectively in English

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

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

Course description

In this course, we will learn the importance of building a brand's Digital Communication plan as part of an Integrated Marketing Communication strategy, and which Online Advertising channels can be used. Moreover, we will focus on the strong support of Social Media Marketing techniques to enhance effective Digital Communication strategies nowadays, including Influence Marketing.

Using real-life examples, having class discussions, and carrying out case studies, we will analyze the strengths and the constraints of each of them, and know how to put in place the most appropriate tactics according to the situations and the business objectives, throughout 6 sessions:

- #1 Introduction & Developing, implementing and measuring a strategic digital marketing communication plan

- #2 Inbound Marketing strategy and tools (focus personas, websites, email marketing, blogs, and PR)

- #3 Outbound Marketing strategy and tools (focus on Online Advertising channels SEM / Display / Affiliate marketing / Partnerships)

- #4 Social Media Marketing strategy (organic community management, paid social Ads, and Influence Marketing)

- #5 Integrated Marketing Communication: the Online/Offline complementarity

- All above taking into account the constraints and current/future trends, incl. digital carbon footprint sensibilization, CSR-driven digital communication, GDPR, and other legal regulations.

Environmental and social impacts

- The impact of Digital on climate change, as a whole
- Corporate Digital Responsibility
- CSR-driven digital communication

More specifically, on the necessity of companies to transform towards a more sustainable way to operate their public communication, taking into account the meaning (the reflecting image and possible excessive behaviours they might entice, towards equity and inclusion, e.g., avoiding the resort to young influencers with extraordinarily praised features regarding weight and beauty) and the dissemination channels.

Climat

Transparence et reporting

Education

Transformation durable des entreprises

Santé

Corporate Digital Responsibility, CSR-driven digital communication

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	Exercise										
Nbre heure si examen écrit														
2nd session			true											
Coefficient	10.0	50.0	30.0	10.0										

Evaluation

Students will receive both formative and summative feedback throughout the course based on:

- In-class continuous assessment: participation grade

- Group project and oral presentations: on a case study, to elaborate the different steps of an integrated marketing communication plan with a digital focus, and to present it in the end, followed by teacher's written and oral feedback and grade, integrating peer assessment (e.g., via the use of ChallengeMe on MyCourses)

- Individual project: on a case study of a company chosen by the student, with grade and written feedback, and oral feedback session on demand

- Exercise: grade based on the completion of a certification and oral feedback session on demand

Recommended reading

Baynast, A., Lendrevie, J. (2014), Publicitor: Publicité online & offline, Dunod.
Baynast, A., Lendrevie, J., Lévy , J. (2017), Mercator, Dunod.
Macarthy, A. (2023). 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business. CreateSpace.
Stokes, R. (2023). eMarketing: The Essential Guide to Marketing in a Digital World 7th ed. Red & Yellow. - Free PDF here
Tuten, T. L. (2023). Social media marketing. Sage
Le guide de la communication responsable - Édition 2020 – ADEME (https://communication-responsable.ademe.fr/guide-dela-communication-responsable/le-guide-de-la-communication-responsable-edition-2020)

Work load

Number of hours	Type of course
24.0	Interactive courses
16.0	Collective project
16.0	Individual project
6.0	E-learning
3.0	Reading reference manuals
5.0	Research
Distance learning	
5.0	remote seminar
Total	75.0

NO-CODE (INT) 3590		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_MIS_3590	MIS

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

Prerequisities

Please come with your computer.

Learning objectives

This class makes students discover the no-code World.
Best-practices and efficient tools, so they can understand the basics of (no-)coding and be ready to set up their first apps and automations by themselves, well-structured and scalable.
They will feel ready to join companies and positions that use or could use no-code.
Hybrid mode: using a common company/project/use-case to develop theoretical concepts, applied on a concrete example.

Course description

This class makes students discover the no-code World.
Best-practices and efficient tools, so they can understand the basics of (no-)coding and be ready to set up their first apps and automations by themselves, well-structured and scalable.
They will feel ready to join companies and positions that use or could use no-code.
Hybrid mode: using a common company/project/use-case to develop theoretical concepts, applied on a concrete example.

Environmental and social impacts

The projects you will build must have a social and/or environmental direct impact. No entrepreneurship without a tangible impact in 2024!
No bulshit or social/greenwashing.

Transparence et reporting

Modèles d’affaires durables

Transformation durable des entreprises

No-code, code, development

Assessment / Feedback

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

Type d'épreuve	Group project													
Nbre heure si examen écrit														
2nd session														
Coefficient	100.0													

Evaluation

Contant feedback, as it's a 100% practice-course.

Recommended reading

Work load

Number of hours	Type of course
0.0	Lecture
0.0	Interactive courses
16.0	Directed work
0.0	Coaching
0.0	Personnal work
6.0	Collective project
0.0	Individual project
0.0	E-learning
0.0	Reading reference manuals
0.0	Research
Outside training	
0.0	Outside visit
0.0	Company visit
0.0	remote videoconferencing

0.0	remote seminar	
Total		22.0

B CORP CERTIFICATION: TOWARD SUSTAINABLE TRANSFORMATION 3779			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_STS_3779		STS

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

Prerequisities

Some basic/fundamental knowledge in corporate social responsibility and corporate sustainability is expected.

Learning objectives

- Delineate a company’s social and environmental impact areas
- Identify impactful sustainable business models and underscore the difference between typical CSR practices and an impact- and sustainability-oriented business models of for-profit organizations
- Understand the B Corp movement, its benefits and how to support efforts of an organization to certification
- Use the B Impact Assessment tool to assess a company’s sustainability performance, areas for development, and develop an action plan

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

6.A Thoroughly examine a complex business situation

Course description

***Key ambition

If you are a student interested in sustainability and new business models aiming at positive social and environmental impact, this course represents a unique opportunity. This course, developed in collaboration with B Lab, is a student-oriented, tailored adaptation of the B Leader training offered to professionals. It is an intensive training program covering all areas of B Corp certification process and the B Impact Assessment. After the course, the trained students will become "Trained B Corp ambassadors" and be equipped to support companies thinking about, preparing for or engaged in the B Corp certification process.

This course adds an operational, practical and holistic perspective to the often theory-oriented sustainability courses students typically attend.

***Context:

The necessary development of more responsible and sustainable organizations demands different approaches to business and calls for revised strategic policies, novel and more inclusive governance practices and systems, and innovative business models.

In this context, since 2006, the B Corp movement (via the B Lab organization - https://www.bcorporation.net/en-us/) has been promoting strong values of change around the world to make companies "a force for good" and to distinguish between those that reconcile profit (for profit) and collective interest (for purpose). With over 6,000 certified companies in +80 countries, the B Corp movement is growing fast across the world.

Businesses that are advanced on the sustainability front, want to further improve and get their sustainability performance recognized, and aspire at being part of the B Corp community can become B Corp certified, via the B Corp certification process. The holistic and demanding vision at the heart of the B Corp certification process is historically based on different impact areas for companies: Governance, Employees, Community, Environment and Customers. B Corp's objective is to certify companies that integrate social, societal and environmental objectives into their business model and operations. B Lab is has recently modified their certification standards to improve their robustness and credibility. All existing B Corps will be given time and support to transition to the standards once finalized, and the course will be instrumental in understanding how to implement and apply these new standards..

The central tool to work on a B Corp certification is the B Impact Assessment framework. The B Impact Assessment is a digital tool that can help measure, manage, and improve positive impact performance for environment, communities, customers, suppliers, employees, and shareholders; receiving a minimum verified score of 80 points (in the past) on the assessment or meeting specific performance thresholds (in the future). The B Impact assessment is also the first step towards B Corp Certification. Beyond the B Corp certification process, the B Impact assessment is also widely used by more than 200,000 businesses.

B Lab has progressively established a community of B Leaders by developing a B Leader training program. B Leaders can help companies navigating the B Impact Assessment and obtaining the certification.

***Course:

This course will be delivered by a IESEG professor in partnership with B Lab France and B Corps representatives and/or coaches, enabling students to become get familiarized and enter the B Corp community when they complete the course if they wish so.

Next to lectures, interactive sessions, and exercise and B Corp case studies sessions, the course will include several real-life testimonials from B Corp companies.

This course represents a very relevant, practice-oriented addition to the mandatory courses attended by students in the PGE program or to any theoretical courses on CSR and Corporate sustainability. To make things happen beyond a vision.

Environmental and social impacts

These impacts are at the very core of the course, which is structured around impact-related questions and challenges.

Eau
Transformation durable des entreprises
Santé
Ressources naturelles
Modèles d’affaires durables
Energie

Economie circulaire
Droits humains
Droits du travail
Diversité, équité et inclusion
Développement social
Démocratie
Déchets
Biodiversité
Communautés
Climat
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	Participation	Group project	Individual project										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	20.0	45.0	25.0										

Evaluation

Feedback will be given by instructors in class and in a timely manner. Students will also engage in ‘peer conferencing’, and give each other constructive feedback.

Recommended reading

A key tool for this course will be the B Impact Assessment tool, as well as its Knowledge Hub. In order to perform exercises and access resources, students will need to log-in to https://app.bimpactassessment.net/ and create an account.

Other useful B.Corp resources can be found at https://www.bcorporation.net/en-us/resources

The instructors will indicate key resources that can be useful in gaining deeper knowledge. More readings and links to useful resources will be indicated on the course webpage at IESEGOnline. Specific case studies or other compulsory readings will be distributed prior and during the sessions.

Work load

Number of hours	Type of course
16.0	Interactive courses
8.0	Personnal work
12.0	Collective project
8.0	Individual project
3.0	Research
Total	47.0

E-COMMERCE 3730			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3730		MKT

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

Prerequisities

Students must have knowledge about basic concepts in marketing and strategy.

Learning objectives

By the end of this course, students will acquire expertise and experience in the following:
1. Define key concepts of e-commerce including its social and economic impact. Assessment: Individual assignment
2. Understand emerging trends, technologies, challenges, and opportunities in the e-commerce landscape. Assessment: Individual assignment
3. Identify the main types of e-commerce business models. Developing critical thinking and applying knowledge gained for future personal and social benefit. Assessment: Individual assignment
4. Recognize key e-commerce goals and main considerations on setting up an effective e-commerce strategy (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project & Participation
5. Discuss how to optimize e-commerce strategies for conversion and retention (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project and Participation
6. Identify common engagement and profitability metrics. Assessment: Group project
7. Integrate sustainability as part of an e-commerce marketing strategy (PGE LO: 2B solve professional dilemmas using concepts of CSR and ethics / PGE LO: 2C generate sustainable solutions for organizations). Assessment: Participation
8. Acquire key skills in setting up an online store and enable selling (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project and Participation
9. Apply practical e-commerce marketing skills to drive traffic, engage customers and increase sales for a hypothetical online store (PGE LO: 5D make effectual organizational decisions / PGE LO: 3B propose creative solutions within an organization). Assessment: Group project

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

5.D Make effectual organizational decisions

Course description

This course covers e-commerce fundamentals and explores the different strategies for driving traffic to a website, optimizing visitor conversion rates, and generating sales. Students will gain a thorough understanding of key concepts, emerging trends, technologies, challenges, and opportunities within modern electronic commerce. Emphasizing a hands-on approach, this course seamlessly integrates sustainability considerations as part of an e-commerce marketing strategy, preparing students for the evolving challenges of the e-commerce landscape.

Environmental and social impacts

The topic of sustainable supply chain management in e-commerce will be discussed during the lectures related to e-commerce planning and implementation.
The role of sustainable product design and innovation using real-world examples will be discussed during lectures on e-commerce planning.
The effects on sustainability from fast delivery and free shipping will be discussed in the form of class debates.
Eco-friendly packaging solutions, such as innovative packaging materials and designs to minimize waste and carbon footprint, will be discussed during the lectures related to e-commerce implementation.
The environmental impact of fast fashion practices (such as water pollution, greenhouse gas emissions, excessive textile waste, carbon emissions, etc. plus unethical practices on working conditions) will be analyzed using articles and recent cases such as Shein and Temu.
Ethical considerations such as data protection, security, etc. will be discussed during the lectures related to e-commerce implementation and engagement.

Transformation durable des entreprises

Déchets

Eau

Energie

Droits du travail

Ressources naturelles

Modèles d’affaires durables

Sustainable supply chain management, sustainable product design, fast delivery and free shipping, eco-friendly packaging, fast fashion practices impact, data protection, security issues.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Exercise											
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	55.0	35.0											

Evaluation

Students will receive formative feedback orally on in-class exercises and activities related to their participation evaluation, Formative feedback orally will be provided for group work on the class group project during each session and summative written feedback on the final group project and final presentation. Additionally, a peer assessment is used for the group work. For the certification exercise, the grade will be based on completion of a certification and score achieved in the certification final exam.

Recommended reading

- Tanner, L. (2016). *2024 revised & expanded version: Ecommerce evolved: The essential playbook to build, grow & scale a successful ecommerce business. CreateSpace Independent Publishing Platform.
- Laudon, K. C., & Traver, C. G. (2023). E-commerce 2023: Business, technology, society (17th ed.). Pearson.
- Related academic/practitioner journal articles will be posted on MyCourses by session.
- Mini case studies for class discussions will be posted on MyCourses.

Work load	
Number of hours	**Type of course**
24.0	Lecture
4.0	Personnal work
25.0	Collective project
8.0	Individual project
5.0	E-learning
5.0	Reading reference manuals
4.0	Research
Total	75.0

ADVANCED CORPORATE FINANCE 3684			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3684		FIN

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

Prerequisities

Digital Corporate Finance

Learning objectives

After completing this course, students should be able to:
• Demonstrate advanced proficiency in estimating and using the cost of capital, including understanding its implications for investment decisions and company valuation.
• Apply capital budgeting techniques under certainty and uncertainty, to evaluate investment opportunities and make informed decisions that maximize shareholder value.
• Analyze and assess the impact of capital structure decisions on a company's risk profile, cost of capital, and overall financial performance.
• Evaluate mergers and acquisitions, corporate restructuring, and leveraged buyouts using advanced financial modeling techniques and strategic framework.

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

2.C Generate sustainable solutions for organizations

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

Advanced Corporate Finance is a core course taught during the first year of the PGE Master's program at IESEG School of Management. This course builds upon the foundational concepts introduced in the third year of the PGE program Corporate Finance, while revisiting and expanding on key topics to provide a deeper understanding of corporate finance principles. It covers advanced topics related to cost of capital, capital budgeting, capital structure, and mergers and acquisitions, preparing students for complex financial decision-making in a corporate setting.

Environmental and social impacts

This course addresses corporate financial management impacts on the environment and society by integrating environmental and social factors into various aspects of financial decision-making. Specifically, it includes estimating the cost of capital and cash flows using ESG-informed methodologies. By considering ESG risks and opportunities in sensitivity and scenario analyses, students gain insight into the potential impact of sustainability-related factors on investment decisions and financial outcomes. The course emphasizes the influence of transition strategies on cash flows and the cost of capital. Through these approaches, students are equipped to analyze the broader implications of financial decisions on environmental sustainability, social responsibility, and long-term value creation.

Droits du travail

Modèles d’affaires durables

Transformation durable des entreprises

Climat

Economie circulaire

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	40.0		60											

Evaluation

Recommended reading

Corporate Finance, Global Edition, 6th edition, by Jonathan Berk and Peter DeMarzo, Pearson.

Principles of Corporate Finance, 14th Edition, by Richard Brealey, Stewart Myers, Franklin Allen and Alex Edmans, McGraw-Hill.

Work load

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

Total	75.0

BANKING & FINANCIAL INTERMEDIARIES 3780		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3780	FIN

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

Prerequisities

Finance fundamentals
Introduction to financial markets
Corporate finance

Learning objectives

After completion of the course, students will be able to:
1. Critically examine internal bank structures and bank operations; how banks manage their assets, liabilities and overall liquidity
2. Critically examine the sources of risk in banking and how these risks interact to understand the overall risk level that banks face
3. Critically appraise how banks manage risk and the relationship of risk management to the creation of value for the bank
4. Critically examine how governments and relevant supervisory authorities intervene in the operation and activities of financial institutions and markets
5. Show competent awareness of the social and environmental responsibilities of financial institutions
6. Critically evaluate the role of the banking industry in achieving environmental sustainability

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

This course provides a comprehensive understanding of banking and financial intermediation, combining both theoretical and practical perspectives. It starts by examining the economics of financial intermediation and understanding a bank’s financial statements, equipping students with the skills to analyse returns, risks, and overall performance. The course then explores the foundations of value creation in banking and the economics of financial regulation, before delving into international banking regulation and supervision. It concludes with a focus on green banking, highlighting sustainability practices and the regulatory frameworks necessary for banks to address environmental and social responsibilities.

Indicative contents:
Topic 1: The economics of financial intermediation
Topic 2: Understanding a bank’s financial statements
Topic 3: Evaluating a bank’s returns, risks, and overall performance
Topic 4: Foundations of value in banking
Topic 5: The economics of financial regulation
Topic 6: International banking regulation and supervision
Topic 7: Green banking

Environmental and social impacts

This course addresses the discipline’s impacts on the environment and society by emphasising the concept and practice of green banking. It explores how banks can adopt sustainable practices to minimise environmental risks, illustrating the significant role financial institutions play in promoting sustainability and responsible investment. By providing practical guidelines for adopting green banking, the course prepares students to understand and manage the environmental and social responsibilities that banks have. It also reflects transformations in the discipline by highlighting ongoing global trends and regulatory changes that are reshaping banking operations to align with environmental and social priorities. In doing so, it underscores the evolving expectations for banks to contribute to sustainable development and address climate-related financial risks.

Modèles d’affaires durables

Climat

Transformation durable des entreprises

Bank operations; risk management; regulatory intervention; sustainable development; environmental responsibility

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		2.0												
2nd session														
Coefficient	40.0	60.0												

Evaluation

Students will receive feedback within two weeks of the coursework deadline, providing timely and effective support for their learning. This feedback will include detailed comments on the quality of both the content and the format of their coursework. Constructive feedback will highlight strengths and areas for improvement, helping students to refine their skills and deepen their understanding. This approach is designed to enhance the learning experience and support academic development. Although detailed individual feedback on the final exam will not be given, students are welcome to request a discussion with the instructor to gain further clarity and guidance on their performance.

Recommended reading

Recommended reading:
Casu, B. Girardone, C. and Molyneux P. (2021). Introduction to Banking. Pearson Education, 3rd edition.
ISBN: 978-1292240336
Thompson, S. (2023). Green and Sustainable Finance. Principles and Practice in Banking, Investment and Insurance. Kogan Page.
ISBN: 9781398619760

Work load

Number of hours	Type of course
16.0	Interactive courses
25.0	Collective project
Independent work	
5.0	Reading reference manuals
4.0	Research
Total	50.0

ADVANCED RISK MANAGEMENT 3679			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3679		FIN

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

Prerequisities

- Basic financial mathematics (time value of money, discounting, compounding)
- Be familiar with interest rates
- Basic financial securities: options, bonds, swaps.

Learning objectives

At the end of this key elective course, students should be able to:
- Explain the sources and the nature of corporate default risk.
- Know the basic approaches to predicting default risk.
- Estimate a few basic metrics measuring credit risk (credit spreads, default probabilities).
- Describe the economic function and the mechanics of basic credit derivatives (CDS)
- Analyse the management of credit risk in real-world situations linked to capital markets and/or corporate Finance.

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

This course provides a broad perspective on Market Risk and Credit Risk. These are important topics in financial risk management that are essential for any career in the Finance industry. The course closely follows the learning objectives in Credit Risk of the Financial Risk Manager (FRM 2022) certification, as listed by the Global Association of Risk Professionals (GARP). This course is also an essential follow-up to the Major core courses on DERIVATIVES, DEBT SECURITIES, and RISK MANAGEMENT.

The following contents will be covered:

1. Market risk decomposition: how traders manage their risks (Greeks, P&L attribution)
2. Market risk aggregation: how banks and financial institutions manage market risk (Value at Risk, Expected Shortfall, and coherent risk measures).
3. Advanced modeling of Volatility and Correlation (EWMA, GARCH, Gaussian copula).
4. Default risk prediction and credit-scoring tools (Altman's Z-score, logistic regression).
5. Credit rating agencies and the rating assignment process (methodology, default rates, migration matrices).
6. Understanding the structural approach to credit risk (Merton model).
7. Estimating default probabilities and credit spreads.
8. Credit derivatives (CDS contracts, securitization, credit indices).
9. Risk management of Credit Risk in financial institutions (institutional details, regulatory framework, portfolio credit risk, credit VaR).
10. Counterparty risk management (estimating and calculating CVA / DVA).

Environmental and social impacts

This course aims to show students how to analyze the credit risk of a corporate entity whose financial results may suffer because of climate change or whose viability might be threatened. The goal is also to show how market participants can use credit derivatives to manage the credit risk of counterparts by serving two different purposes:
1) to hedge future potential losses that would be realized following the occurrence of a catastrophic event (that leads to bankruptcies/defaults);
2) to hedge the risk of changes in the market value of ESG/sustainability-linked bonds/loans resulting from market expectations of future potential losses/damages and other market factors

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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	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 credit risk & risk management
- quantitative problems and exercises are solved and corrected in class;
- when possible, 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

Reference book:
- Hull, J.C. Risk Management and Financial Institutions (5th Ed.). Wiley

Class books:
- Vernimmen. Finance d'Entreprise 2020 (18th Ed.). Dalloz ==> Chapters 41 (Politique d'endettement), 49 (LBOs) et 50 (Faillites & Restructurations)
- Hull, J.C. Options, Futures and other Derivatives (11th Ed.) Pearson ==> Chapters 8 (The 2007 Credit crisis), 9 (XVAs), 22 (Value at Risk), 24 (Credit Risk), 25 (Credit Derivatives)

Work load

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

CAREER PROGRAM MASTER PGE 3772			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_PRO_3772		PRO

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

Prerequisities

Having worked on one's personality, skills, and achievements throughout the previous years of study before entering the MASTER's program for IESEG students.
For students entering through parallel admissions, no prerequisites are required.
Mandatory digital preparatory work before the course week.

Learning objectives

Have a clear vision of your career plan: roles, jobs, sectors, types of companies, target companies, and preferred geographic area.
Identify the market specifics related to your chosen field.
Define a step-by-step action plan to achieve your career goals.
Tailor your job/internship search tools to your career plan: CV, cover letter, pitch, LinkedIn profile.
Know how to leverage your personal and professional network and conduct informational interviews.
Be prepared for job interviews and assessments (including group interviews).
Understand the recruitment processes specific to your target companies, in France or abroad.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

Course description

The Career Programme aims to help IESEG students build and implement their professional project in line with their aspirations, skills and the socio-economic reality of the market.
The objective is to facilitate their integration into the company, in an environment that allows them to develop personally and professionally
• A credited program offered to all students
• A dedicated team of experienced professional coaches
• Overall support: collective credit courses taught by coaches + on demand coaching, for students expressing the need, provided by the CAREER team + a cycle of events creating bridges with companies

Environmental and social impacts

This course covers career planning and helps students align their values and search for meaning with their desired professional integration. Emphasis is placed on kindness and open-mindedness in peer-to-peer feedback, non-violent communication, and assertiveness.

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	Pre work	Individual report	Participation	Oral assessment										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	60.0	10.0	10.0										

Evaluation

Commentaires sur le rendu du rapport disponibles sur Aurion.
Disponibilité pour échanger pour lever tout doute à la demande.

Recommended reading

Work load

Number of hours	Type of course
16.0	Interactive courses
1.0	Coaching
3.0	E-learning

Total	20.0

INTERNATIONAL MARKETING FOR SUSTAINABILITY 3735		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3735	MKT

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

Prerequisities

The course relies on previous knowledge that students acquired in Semester 1 core courses, such as Change Management for Sustainability Strategies and Understanding Business Cycles for Strategic Decisions, and Marketing Major courses, such as Consumer Behavior, Marketing Strategy, and International Marketing Fundamentals.

Learning objectives

Upon completing this course, students will be able to:

Recognize key concepts, theories, and principles of sustainability in international marketing. (PGE LO 7.A & 7.B)

Describe the relationships between environment, society, business, and consumption, and illustrate their relevance for the Sustainable Development Goals agenda. (PGE LO 2.B)

Investigate the environmental and social impacts of a product/behavior. (PGE LO 6.C)

Assess the sustainability of an international company’s marketing strategy. (PGE LO 6.B)

Propose marketing strategies that address ethical, social, and environmental problems around the world. (PGE LO 2.C)

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

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

Course description

In a world where consumers, governments, and investors are increasingly demanding social and environmental responsibility, this course prepares students to turn international marketing into a force for good. Students apply sustainability frameworks, such as Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG), and Diversity, Equity, and Inclusion (DEI), to develop purpose-driven marketing strategies. Students gain an understanding of sustainable consumer behavior and learn to craft effective sustainability communications. The course includes interactive sessions with flipped classrooms (students present academic articles), case studies, role-play exercises, and a group project.

Environmental and social impacts

This course covers the intersection of sustainability and marketing and therefore covers most of marketing's impacts on the natural environment and society. The course exposes students to the most recent academic and practitioner literature that reflects sustainable transformations in marketing.

Déchets

Développement social

Climat

Droits du travail

Economie circulaire

Modèles d’affaires durables

Transparence et reporting

Transformation durable des entreprises

Ressources naturelles

Diversité, équité et inclusion

Corporate Social Responsibility, Environmental Social Governance, Diversity Equity & Inclusion, Sustainable Consumption, Sustainable Marketing Strategy, Sustainable Marketing Communications, Circular Business Models, Environmental & Social Impacts

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Presentation	Exercise										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	50.0	20.0	20.0										

Evaluation

Throughout the course, students receive formative oral feedback during in-class learning activities. Students also receive written formative and summative feedback on their group projects and their performance in the role-play exercise. Peer assessment complements the summative feedback on group projects. Lastly, students receive peer feedback on their presentations of academic articles (during flipped classrooms).

Recommended reading

Searcy, C. (2018). Defining true sustainability. MIT Sloan Management Review. Retrieved 16.5.2025, from https://sloanreview.mit.edu/article/defining-true-sustainability/

Hoffman, A. J. (2025). Rethink the growth imperative. MIT Sloan Management Review. Retrieved 16.5.2025, from https://sloanreview.mit.edu/article/rethink-the-growth-imperative/

White, K., Cakanlar, A., Sethi, S., & Trudel, R. (2025). The past, present, and future of sustainability marketing: How did we get here and where might we go? Journal of Business Research, 187, 115056, https://doi.org/10.1016/j.jbusres.2024.115056

Kim, Y. M., Bendle, N. T., Hulland, J., & Pfarrer, M. D. (2024). Corporate sustainability research in marketing: Mapping progress and broadening our perspective. Journal of the Academy of Marketing Science, 52(5), 1495-1512, 10.1007/s11747-024-01050-9

Park, K., Hoeffler, S., & Keller, K. L. (2023). Marketing perspectives on csr initiatives: Conceptual foundations and an agenda for future research. AMS Review, 13(4), 277–296, 10.1007/s13162-023-00263-5

Williams, P., Escalas, J. E., & Morningstar, A. (2022). Conceptualizing brand purpose and considering its implications for consumer eudaimonic wellbeing. Journal of consumer psychology, 32(4), 699-723,

France, C., Gonzalez-Arcos, C. F., O'Rourke, A.-M., Spry, A., & Bruce, B. (2024). Brand purpose: A literature review and being implementation framework. Journal of Product & Brand Management, 33(7), 929-945, 10.1108/JPBM-08-2023-4663

Park, Y. W., Voss, G. B., & Voss, Z. G. (2023). Advancing customer diversity, equity, and inclusion: Measurement, stakeholder influence, and the role of marketing. Journal of the Academy of Marketing Science, 51(1), 174-197, 10.1007/s11747-022-00883-6

Sudbury-Riley, L., Hunter-Jones, P., Al-Abdin, A., & Haenlein, M. (2024). When the road is rocky: Investigating the role of vulnerability in consumer journeys. Journal of the Academy of Marketing Science, 52(4), 1045-1068, 10.1007/s11747-024-01011-2

Trudel, R. (2019). Sustainable consumer behavior. Consumer Psychology Review, 2(1), 85-96, doi:10.1002/arcp.1045

White, K., Habib, R., & Hardisty, D. J. (2019). How to shift consumer behaviors to be more sustainable: A literature review and guiding framework. Journal of Marketing, 83(3), 22–49, 10.1177/0022242919825649

Acuti, D., Pizzetti, M., & Dolnicar, S. (2022). When sustainability backfires: A review on the unintended negative side-effects of product and service sustainability on consumer behavior. Psychology & Marketing, 39(10), 1933-1945, https://doi.org/10.1002/mar.21709

Lteif, L., van der Sluis, H., Block, L. G., Cian, L., Patrick, V. M., & Scott, M. L. (2025). Creating equity by design: A conceptual framework for marketplace inclusion. Journal of Public Policy & Marketing, 44(2), 214-231, 10.1177/07439156251315371

Blocker, C. P., Cannon, J. P., & Zhang, J. Z. (2024). Purpose orientation: An emerging theory transforming business for a better world. Journal of the Academy of Marketing Science, 53(2), 367–393, 10.1007/s11747-023-00989-5

Berry, L. L., Danaher, T. S., Keiningham, T., Aksoy, L., & Andreassen, T. W. (2024). Social profit orientation: Lessons from organizations committed to building a better world. Journal of Marketing, 89(2), 1-19, 10.1177/00222429241258495

Verk, N., Golob, U., & Podnar, K. (2021). A dynamic review of the emergence of corporate social responsibility communication. Journal of Business Ethics, 168(3), 491–515, 10.1007/s10551-019-04232-6

Work load

Number of hours	Type of course

20.0	Interactive courses
4.0	Coaching
Independent study	
20.0	Personnal work
16.0	Collective project
3.0	Reading reference manuals
12.0	Research
Total	75.0

CONTRACT LAW AND NEGOTIATION 3750			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_NEG_3750		NEG

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

Prerequisities

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

Learning objectives

At the end of this course, the student should understand how the law of contracts functions in commercial negotiations and relationships in order to negotiate more effectively, to anticipate contract-related problems and to know when and how to liaise with legal counsel. In particular, students should:

-Have a practical understanding of the legal system.
-Understand the purpose, basic legal elements and terms of a contract and understand how contracts are made.
-Be familiar with the legal framework for contracts.
-Identify an unenforceable contract and understand the legal remedies in the event of a dispute.

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

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

Course description

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

Environmental and social impacts

This course enhances understanding of contract law by integrating sustainability considerations into contract negotiations and agreements. Students will learn to manage conflicts related to resource allocation and develop legal frameworks that support sustainable practices. Additionally, the course provides training for stakeholders to negotiate effectively, ensuring contracts reflect evolving environmental and social standards.

Climat
Transparence et reporting
Déchets
Ressources naturelles
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	Participation	End of term exam	Group project											
Nbre heure si examen écrit		1.5												
2nd session														
Coefficient	10.0	45.0	45.0											

Evaluation

In class discussions

Case-study analysis feedback

Assignments

Recommended reading

In-class readings

Internet references to read

Work load

Number of hours	Type of course
24.0	Interactive courses

16.0	Personnal work
20.0	Collective project
15.0	Reading reference manuals
Total	75.0

SUSTAINABLE ACCOUNTING, REPORTING & ETHICS 3670		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ACC_3670	ACC

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

Prerequisities

none

Learning objectives

The learning objectives are to develop knowledge and skills useful to understand and critically analyze corporate sustainability reporting key notions, drivers, and impacts. To do so, this course provides a critical analysis of current practices in business sustainability reporting and analysis, as well as an overview of the institutional setting and the major reporting initiatives at a global level.

Topics covered include:

- non-financial reporting practices
- regulatory requirements
- reporting frameworks
- reporting standards
- ESG rating agencies
- investment products
- activist investing
- NGOs

At the end of the course, students should be able to assist a company in the implementation of sustainability reporting.

1.C Communicate effectively in English

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

5.B Construct expert knowledge from cutting-edge information

Course description

The company cannot carry out its activities without considering, both in its operating mode and through the products or services it markets, the sustainable dimension.

Core focus:

- Preparers of sustainability reports for external stakeholders

-> Identify the material sustainability issues for a business.
-> Mandatory versus voluntary sustainability reporting.
-> Analyze and critically evaluate a corporate sustainability report.

Sustainability-related information is demanded by a variety of stakeholders seeking to promote sustainable development.

Core focus:

- Users of sustainability reports

-> The role of sustainability reporting in efficient resource allocation
-> Purpose of sustainability reporting “protecting humanity”
-> Intermediaries aiding users (e.g., Rating Agencies)

Environmental and social impacts

This course equips students to assess a company's environmental impact and navigate the regulatory frameworks surrounding climate-related risk disclosures, reflecting the growing integration of sustainability in accounting.

Transparence et reporting

Assessment / Feedback

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

Evaluation

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

Dechow and Sloan (2024). Business Sustainability Reporting & Analysis. First Edition. Cambridge Business Publishers.

Laine, Tregidga and Unerman (2022). Sustainability Accounting and Accountability. Third Edition. Routledge.

Work load

Number of hours	Type of course
24.0	Interactive courses
33.0	Personnal work
18.0	Reading reference manuals
Total	75.0

COMPUTER-BASED PROBLEM SOLVING IN ARM 3682			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_FIN_3682		FIN

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

Prerequisities

This course builds upon knowledge acquired in previous classes, including foundations in portfolio management, derivatives pricing, and financial engineering. Students are expected to be familiar with basic statistical concepts, data handling techniques, and financial mathematics. While prior programming experience is beneficial, it is not mandatory as the course will cover technical implementation from fundamentals. However, students should be comfortable with quantitative analysis and mathematical modeling concepts typically covered in first-semester master's level finance courses.

Learning objectives

Successfully integrate AI assistance to solve complex challenges, taking a step back when necessary.

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

3.B Propose creative solutions within an organization

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 bridges the gap between theoretical finance and practical implementation, focusing on real-world problem-solving in asset risk management. While traditional programming courses emphasize coding from scratch, we acknowledge the fundamental change in landscape introduced by AI-assisted development. This course embraces this shift: students learn to effectively leverage AI coding assistants while developing the crucial skills of code evaluation, error detection, and systematic debugging. This reflects the evolving nature of financial technology, where the challenge has shifted from writing basic code to architecting solutions, critically assessing AI-generated implementations, and troubleshooting complex problems. Through hands-on projects, including real-world case studies, students develop these essential skills while working with industry-standard tools and addressing actual market challenges. Lastly, the course emphasizes practical competency development through consulting-style team projects and individual technical expertise.

Environmental and social impacts

This course features missions designed to cover carbon markets and ESG funds, providing participants with essential insights into these timely topics.

Ressources naturelles
Energie
Climat

Asset Risk Management, Python, ESG Integration, Carbon Derivatives, High-Frequency Trading, Portfolio Optimization, Risk Management, AI-Assisted Development, High-Performance Programming Languages, Performance Metrics, Financial Technology, Quantitative Finance, Code Evaluation, Carbon Markets, ESG Portfolio Construction, High-Volume Data Processing, Monte Carlo Simulation.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Group report	Oral assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	25.0	25.0	50.0											

Evaluation

Feedback and assessment in this course follow a three-tiered approach. Throughout the sessions, formative assessment is provided through random participant evaluations and peer feedback during practical exercises. The first phase of summative assessment consists of two group projects: a conceptual design task implemented with AI assistance, followed by an onsite, time-limited production of a report evaluated on both form and content. The final phase comprises team presentations in a consulting firm format, where students are evaluated individually on both their presentation skills and their responses during the subsequent question period.

Recommended reading

Given the dynamic and practical nature of this course, there is no assigned textbook. Instead, relevant resources, documentation, and materials will be provided throughout the course as students progress through different challenges and missions. This approach reflects real-world problem-solving in finance, where professionals must adapt to emerging problems and new tools. Students will learn to leverage various resources including technical documentation, market analyses, and industry best practices to address each new challenge as it arises.

Work load

Number of hours	Type of course
24.0	Interactive courses

30.0	Personnal work
12.0	E-learning
9.0	Research
Total	75.0

ENTREPRENEURIAL SELLING 3716		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ENT_3716	ENT

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

Prerequisities

Learning objectives

1.B Successfully collaborate within a intercultural team

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

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

2.C Generate sustainable solutions for organizations

4.B Compose constructive personal feedback and guidance

6.A Thoroughly examine a complex business situation

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

Course description

At the end of the course, the student should be able to build, manage and conduct an effective sales effort in an entrepreneurial organization.

- Understand the connections and similarities between problem solving and selling in order to transform sales calls into problem solving opportunities in the entrepreneurial environment
- Build meaningful relationships with customers, clients, prospects and other key players in the development of the business

• Use state of the art skills associated with needs determination including questioning, listening, interpreting, reframing, and understanding non- verbals
• Make effective presentations to customers, financial backers and other people involved incontributing to the business;

Environmental and social impacts

This course focuses on a sustainable and socially responsible approach to entrepreneurial selling. Specific examples such as renewable sources for production and other uses are discussed. In addition, the course provides discussion on managing a company's human and other resources in a socially responsible way.

Modèles d'affaires durables

Transparence et reporting

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 project	Individual project	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	50.0	20											

Evaluation

written and oral feedback

Recommended reading

Contemporary Selling, 6e, Mark Johnston and Greg Marshall, Routledge Publishing.

Work load

Number of hours	Type of course
12.0	Lecture
10.0	Interactive courses

10.0	Personnal work
14.0	Collective project
12.0	Individual project
10.0	E-learning
7.0	Research
Total	75.0

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

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

Prerequisities

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.

- Droits humains
- Education
- Développement social
- Transparence et reporting
- Modèles d’affaires durables

N/A

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

CONTRACT MANAGEMENT 3704			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_STS_3704		STS

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

Prerequisities

Knowledge of any legal system and a basic understanding of contract law are recommended. Fluency in English is also required.

Learning objectives

1.C Communicate effectively in English
2.B Solve professional dilemmas using concepts of CSR and ethics
3.A Breakdown complex organizational problems using the appropriate methodology
3.B Propose creative solutions within an organization
4.C Convey powerful messages using contemporary presentation techniques
5.B Construct expert knowledge from cutting-edge information

Course description

- Utilize principles of “Law and Economics” to optimize business contracts and achieve organizational objectives.
- Recognize the significance of contract management and the pivotal role of contract managers within organizations.
- Grasp all stages of the contract lifecycle and know how to prepare the associated documentation for each phase.
- Learn to use AI effectively and ethically for contract drafting, negotiation and review.
- Apply plain language and legal design to enhance the clarity and effectiveness of contracts.
- Efficiently manage contractual relationships, aiming to prevent disputes and resolve them amicably when they arise.

Environmental and social impacts

This course helps students to understand and reflect on the international sustainability legal framework and to design CSR strategies and contracts to promote sustainability and the respect of human rights in the business context.

Transparence et reporting
Modèles d’affaires durables
Economie circulaire
Droits humains

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	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	40.0	40.0											

Evaluation

The instructor will provide both individual and summative feedback to students, either individually or collectively, orally or in writing.

Recommended reading

Resources will be provided by the course coordinator.
We have a partnership with the World Commerce and Contract (WCC), the global leader in commercial practice and contract management, to access and distribute their learning materials.

Work load

Number of hours	Type of course
24.0	Lecture

8.0	Collective project
6.0	E-learning
6.0	Reading reference manuals
6.0	Research
Total	50.0

WRITING AN EFFECTIVE BUSINESS CASE 3707		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_3707	STS

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

Prerequisities

The student should possess basic knowledge of:
- the functioning and management of organizations;
- the functioning of people in organizations;
- the relevance of entrepreneurial skills

Learning objectives

At the end of this course, students should be able to:
- Understand the basic mechanisms of business case development,
- Evaluate the strategic fit of the business case, in line with the overall innovation portfolio of the firm,
- Define the essential components of developing an effective business case,
- Propose creative solutions through the business case,
- Analyze (market) information and make informed recommendations,
- Critically evaluate and improve real business cases,
- Understand how thinking from a 'business case perspective' can be useful in different management domains,
- Understand the techniques to present the business case and recommendations to a client firm.

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

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

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

Course description

The course introduces students to the principles and practices of adequate business case development and presentation. As such, it covers all essential elements of writing an effective business case. Hence, participants learn about how to develop a business case that responses to strategic challenge(s) of a company (i.e., the client firm), how to summarize a business idea, how to describe the key elements of a business case, how to perform the required internal and external analyses, how to develop financial forecasting, how to initiate relationships with (internal) investors and how to bring an attractive presentation to the client firm.

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 case is assessed, but also its social and environmental implications.

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	Participation	Presentation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	10.0	30.0											

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 (10%), group project (60%), and group presentation (30%).

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.

- Barringer, B.R. (2015). Preparing Effective Business Plans: An Entrepreneurial Approach. Upper Saddle River (NJ): Prentice Hall.
- Melissa Schilling (2020), Strategic Management of Technological Innovation, 6th edition, McGraw-Hill Education

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

Work load	
Number of hours	**Type of course**
24.0	Interactive courses
10.0	Personnal work
35.0	Collective project
6.0	Research
Total	75.0

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

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

Prerequisities

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

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

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	10.0	30.0											

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 (10%), group project (60%), and group presentation (30%).

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

SUSTAINABILITY AND INFORMATION SYSTEMS 3784		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_MIS_3784	MIS

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

Prerequisities

none

Learning objectives

2.C Generate sustainable solutions for organizations

6.A Thoroughly examine a complex business situation

Course description

This course discusses how information systems are related to sustainability topics. We concentrate on three main topics. First, we briefly analyze the Information Technology Supply Chain, which has a significant environmental footprint and issues with human working conditions and which creates international dependencies and imbalances. This analysis gives students insight into what is the so-called “scope 3” for many companies. All the rest of the class is devoted to the so-called “scope 1 and 2”. Therefore, the second topic in this class concerns an investigation of how information systems can help businesses deal with their sustainability issues. That is, we identify how information systems can have a positive impact on companies’ sustainability. Amongst others, we discuss the fact that information systems can be used to break down barriers (and we link this to CSRD reporting tools), improve action coordination, trim operations, decrease the motivation for planning product obsolescence, etcetera. Thirdly, we turn to (how we can limit) the negative impact of the company’s IT-systems and discuss (a) Greening of IT (mainly by the IT-department, in relation to the company’s strategy) and (b) Greening of IT use (mainly by the IT-users). That is, we discuss how IT-departments limit their environmental footprint and how IT-users can be motivated to adapt their behaviour (for instance through ‘digital cleanup days’ organized in collaboration with CSR-managers) so that their IT-use has a smaller environmental footprint.

Environmental and social impacts

This course is all about the impact of information systems on sustainability, and (to a lesser extent) how sustainability issues impact the IT supply chain.

Energie

Droits humains

Modèles d’affaires durables

Santé

Ressources naturelles

Climat

Transformation durable des entreprises

Transparence et reporting

Déchets

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	30.0	50.0											

Evaluation

oral and written feedback are provided during and after class

Recommended reading

see the mycourses platform

Work load

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

CLIMATE LAB 3782			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_STS_3782		STS

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

Prerequisities

Learning objectives

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

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

Course description

Climate change is a paramount and cross-cutting issue for the upcoming decades. Lots of knowledge and know-hows are needed to grasp a full picture of the challenge for our societies and economies. This covers fundamental science and philosophy, policy and politics, business and macroeconomics, welfare and equity, lifestyle and technology, and a strong societal perspective at global scale.

The Climate Lab course proposes a practical deep dive in the topic through a concrete problem-solving exercise, in real scale, via a simulation or crisis exercise approach. This real-world principle will be addressed in the form of a student-led project, with a concrete objective/deliverable. The definition of the project will be determined conjointly by the students and the professor. The project, anchored in real questions from the ground, will provide the students with a material understanding of what they can do down-to-earth at their own scale, in an attempt to tackle the incommensurability of the climate challenge. This does not preclude projects to have a significant leverage via their potential impact. But the projects will be designed, and controlled by the faculty, to be “at reach” and doable in a pragmatic way.

The main principle of the Climate Lab is that students will have to engage 100% in the course, because they will somehow be in charge to ‘run’ the course. Indeed, students will have their say in the main share of the content, by leading the project work that must be produced, and by defining how the professor and the faculty can help and contribute to their work, typically by requiring specific lectures or workshops they identify necessary for the conduct of their project. The professor will provide the frame, the rules, and the necessary support, and will act as both a coach and a referee. The professor will also facilitate the interaction with internal and external stakeholders, where appropriate and when possible. In particular, depending on project(s) and number of participating students, the course will be articulated with the school’s alumni and partners.

Environmental and social impacts

This course is genuinely related to sustainability, as centred on Climate Change. Climate Change is a core issue in sustainability, both central and cross-cutting, which makes it almost inevitable whatever the sustainability perspective taken. The precise content of the course is not fully known in advance, though, as most of it is project-based and will be determined by the students themselves, during the framing phase. Beyond the 'climate change' entry point, many related issues can therefore be addressed, fully or partially, directly or indirectly. That is the reason why all keywords are checked hereafter. This does not mean that all these themes will be comprehensively covered, but that all can be covered, depending on the class/groups focus.

Démocratie
Biodiversité
Economie circulaire
Climat
Communautés
Diversité, équité et inclusion
Education
Energie
Santé
Droits humains
Droits du travail
Ressources naturelles
Développement social
Modèles d'affaires durables
Transformation durable des entreprises
Transparence et reporting
Déchets
Eau

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	40.0	20.0	40.0											

Evaluation

The interaction between the professor and the students will be fostered throughout the course. Each session will be planned to offer each group feedback with the professor and/or the external mentor(s). Individual feedback, face to face meetings, will be proposed to the students, both during and after the course and final evaluation.

Recommended reading

It is essential to be familiar with the “general knowledge” about climate change, from its origin to its impact. Important to read regular Climate Change news from LeMonde, TheGuardian, TheFinancialTimes, etc.

In addition, specific fundamental knowledge can be grasped from
- IPCC summaries for policy makers (working groups I,II,III), and/or synthesis report , e.g. https://www.ipcc.ch/report/ar6/syr/
- The Paris Agreement (official text, Wikipedia page), https://unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf
- State and trends of carbon pricing 2024, https://openknowledge.worldbank.org/entities/publication/b0d66765-299c-4fb8-921f-61f6bb979087
- European Green Deal, https://ec.europa.eu/clima/eu-action/european-green-deal_en

Work load

Number of hours	Type of course
8.0	Interactive courses
8.0	Coaching
5.0	Personnal work
20.0	Collective project
Independent work	
4.0	Reading reference manuals
5.0	Research
Total	50.0

The envisaged timing of the course consists in a series of four 4-hour sessions in intensive mode. It will involve continuous engagement and communication via a dedicated online forum or similar tool. Students will have to work in group on their projects between each session to advance the content and prepare for the following session with the professor. The work will involve interaction with other stakeholders related to the project, from e.g. academia, professionals, administrations, students, experts.

HUMAN RESOURCES AT GROUND LEVEL: MANAGING EMPLOYEE RELATIONS & WORKPLACE CHALLENGES 4073		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_HRM_4073	HRM

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

Prerequisities

no prerequisite but a HR or management experience would be appreciated

Learning objectives

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

5.B Construct expert knowledge from cutting-edge information

4.B Compose constructive personal feedback and guidance

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

Course description

This course takes a practical, hands-on approach to employee relations, equipping HR professionals and managers with the skills to handle difficult conversations, workplace conflicts, and high-stakes decisions. Through real-situation case studies, TV show example, and interactive discussions, Participants will learn to develop a strong managerial posture, balance business objectives with employee well-being, and manage conflict resolution with confidence.

The course is built by Tim Marty (former ieseg student and operation manager) on over two decades of industry expertise, including 12 years at Amazon as a Management Specialist, drawing from firsthand experience in navigating complex HR challenges across various organizations.

Environmental and social impacts

This course is helping the HR manager take the right decision and the right posture when dealing with their people's issue. Thus bringing a tremendous help on employee to increase their moral, behaviour, and ability to develop itself in a collective dynamic.

Droits du travail

Diversité, équité et inclusion

ressources humaines
Management

Assessment / Feedback

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

Evaluation

Recommended reading

Work load

Number of hours	Type of course
16	Lecture
2.0	Personnal work
2.0	Collective project
2.0	Individual project

8.0	Reading reference manuals
Total	0

INTELLECTUAL PROPERTY & OPENNESS: USING LEGAL TOOLS TO ENHANCE INNOVATION, CREATIVITY & RELATED INVESTMENTS 3718		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_ENT_3718	ENT

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

Prerequisities

Trademark Law (Semester 3 Bachelor)

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.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

The course discusses the evolution of IP regimes at the global level. It then quickly recap the protection of distinctive signs. It focuses on the protection of innovation with a focus on patents and trade secrets. It then switches to the protection of creativity via copyright. Different forms of creativity will be discussed (from literary and artistic works to AI generative material). It concludes on contractual issues and focuses on open licences as a market strategy.

Environmental and social impacts

This course kicks-off with an historical perspective on IP at the global level, it stresses on the different needs related to market, education, access to drugs in different markets. It refers to the impact of climate change on Geographical indications and certification trademarks. It discusses how the morality clause may affect the protection of inventions and the subsequent economic impact of that. It refers to different legal approaches and present the chance to think about which ones are more democratic than the others. It discusses the risks and opportunities of cutting-edge technologies in the perspective of business inclusion, democracy and non discrimination.

Modèles d’affaires durables

Climat

Diversité, équité et inclusion

Education

Santé

Droits humains

Droits du travail

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Individual project	Multiple choice questions											
Nbre heure si examen écrit	1.0													
2nd session	true													
Coefficient	50.0	40.0	10											

Evaluation

Students receive collective oral feedback in class and individual written feedback to any of their assignement.

Recommended reading

Work load

Number of hours	Type of course

24.0	Interactive courses
20.0	Personnal work
10.0	Individual project
16.0	Reading reference manuals
Total	75.0

M&A STRATEGY 4095		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_STS_4095	STS

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

Prerequisities

Learning objectives

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

Environmental and social impacts

This course on Mergers and Acquisitions Strategy reflects the evolving nature of strategic management and corporate development by integrating a sustainability-oriented lens into the analysis of value creation, strategic decision-making, and organizational transformation. It encourages students to critically assess the broader impacts of M&A activity on both the environment and society.

Throughout the course, students are prompted to consider how acquisition decisions affect stakeholders beyond shareholders—including employees, communities, and ecosystems—especially during integration, and restructuring phases. Case studies and discussions explore not only traditional synergies but also the sustainability implications of corporate combinations, such as:

Assessing whether the acquisition supports a transition to more sustainable business models, for example, by entering into green technologies or circular economy sectors.

Evaluating ESG (Environmental, Social, and Governance) risks and opportunities in target selection and post-merger integration, reflecting growing investor and regulatory attention to sustainable practices.

Understanding how M&A can accelerate or hinder the sustainable transformation of companies.

By emphasizing critical thinking about value creation in a broader sense—including environmental and social value—this course equips students to participate in and lead M&A strategies that align with long-term sustainability goals. In this way, the course reflects contemporary transformations in the discipline of corporate strategy, where sustainable growth and responsible business conduct are increasingly central.

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	Individual project	Group project	Continuous assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	40.0	20.0											

Evaluation

Recommended reading

Work load

Number of hours	Type of course

Total	

NEGOTIATIONS IN M&A 3753			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_NEG_3753		NEG

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

Prerequisities

1. Students should be familiar with the basic concepts of negotiations (e.g., distributive vs. integrative bargaining, position vs. interest-based negotiation, the difference between merger and acquisition, etc.).
2. Familiarity with case study-based teaching.
3. Familiarity with role-play exercises.

Learning objectives

At the end of this course, students should be able to:
- apply negotiation theories to high-stakes negotiation scenarios, such as M&A.
- identify and evaluate M&A opportunities, effectively negotiate, and make informed decisions before, during, and after the M&A.
- acquire and master advanced negotiation techniques to maximize values, mitigate risks, and foster sustainable collaborative relationships between merging entities.
- address the cultural and organizational issues that may arise during or after the M&A and how to effectively handle them through negotiation.
- promote ethical decision-making and sustainability in M&A negotiations.

1.A Demonstrate an international mindset

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

6.A Thoroughly examine a complex business situation

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

2.C Generate sustainable solutions for organizations

Course description

This course is a mix of theories and applications of the theories through real-world case studies, simulation, and role-play exercises. The goal is to provide students with a theoretical understanding of negotiation strategies, the dynamics of M&A deals, and the practical skills needed to negotiate these complex transactions successfully. This course focuses on developing students' ability to analyze and learn from real-world M&A cases, emphasizing successful and unsuccessful negotiations to identify the best practices and common pitfalls. The course aims to help students understand and develop various tools, methods, and skills to effectively negotiate merger and acquisition transactions. It could help students in developing and implementing negotiation strategies that maximize value, mitigate risks, and foster sustainable collaborative relationships between merging entities. To ensure that students grasp the course concepts and can relate them to real-world strategic negotiations in M&A, guest speakers with relevant experience in M&A negotiation are invited to share practical insights.

This course is divided into the following six sessions:
- Session 1: Introduction to M&A and Negotiation Fundamentals
- Session 2: Planning and Preparation for M&A Negotiations
- Session 3: Negotiation Strategies and Tactics in M&A
- Session 4: Legal and Ethical Considerations in M&A Negotiations
- Session 5: Sustainable Post-Merger Integration and Deal Closure
- Session 6: Reflective Group Presentations and Feedback

Environmental and social impacts

This course places a strong emphasis on how business decisions, especially mergers and acquisitions, can impact the environment and society. The goal is to help students gain a deeper understanding of the ethical, social, and environmental aspects of business negotiation and to learn how to minimize the adverse effects of M&A on the environment and society through effective negotiations. For instance, downsizing is one of the negative consequences of M&A, adversely affecting the executioners, victims, and survivors of downsizing, as well as society in general. This course educates students on how to effectively negotiate to minimize such negative effects of M&A. Additionally, this course also highlights the importance of ethical decision-making during negotiations, understanding the interests of all stakeholders, including employees, shareholders, customers, suppliers, communities, and the environment, and the significance of establishing sustainable relationships in the business world.

Modèles d’affaires durables

Droits du travail

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	Group project		End of term exam										
Nbre heure si examen écrit				1.5										
2nd session														
Coefficient	20.0	40.0		40.0										

Evaluation

Throughout the course, students receive continuous feedback on their performance in various activities, including role-play exercises, case study presentations, and reflective group presentations during the final session. In addition, detailed feedback is provided on their group assignment and final exam performance.

Recommended reading

(1) Lecture slides (provided at the beginning of the course)

Work load	
Number of hours	**Type of course**
Face to face	
20.0	Interactive courses
4.0	Coaching
Independent study	
15.0	Personnal work
15.0	Collective project
Independent work	
15.0	Reading reference manuals
6.0	Research
Total	75.0

BUSINESS DEVELOPMENT IN B2B SALES 3738			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3738		MKT

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

Prerequisities

A basic understanding of the legal environment of business, particularly contract law, is recommended for this course. Proficiency in English is essential for successful participation.

Learning objectives

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

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

5.B Construct expert knowledge from cutting-edge information

Course description

Business Development (BD) function in any business is now critical to an organization's long-term success. Companies spend significant time and resources to improve BD efficiency and effectiveness. The course is designed to provide a "hands on", application-oriented approach to understanding BD function with a focus on, real world examples, case studies and projects.

By the end of the course, students should be able to:
- Realise the unique business development challenges inside the B2B setting.
- Define the business opportunities open to a business of any size through the application of business development methods.
- Implement defined action plans to create additional business development opportunities.
- Apply proactive Legal Strategies for Business Development. Identifying and implementing legal practices that minimise risk. Leveraging legal frameworks as strategic assets for competitive advantage.
- Be familiar with basic concepts of Intellectual Property Management. Overview of key intellectual property rights: patents, trademarks, copyrights, trade secrets. Strategies for protecting and managing IP assets to support innovation and growth.
- Integrate contractual Strategy in B2B Relationships. Types of contracts commonly used in commercial partnerships. Evaluating B2B contractual strategies from legal and commercial perspectives. Aligning contract design with relationship management, business objectives and risk mitigation.

Environmental and social impacts

This course takes a strong CSR focus to help students understand the development of B2B sales strategies in the context of CSR values, enabling them to design effective CSR strategies and contracts that promote sustainability and uphold human rights in B2B business contexts.

Droits du travail
Modèles d’affaires durables
Diversité, équité et inclusion
Droits humains
Transformation durable des entreprises
Développement social
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	Group project	Case study	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	40.0	20.0	30.0										

Evaluation

The instructor will provide both formative and summative feedback to students, individually and collectively, through oral exchanges and/or written communications.

Recommended reading

The instructor will provide reading materials and other learning resources via IESEG’s platform.
Sales Force Management, 13e, Mark Johnston and Greg Marshall, Routledge Publishing.

Work load

Number of hours	Type of course
12.0	Lecture

12.0	Coaching
12.0	Personnal work
10.5	Collective project
13.5	Individual project
5.0	E-learning
5.0	Reading reference manuals
5.0	Research
Total	75.0

The course is a mix of individual and group projects designed to encourage research, collaboration and reinforcement of learning objectives

Exams have been designed to minimise opportunities for cheating.

For the legal-focused knowledge:
Concerning the “Continuous Assessment” component, the instructor asks questions during lectures and evaluates students’ participation and attitudes in real-time. Students are expected to respond immediately, leaving no opportunity to cheat or rely on AI assistance.

Concerning the “Group Project” (Legal Strategy Audit), students are encouraged to use AI tools to support the preparation and research of their group projects, respecting IESEG's AI Policy. This teaches them the ethical and effective use of AI, a tool that is already commonplace in business. Submissions are checked against plagiarism using plagiarism-detection software.

AGILE PROJECT MANAGEMENT 3767			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_3767		OPS

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

Prerequisities

- The students should be familiar with Traditional waterfall project management methodologies.
- The student should have follow a previous course on project management.
- Basic algebraic operations
- A basic understanding of statistics and probability theory might come in handy.
- Basic notions of computer programming might help as well.

Learning objectives

- Understand the major difference between Agile and Traditional project management
- Understand how to Initiate an Agile project
- Apply effectively Agile project planning and estimation techniques
- Evaluate the balance between projects, duration, budget, scope and quality
- Apply effectively the tools and techniques for correct Agile project execution
- Apply effectively the tools and techniques for correct Agile project monitoring and control

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.D Make effectual organizational decisions

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

According to the Project Management Institute (PMI), project management is the application of knowledge, skills, and techniques to execute projects effectively and efficiently. It is a strategic competency for organizations, enabling them to tie project results to business goals, and to better compete in their markets.

The course is divided into the following parts:
- Basics of traditional Project Management
- Fundamentals of Agile Project Management
- Fundamentals of Scrum
- Fundamentals of Kanban

The course is delivered in an interactive and fun way. Students are required to make exercises and their knowledge will be continuously assessed by means of project management business games

Environmental and social impacts

This course teaches students about Agile project management, a sustainable and efficient approach for projects with high scope uncertainty. According to a 2017 McKinsey study, over $150 billion USD is lost annually in the US information and technology sector due to failed projects, with 17% failing so catastrophically they ruin the entire company. A significant portion of this waste can be prevented with the right methodology. With its origins based upon lean manufacturing theory, Agile project management prioritizes waste reduction. This course focuses on improving project management practices, especially for digital projects, and creating a more sustainable project environment.

Modèles d'affaires durables
Santé
Diversité, équité et inclusion
Transformation durable des entreprises
Education

Scrum, Kanban, Prototyping, App, FIGMA, JIRA, Trello, Asana, MVP.

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Case study	Midterm exam										
Nbre heure si examen écrit				1.0										
2nd session														
Coefficient	20.0	50.0	15.0	15.0										

Evaluation

Formative feedback would be delivered personally and on daily basis. Summative Feedback would be delivered via email, individualized, and more detailed summative feedback would be coordinated via zoom meetings by request of the students

Recommended reading

- Heizer B. & Render J.H. (20xx). Operations management. Pearson. (the chapter on project management).
- Project Management Institute (2021). Project Management Body of Knowledge. PMI. (for the interested reader).
- Hubbard D.W. (2009). The failure of risk management: why it's broken and how to fix it. Wiley. (for the interested reader).
- Taleb N.N. (2007). The black swan: the impact of the highly improbable. Random House. (for the interested reader).
- Sunden, Joakim, and Marcus Hammarberg. Kanban in Action. Simon and Schuster, 2014. (for the interested reader)
- Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business. (for the interested reader)
Kamriani, Felicia, and Krishnendu Roy. App Inventor 2 Essentials. Packt Publishing Ltd, 2016. (for the interested reader)

Work load

Number of hours	Type of course
24.0	Interactive courses
21.0	Personnal work
30.0	Collective project
Total	75.0

Students are assessed based on:
- participation in class
- Performance during the Agile Project
- A written midterm exam
- A case study taken in class

ENTREPRENEURIAL FINANCE 3687		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3687	FIN

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

Prerequisities

accounting and finance

Learning objectives

1.C Communicate effectively in English

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

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

Course description

Environmental and social impacts

This course utilize case studies that address real-world social and enviromental problems, the course illustrates how financial principles can be applied to create solutions that are both economically viable and socially/enviormental responsible. Students learn to evaluate and manage ventures not only for their financial performance but also for their contributions to society and the environment.

Ressources naturelles

Climat

Développement social

Droits du travail

corporate finance, accounting, valuation

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		2.0													
2nd session		true													
Coefficient	50.0	50.0													

Evaluation

The assessment methods include case studies (50%) whereas the grade will also reflect the overall work assessments. The course will conclude with a final exam. (50%)

Recommended reading

Smith J.K., Smith R.L., Bliss R.T., Entrepreneurial Finance. Strategy, valuation & deal structure; Standford University Press. The student website to accompany the text is:
www.sup.org/entrepreneurialfinance.

Work load

Number of hours	Type of course
24.0	Lecture
11.0	Personnal work
25.0	Collective project
Independent work	
5.0	Reading reference manuals
10.0	Research

Total	75.0

PRODUCT INNOVATION FOR INTERNATIONAL MARKETS 3737		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_MKT_3737	MKT

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

Prerequisities

Fundamentals of Marketing, Design Thinking, Brand Management, Market Research

Learning objectives

- Understand the critical role of innovation New Product Development Process for companies and the opportunities and challenges (linked to Continuous assessment, Exam)
- Be able to elaborate an offer holistically considering value creation opportunities in customer centric world and develop best business model to address this opportunity (linked to exercises)
- Elaborate a practical marketing execution that links marketing fundamentals with the Innovation strategy in an entrepreneurial environment. (linked to capstone project)
- Incorporate real sustainability constraints to address global issues (linked to capstone project)

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

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

Course description

This course will lay out the foundations of how to develop a new offer in international markets focusing on understanding the innovation process and value creation activities.

The approach will be from Entrepreneurial perspective: prompting students to use analytical and to develop lateral thinking reflex to realistically pursue growth perspectives through product innovation.

It will cover the following aspects:

1 Innovation process and customer driven value creation

2 Developing International winning product concepts
3 Business Modelling Innovation and revenue model strategies: Building Invincible (Sustainable) companies
4Value Proposition design and co-building with users
5 Estimating impact: Ball Park Innovation
6 Benefit ladder: Developing consumer and customer driven narratives and positioning
7 Go to Market: 360 approach activation plan to secure successful international launch in a geography of their choosing (outside Europe)

Environmental and social impacts

This course will invite students to develop an effective means for simultaneously creating value for people, society and companies.

Through finding innovative solutions which are international in scope (not country specific), students will develop opportunities to drive sustainable impact in their offer creations for global markets.

Specifically, this course will follow two axes: “bottom of the pyramid” (via including lower income demographics into a current product or service innovation strategy) and “sustainable business models” (via requiring students to think laterally when addressing current predatory or bad business behaviors in developing “super value propositions”)

Economie circulaire

Modèles d’affaires durables

Diversité, équité et inclusion

Transformation durable des entreprises

Sustainable Business Models,
Social development (Bottom of Pyramid),

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 project											
Nbre heure si examen écrit		3.0												
2nd session		true												
Coefficient	30.0	30.0	40.0											

Evaluation

This course will use a sequence of exercises conducted both in- and outside of class. These will be graded in sequence, providing cumulative oral or written feedback from the professor. In addition, the course will end with a sit-down paper-based exam held in person, resulting in summative written feedback.

Oral collective in-class feedback will be provided by the professor regarding exercises done in class and at home when presented in class. This will be used to calibrate the understanding of the topic and will be mostly used on Group projects.

Last: Written feedback will be also given via marking grids used by the professor to assess completed work according to specific criterion sent to individuals by email and written peer evaluation will be used to calibrate the internal contributions of each member on group projects.

Recommended reading

Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation.
Value proposition design: Osterwalder, A. and Pigneur 2013
The Invincible Company (The Strategyzer Series) Paperback – April 14, 2020

DESIGN FOR ACTION Tim Brown, by Tim Brown and Roger Martin, 2015
Enlightened Experimentation_new imperative for innovation_HBR by Stefan Thornke, 2003 HBR

Work load

Number of hours	Type of course
24.0	Lecture
16.0	Personnal work
12.0	Collective project
12.0	Individual project
4.0	Reading reference manuals
7.0	Research
Total	75.0

GAME THEORY 3964			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_STS_3964		STS

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

Prerequisities

None

Learning objectives

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

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

6.A Thoroughly examine a complex business situation

Course description

This is an advanced course and sutdents should have a good understanding of the basic functional courses like marketing, finance and operations. Students who sign up for this course, should also have, at the very least a basic knowledge of the key concepts of strategic management. The course requires considerable out of the box thinking and therefore a good grounding in rational thinking and a natural abilty to do extensive analysis will be a distinct advantage. 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

Environmental and social impacts

Understanding the use of game theory for addressing environmental issues such as climate change.

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	Group project	Participation	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	30	20	50											

Evaluation

Feedback will be continually given in class

Recommended reading

Martin Osborne “An Introduction to Game Theory” OUP
A set of articles and reading material will also be provided

Work load

Number of hours	Type of course
16	Interactive courses
12	Personnal work
10	Reading reference manuals
12	Research

Total	50

About 2 hours of work outside class for every hour in class

MULTINATIONAL FINANCIAL MANAGEMENT 3686		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3686	FIN

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

Prerequisities

Finance fundamentals, math

Learning objectives

International Taxation, Political and Economic Risk, Working Capital in MNCs, Multinational Capital Structure and Cost of Capital, Capital Budgeting for Multinational projects, Multinational's financial system.

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

4.B Compose constructive personal feedback and guidance

Course description

Environmental and social impacts

Understand the country level climate risk

Climat

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														
2nd session														
Coefficient	40	60												

Evaluation

Recommended reading

Work load

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

Total	98.0

CORPORATE GOVERNANCE 3688		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3688	FIN

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

Prerequisities

Students should be able to use Excel to implement a linear regression
Students should be familiar with the event study methodology

Learning objectives

Know the governance mechanisms that allow managing the relationships between stakeholders and mitigating associated risks.

Understand the risks of inadequate governance and the benefits of effective governance.

Know the limitations of current corporate governance models from the perspective of addressing ecological issues and the proposed evolutions (e.g., the concept of a mission-driven company).

Analyze the governance model of a company in relation to the goals it pursues.

Understand the main principles and limits of multi-stakeholder governance, inclusive governance, and commons governance (through examples of companies governed by these principles).

Develop the ability to adapt to work with actors from different cultures: unions, public authorities, elected officials, associations, other companies, etc.

1.A Demonstrate an international mindset
1.B Successfully collaborate within a intercultural team
1.C Communicate effectively in English
2.A Assess the values of the organization in which they work
2.B Solve professional dilemmas using concepts of CSR and ethics
2.C Generate sustainable solutions for organizations
3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

This course, which focuses on corporate governance, is structured around three main areas:
1/ The fundamentals of corporate governance and traditional models,
2/ Alternative models,
3/ The reactions of financial markets to corporate governance-related information.

Environmental and social impacts

Use of the textbook "Ecological Money and Finance"
1 session dedicated to "The limitations of Shareholder Governance in the Context of Sustainability"
1 session dedicated to "Partnership and Alternative Governance for the Pursuit of SDGs"
1 session dedicated to "Regulatory aspects (EU shareholder's right directive or stewardship codes, CSRD)"
Students will have to implement an event study that concern an event that relates to an ecological issue

Education

Transparence et reporting

Transformation durable des entreprises

Santé

Ressources naturelles

Modèles d’affaires durables

Energie

Economie circulaire

Eau

Droits humains

Droits du travail

Diversité, équité et inclusion

Développement social

Démocratie

Déchets

Communautés

Climat

Biodiversité

Event studies

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	true													
Coefficient	60	40												

Evaluation

In-class individual feedback during the event study exercise (in-class group work).
Written common feedback after the final exam.

Recommended reading

CFA Institute 2024. "CFA Curriculum Level I", Volume 2, Learning Module 3
Lagoarde-Segot, 2023. "Ecological Money and Finance"

Work load

Number of hours	Type of course
12.0	Lecture
12.0	Directed work
20.0	Personnal work
11.0	Collective project
20.0	Reading reference manuals

Total	75.0

DIGITAL BRANDING 3726			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_MKT_3726		MKT

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

Prerequisities

Marketing fundamentals (Marketing management and Market research courses)

Learning objectives

1) Students will memorize branding fundamentals (course topics related to brand identity, brand image, brand equity, etc.) / This objective will be assessed by the group project and the final exam
2) They will seek and synthesize the information about the company/case study they will work on (course topics on the different steps to build a strategy) / This objective will be assessed by the group project and the final exam
3) They will have to be critical when analyzing a brand strategy (course topics on the different steps to build a strategy) / This objective will be assessed by the group project and the final exam
4) Thanks to their accumulated knowledge and their professional experience, they will propose improvements to the brand strategy in the digital context (see impacts of digital on brand management, apply the different steps to build a strategy, build a brand content strategy) / This objective will be assessed by the group project and the final exam
5) They will need to be convincing when presenting their strategy and formulate appropriate solutions / This objective will be assessed by the group project

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

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

Course description

In a fast-paced world where consumers are increasingly volatile and less loyal and where environmental issues are becoming ever more pressing, brands need to give meaning to their activity for their customers, their employees, and their partners. This course will present brand management fundamentals and pillars (such as brand values, brand vision and mission, brand positioning, brand platform). It will provide students with insights to build a consistent brand strategy while addressing digital challenges and, to a certain extent, environmental concerns that companies are facing.

The main topics that will be discussed during the course will be brand management fundamentals, how to design a brand platform, steps to build your brand strategy, impacts of digital on brand management, start-up brand management, and steps to run a brand content strategy.

Environmental and social impacts

- Waste: digital communication can be a good alternative to avoid raw materials (like paper) wasting / Discussion on the impact of digital on the environment will be addressed / The expansion of fashion industry brands and their consequences on the environment will be debated during the class
- Sustainable successful business models: many brands support sustainability concerns in their values and mission. As examples, Chipotle, Patagonia, Lush, and The Body Shop (among others) will be presented to the class. / Sustainability and branding: some examples of non-relevant or inappropriate practices will also be discussed.
- Diversity, equity, and inclusion: Dove is an emblematic case of a successful brand content strategy for its self-esteem program; the case will be presented to the class.

Déchets

Climat

Diversité, équité et inclusion

Modèles d’affaires durables

Transformation durable des entreprises

Fast fashion and its impact on the environment
Educative content for more sustainable consumer behavior

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		2.0												
2nd session		true												
Coefficient	10.0	50.0	40.0											

Evaluation

Students will receive formative feedback:
- In-class coaching sessions will be organized in order to help students improve their work on the company project (oral feedback)
- Oral feedback will be given for each final group presentation (company project)
-Individual and written feedback will be available on each student’s copy (final exam)

They will also receive summative feedback thanks to:
-Grading of individual written exam

-Grading of individual participation in the course
-Grading of group project for a chosen company
-The individual involvement of each group member in the project will be assessed via peer assessment

Recommended reading

Michel, G. (2022). Au coeur de la marque: Les clés du management des marques (4th ed.). Dunod.
Keller, K. L., & Swanimathan V. (2019). Strategic brand management, Global edition (5th ed.). Pearson.
Kapferer, J.-N. (2012). The new strategic brand management (5th ed.) Logan.
Tuten, T. L. (2023). Principles of marketing for a digital age (2nd ed.). Sage.
Joy, A., Zhu, Y., Peña, C., & Brouard, M. (2022). Digital future of luxury brands: Metaverse, digital fashion, and nonfungible tokens. Strategic Change, 31(3), 337-343.
Steenkamp, J. B. E. (2020). Global brand building and management in the digital age. Journal of International Marketing, 28(1), 13-27.
Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: Imperatives for transforming born-digital startups into successful corporate brands. Journal of Marketing Management, 36(11-12), 981-1008.
Lipskier, V. V. (2018). DNVB: Les Surdouees Du Commerce Digital. Maxima.

Work load

Number of hours	Type of course
24.0	Interactive courses
20.0	Personnal work
21.0	Collective project
10.0	Reading reference manuals
Total	75.0

PRODUCTION PLANNING AND CONTROL 3765			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_3765		OPS

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

Prerequisities

Mathematics, particularly algebra and probability theory. Operations Management concepts such as inventory considerations and process analysis Operations Research, i.e., mathematical optimization via linear and integer programming

Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

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

5.B Construct expert knowledge from cutting-edge information

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

Course description

This course aims to provide students with a comprehensive understanding of fundamental concepts in Production Planning and Control.

Session 1: The course begins by highlighting the role and significance of the manufacturing sector in an international context. To deepen their understanding of manufacturing planning and control, students watch video material on different manufacturing processes, and the importance of planning and controlling these processes is discussed.

Sessions 2-3: Students explore various forecasting techniques, including simple, trend-based, seasonal, and causal methods such as multivariate linear regression. They gain practical experience implementing these techniques using MS Excel.

Session 4: Sourcing for manufacturing firms will be discussed to identify potential supply risks. We will discuss methods to identify high-risk parts and potential remedies and appropriate actions for procurement.

Sessions 5: The course covers an introduction to sales and operations planning, typically dependent on long-term forecasting, using both manual (pen-and-paper) and mathematical programming approaches. Student apply the latter to solve a small case study.

Sessions 6: Students are introduced to various shop floor concepts, including job shops, cellular manufacturing, and assembly lines. The benefits and applications of each concept are discussed. Furthermore, techniques and methods to design such manufacturing plants are studied. Students implement optimization methods for some of these techniques.

Session 7: The course emphasizes the critical role of forecasts in production planning and introduces material requirements planning, linking it to the domain of lot-sizing approaches such as Part-period balancing and Silver-Meal heuristics. Students learn to solve these problems both manually and using linear programming techniques.

Sessions 8-9: Students are introduced to the concept of process variability in a manufacturing context with an introduction to queuing theory. The course covers how to manage variability using different buffer types. Additionally, students learn about push-based, pull-based, and hybrid production control methods and their relationship to variability, reinforced by playing an in-class game.

If time allows the course will concludes with scheduling and order release approaches for manufacturing facilities. Order release approaches such as CONWIP, CONLOAD, KANBAN, and Starvation Avoidance are discussed. For scheduling, priority rules are studied, followed by advanced planning methods such as Johnson's scheduling and Moore's scheduling algorithms, as well as mathematical programming approaches. Discussions focus on job characteristics, their implications for scheduling, and their suitability across different contexts.

Environmental and social impacts

We discuss how effective planning reduces waste and the use of natural resources.

Déchets

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	2.0													
2nd session														
Coefficient	80.0	20.0												

Evaluation

In each session, a group of students will present a topic and give exercises to the other students, who will practice their understanding. Afterward, some students will present a valid approach. Students will be graded for their presentation and the development of exercises. After the course, a paper-based end-of-term exam will be written, covering the entire course material. Feedback will be provided upon request in one-on-one in-person meetings.

Recommended reading

Work load	
Number of hours	**Type of course**
12.0	Lecture
12.0	Interactive courses
25.0	Personnal work
10.0	Collective project
10.0	Reading reference manuals
6.0	Research
Total	75.0

M&AS AND CORPORATE RESTRUCTURING 3694		
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**
Class code :	2526_SYL_FIN_3694	FIN

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

Prerequisities

Learning objectives

By the end of the course, students should:
- Be able to identify motives for M&A transactions;
- Understand the role of various parties in the transactions, including investment banks and private equity
- Know how to estimate the value of deal synergies and perform event studies;
- Understand the implications of different payment method choices and deal structures;
- Understand merger arbitrage and the role of arbitrageurs in the M&A processl
- Understand tactics for friendly negotiations, hostile transactions, and anti-takeover defenses;
- Understand the role of the legal environment in the M&A process;
- Understand the role that social, ethical, environmental, and governance factors play in firm M&A decisions and deal structure;
- Understand leveraged buyouts (LBO), LBO structure, modeling, and value creation.
- Be able to present and defend your M&A pitchbook proposal in front of an audience.

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

The format of the class: a combination of lecture and discussion. The classes are designed to be interactive and lively: I will ask questions (sometimes on a random basis) and implement in-class exercises (that will be done in small groups) and article discussions. I expect all students to actively participate in these activities and respond to questions.

Environmental and social impacts

We incorporate the discussion of the impact of CSR/ESG considerations in the M&A process along the following dimensions: a) The role of corporate governance (board directors and institutional investors in particular); b) Target selection and pre-merger due diligence; c) Acquisition Financing; and d) Post-merger Integration. We will use a case study (from Harvard Business Publishing) dealing with the Microsoft-Activision Blizzard transaction for our discussion of the increasingly important role of CSR/ESG issues in the selection and evaluation of target companies in the M&A process.

Développement social

mergers; acquisitions; leveraged buyouts; corporate restructuring; synergy; value creation; pitchbook; ESG; deal structure; antitrust; anti-takeover defences.

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	50.0	10.0											

Evaluation

1) Group project and presentation: develop an original pitch book for a proposed corporate merger and make an oral presentation in class: 50 percent of the course grade;
2) Final examination: 50 percent of the course grade.

Recommended reading

• Main source: Class notes (PowerPoint slides), which are available on the class site. Additional material, such as assignments and newspaper articles, will sometimes be distributed in class as well.
• Two case studies from the HBS : a) Call of Fiduciary Duty: Microsoft Acquires Activision Blizzard; b) Elon Musk’s Twitter Deal: valuation and financing of the leveraged buyout
• Recommended textbook: Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 5th edition.

Work load

Number of hours	Type of course
24.0	Lecture
11.0	Personnal work
13.0	Collective project

8.0	E-learning
10.0	Reading reference manuals
9.0	Research
Total	75.0

DECISION MAKING UNDER UNCERTAINTY 3763			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_3763		OPS

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

Prerequisities

Although the level of math used in this course is relatively simple, familiarity with probability, basic statistical and calculus concepts would be required. Familiarity with Excel is also desirable. Students should be interested in using quantitative analytical tools.

Learning objectives

The fundamental purpose of studying this course is to be able to represent real word problems using models that can be analysed to gain understanding and insight. Therefore, the goals and objectives are as follows:
-Grasp the concept and purpose of the decision analysis techniques
-Identify the basic elements of a decision problems
-Modelling uncertainty using Decision tree and Influence diagram
-Use sensitivity analysis tools in the iterative decision
-analyse complex decision models using Monte Carlo simulation

2.C Generate sustainable solutions for organizations
3.A Breakdown complex organizational problems using the appropriate methodology
5.B Construct expert knowledge from cutting-edge information
5.C Employ state-of-the-art management techniques
5.D Make effectual organizational decisions

Course description

- Introduction to decision analysis and elements of decision problems
- Structuring decisions using Decision trees and Influence diagram along with using the PrecisionTree software

- Making choices using decision Trees, Inflence diagrams and risk profiles
-Monte carlo Simulation

Environmental and social impacts

With the tools covered in this course, students should be able to discuss how decision models can evaluate environmental consequences (e.g., carbon emissions, waste generation). Also, these tools have the potential to consider ethical dilemmas in uncertain decision contexts (e.g., fair labor practices, community well-being).
In terms of transformations in the discipline, trends such as eco-friendly sourcing, carbon footprint reduction, and social impact measurement can be explored in the decision making process.

Transformation durable des entreprises

Energie

Développement social

Déchets

Economie circulaire

Decision tree, influence diagram, Monte-carlo simulation, risk management

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

Making Hard Decisions with DecisionTools, Robert T. Clemen and Terence Reilly, 3rd edition

Operations Management, Heizer, Render, Munson 11th-12th edition

Practical Management Science, Wayne L. Winston and S. Cjristian Albright, 6th edition

Work load

Number of hours	Type of course

24.0	Interactive courses
21.0	Personnal work
30.0	Collective project
Total	75.0

STRATEGIC PROCUREMENT 4299			
2025 - 2026	Crédit : 3	**IÉSEG - School of Management**	
Class code :	2526_SYL_OPS_4299		OPS

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

Prerequisities

Learning objectives

Course description

Environmental and social impacts

Decision tree, influence diagram, Monte-carlo simulation, risk management

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve														
Nbre heure si examen écrit														
2nd session														
Coefficient		60												

Evaluation

Recommended reading

Work load

Number of hours	Type of course
24	Interactive courses

Total	

CAREER DEVELOPMENT 2090			
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**	
Class code :	2526_SYL_HRM_2090		HRM

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

Prerequisities

Learning objectives

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

- understand career development theory
- understand career management from an HRM perspective
- understand career development practices in companies
- understand emerging career development trends in HRM
- gain insights into their own career

4.A Appraise the performance of a team

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

3.C Organize change management processes

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

Course description

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

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	Participation	Group project	Individual report	Group report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	25.0	40.0	15										

Evaluation

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Recommended reading

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

Work load

Number of hours	Type of course
10.0	Lecture
6.0	Interactive courses
Independent study	
4.0	Personnal work
10.0	Collective project
10.0	Individual project
Independent work	

10.0	Research
Total	50.0

STORY TELLING FOR LEADERS 1947		
2025 - 2026	Crédit : 2	**IÉSEG - School of Management**
Class code :	2526_SYL_ITC_1947	ITC

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

Prerequisities

There are no intercultural pre-requisites for the course, but an upper intermediate level in English is necessary to follow the course.

Learning objectives

In working with emerging leaders, our goals are to:

• Illuminate why storytelling is an essential leadership competency, and why storytelling is essential in the modern workplace.

• Help emerging leaders understand their own personal narrative, including the stories that have hindered them and the stories that reflect their core values and deepest motivations.

• Support emerging leaders in understanding how to be strategic in organizations and use their stories to speak to different stakeholders in different business contexts.

• Empower students to deliver leadership narratives in a thoughtful and compelling way to connect with others, motivate teams, and tout their leadership ability.

4.B Compose constructive personal feedback and guidance
4.A Appraise the performance of a team
4.C Convey powerful messages using contemporary presentation techniques

Course description

Course Presentation

The course is designed to help students a) become aware of their core values, b) discover their leadership story and style, c) deliver their leadership narrative in a powerful way, and d) use their leadership narrative to address organizational dynamics with different stakeholders.

The class will involve dyad work, small group discussion, individual reflection, and experiential learning. The course is broken into four elements: 1) Understanding the power of story and personal narratives, 2) Discovering our Personal Narrative, 3) Constructing and Delivering our Personal Narrative, and 4) Sharing Our Personal Narrative in the Organization.
Feedback Modalities

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 project	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	40	30	30											

Evaluation

Students will be assessed on their ability to think creatively and engage in self-exploration. Additionally, students will also be assessed on their ability to demonstrate authentic leadership through their writing and publicly speaking skills. Students will be assessed in their ability to apply the concepts in class to the organizational context. At their request, students will receive individual feedback from the professor on a case-by-case basis through email or video conferencing.

Recommended reading

Bibliography

"Your Professionalism is Killing Me," by Christina Harbridge. "
"Start With Why," by Simon Sinek.

Work load

Number of hours	Type of course
16.0	Interactive courses

16.0	Personnal work	
18.0	Individual project	
Total		50.0

FRENCH AS FOREIGN LANGUAGE (LEVEL 1) 3457		
2026 - 2026	Crédit : 2.0	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_3457	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

Prerequisities

None

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level BEGINNER +.
At the end of the course, students should reach BEGINNER + level.
[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.
Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, .
Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

1.A Demonstrate an international mindset
1.B Successfully collaborate within a intercultural team
1.B Develop their personal intercultural skills

Course description

Students will work on the 4 skills : listening, reading, speaking and writing .
We will study the following thematic : Introducing himself-herself/ Buying in food shops/ Ordering and take away in a restaurant

Environmental and social impacts

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Déchets

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	Continuous assessment	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	25.0	25.0	10.0										

Evaluation

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

Recommended reading

Provided by the course lecturers.

Work load

Number of hours	Type of course
Face to face	
16.5	Interactive courses
Independent study	
27.5	Personnal work
Independent work	
6.0	E-learning

Total	50.0

Active participation during the lessons is required

PREPARATION AU DELF B1 ET B2 0520			
2025 - 2026	Crédit : 1	**IÉSEG - School of Management**	
Class code :	2526_SYL_LAN_FRE_0520		LAN_FRE

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

Prerequisities

FRENCH Level B1

Learning objectives

At the end of the course, the student should be able to : Organise thoughts and thus an argument based on a written or audio document. Make a written or oral presentation on a given theme. Level B1 or/and B2

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Listening, Reading, Speaking and Writing exercices

Environmental and social impacts

A partir de la presse orale et écrite, et notamment des sujets d'actualité.

Diversité, équité et inclusion

Transformation durable des entreprises

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	Digitalization	Participation	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	15.0	15.0	40										

Evaluation

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

Recommended reading

Réussir le DELF B2, éditions DIDIER ; Réussir le DELF B1, éditions DIDIER ; Intranet de l'école www.ieseg-online.com

Work load

Number of hours	Type of course
14.6	Interactive courses
9.2	Personnal work
1.6	E-learning

Total	25

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

FRENCH AS FOREIGN LANGUAGE (LEVEL 3) 3459		
2026 - 2026	Crédit : 2.0	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_3459	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

Prerequisities

Level A2- achieved
(Common European Framework of Reference for Language (CEFR) – global scale:
https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=090000168045bc7b)

Learning objectives

By the end of this course, students should be able to:
- give their opinion on a variety of subjects;
- present their personal and/or professional projects.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

Approche interculturelle

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	Exercise	Exercise	Exercise	Oral assessment										
Nbre heure si examen écrit														
2nd session														
Coefficient	20	15.0	15.0	50.0										

Evaluation

Each oral or written test is graded using a grading grid, communicated to students in advance. For written production exercises, the type of error (syntax, conjugation, vocabulary, spelling, etc.) is indicated to encourage self-correction.
In addition to individual written feedback, time is allocated to provide collective oral feedback and answer individual questions if necessary.

Recommended reading

Work load

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

Total	50.0

BIEN PRONONCER LE FRANCAIS 0521		
2025 - 2026	Crédit : 1	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_0521	LAN_FRE

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

Prerequisities

no prerequisite

Learning objectives

At the end of the course, the student should be able to understand mecanisms and the functionning of the French pronunciation, that will enable them to have greater competence in listening and speaking and even writing thanks to the link between written and spoken forms.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

> Theoritical part : discovering the sounds, the phonatory organs used and comparaison with the students' native languages.
> Practical part : speaking exercices, listening, simultaneous and deferred repetition, role-plays... We will use authentic documents: songs, clips...

Environmental and social impacts

Ce cours permet aux apprenants d’observer les interférences phonologiques entre leur langue maternelle et le français. En analysant les facilités articulatoires ou les blocages phonétiques rencontrés par chacun, les étudiants prennent conscience de l’influence de leur système phonologique d’origine sur leur prononciation du français. La perception des phonèmes, ainsi que l’aisance ou les difficultés à distinguer et reproduire les variations prosodiques du français, dépendent en grande partie de la présence ou de l’absence de ces traits dans leur langue première.

Il est particulièrement intéressant de noter que, malgré la diversité ou l’éloignement typologique de leurs langues maternelles, les étudiants identifient souvent des points communs dans leurs facilités ou leurs obstacles, révélant des phénomènes universels d’acquisition phonétique en langue seconde.

Au-delà de l’apprentissage de la langue cible, ces prises de conscience favorisent le développement d’une réflexion métalinguistique, enrichissant leur compréhension non seulement du français, mais également du fonctionnement des langues en général.

Diversité, équité et inclusion

Interculturalité

Diversité linguistique

Réflexion métalinguistique

Éducation inclusive

Empathie linguistique

Compréhension interculturelle

Valorisation des langues maternelles

Coapprentissage

Respect des différences

Cohésion sociale par la langue

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Continuous assessment	Digitalization	Oral assessment										
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	15.0	30.0	40.0										

Evaluation

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

Recommended reading

Work load

Number of hours	Type of course

14.83	Interactive courses
8.34	Personnal work
1.83	E-learning
Total	25

FRENCH AS FOREIGN LANGUAGE (LEVEL 4) 3460		
2026 - 2026	Crédit : 2.0	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_3460	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

Prerequisities

Niveau B1+

Learning objectives

At the end of the course, the student should be able to: *Refering to the learning goal of school : - Work in an international and intercultural environment - Demonstrate an intercultural open mindset - Produce professional quality documents (appropriate to the language level) - Make professional quality oral presentations using adapted tools *Refering to the Common European Framework of Reference for Languages and depending on the level: - Understand key points when clear and regular language is used while discussing familiar subjects -understand everyday language in written texts, descriptions of events, expressions of feelings and wishes in personal letters - Express themselves in an uncomplicated way when describing experiences and events, hopes and objectives in the context of explaining projects and opinions -writing a simple and coherent text about familiar subjects, as well as personal letters that describe experiences and impressions - Master both oral and written French which can be used in the world of work - Master both oral and written French which can be used in everyday communication in the business world

1.A Analyse and evaluate the factors and cultural variables influencing relationships, communication and

1.A Demonstrate an international mindset

1.A Demonstrate an international mindset

1.A Successfully manage an intercultural team

1.B Develop their personal intercultural skills

1.B Successfully appreciate various forms of diversity in society

1.B Successfully collaborate within a intercultural team

1.C Successfully engage with diverse world views and collaborate within an intercultural team

Course description

Themes on Society and work environement
Gramar level B1 and B2

Environmental and social impacts

Le cours traitera en partie de l'angle environnemental et des discriminations au sein du monde des affaires.

Développement social

Démocratie

Droits du travail

Education

Diversité, équité et inclusion

Droits humains

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Continuous assessment	Participation	Oral assessment	Participation									
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	10.0	50.0	10.0									

Evaluation

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

Recommended reading

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

Work load

Number of hours	Type of course
16.5	Interactive courses
31.66	Personnal work
1.84	E-learning
Total	50.0

ATELIER INTERCULTUREL DE CONVERSATION 3318		
2025 - 2026	Crédit : 1	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_3318	LAN_FRE

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

Prerequisities

Students with A2 level in French.

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

The intercultural conversation workshop aims to help participants becoming more comfortable initiating and engaging in conversations in French.

Students are offered numerous opportunities to converse, both in and outside of the classroom, on a variety of topics such as their experience in France, fashion, and the world of tomorrow.

Sessions takes place in a motivating and supportive environment to help build confidence and encourage speaking.

The exchange situations will allow participants to share and reflect on each other's cultural habits and practices.

Environmental and social impacts

Nombreuses conversations sur des sujets sociétaux

Education

Diversité, équité et inclusion

Biodiversité

Santé

Climat

Déchets

Communautés

Assessment / Feedback

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Individual project	Oral assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	30	40.0											

Evaluation

A group debrief after the conversation activities will provide an opportunity for collective feedback. In addition, individual and regular feedback will be given to the students.

Recommended reading

Work load

Number of hours	Type of course
14.6	Interactive courses
9.2	Personnal work
1.2	Individual project

Total	25.0

FRENCH AS FOREIGN LANGUAGE (LEVEL 2) 3458		
2026 - 2026	Crédit : 2.0	**IÉSEG - School of Management**
Class code :	2526_SYL_LAN_FRE_3458	LAN_FRE

Level	Year	Semestre	Campus	Language of instruction
	-	NA	L_P	French

Prerequisities

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

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/UNDERSTANDING will be worked in order to give students the necessary tools to reach an INTERMEDIATE level.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Students will work on the 4 skills : listening, reading, speaking and writing. The classroom learning activities will focus on the general theme Mon semestre en France, covering subtopics such as accomodation, adapting to a new environment (Lille or Paris), and communicating with French people.

Environmental and social impacts

The course has societal impacts, it promotes social and cultural integration. Topics such as introducing oneself, healthcare, shopping and navigating in a city environment help students understand the local culture. Environmental impacts are also addressed through content such as daily life, interacting with the population and city, they encourage learners to maintain sustainable habits (such as the use of eco-friendly transport)

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	Exercise	Exercise	Exercise	Participation	Oral assessment									
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	15.0	15.0	15.0	40.0									

Evaluation

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

Recommended reading

Provided by the teacher

Work load

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