



SYLLABI

Courses for Incoming Exchange Students

Bachelor PGE

Paris

FALL 2026

Last Update: May 4, 2026

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

PREDICTIVE ANALYTICS FOR BUSINESS 2736		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_QMS_2736	QMS

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

Prerequisites

Students should be aware of some basic concepts in statistics (variance, cross tables, conditional probabilities), management (marketing) and micro-economy. They also can be informed with multivariate descriptive basic algorithms (multiple linear model) or have ideas on these topics. It is also established that this course is well designed do deal with stat-phobia since it brings new views on all stat questions.
In short, welcome to all.

Learning objectives

Overview : AI, Data Science & Data driven decision for business

- Build a data based predictive strategy, formalize a scoring problem
- Carry out a research relying on various predictive methods including regressions and machine learning.

This course aims at giving students a global contractor's competence AND basic autonomy to address a prediction methods

3.B Propose creative solutions within an organization

2.C Generate sustainable solutions for organizations

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

Course description

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

Environmental and social impacts

Education

Assessment

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		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

Feedback

Personalized mail feedback and interaction for each session work.

Bibliography

Workload

Number of hours	Type of course
Face to face	
8.0	Interactive courses
8.0	Directed work
6.0	Coaching
Independent study	
4.0	Personal work
10.0	Collective project
6.0	Individual project
Independent work	
4.0	Reading reference manuals
4.0	Research

Total

50.0

Group final project is started in class



ECONOMETRICS OF QUALITATIVE VARIABLES 2789		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_QMS_2789	QMS

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

Prerequisites

- Basic Descriptive and inferential statistics
- Introduction to Econometrics (linear regression)

Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

5.D Make effectual organizational decisions

Course description

The Econometrics of Qualitative variables course focuses on the analysis and prediction of binary (yes/no or 0/1) dependent variables. It might be seen as a fundamental step toward Big Data and Machine Learning as it covers foundations of many other algorithms.

The first part is a brief review of the Introduction to Econometrics course (the case of quantitative dependent variables) and explains why such an approach is limited.

The second part discusses an adaptation of the traditional OLS regression called the Linear probability model. Given the drawbacks of this model, the third part is based on the Logit model which is the recommended tool to predict such variables. The lecture introduces all elements needed to construct this model.

The last part is based on evaluating the quality of logit models through hypotheses testing.”

The course includes in-class interactive exercises and applications using Excel and then SPSS software.

Environmental and social impacts

Education

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Exercice	Group project	End of term exam										
Nbre heure si examen écrit				2.0										
2nd session														
Coefficient	15.0	15.0	30.0	40.0										

Feedback

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

Bibliography

No specific book

Workload

Number of hours	Type of course
10.0	Lecture
6.0	Coaching

30.0	Individual project
2.0	Reading reference manuals
2.0	Research
Total	



INTRODUCTION TO WELFARE ANALYSIS 3805		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_QMS_3805	QMS

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

Prerequisites

Learning objectives

1. Understand the fundamental concepts of welfare economics.
2. Analyze the impact of public policies on social welfare.
3. Apply welfare analysis methods to assess economic policies and interventions.
4. Develop critical thinking skills in the context of social and economic issues.

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

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

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

6.A Thoroughly examine a complex business situation

Course description

Session 1 (4 hours): Foundations of Welfare Economics

- Introduction to Welfare Economics: Concepts and Principles
- Pareto Efficiency and Social Welfare Functions
- Market Failures and Government Intervention

Session 2 (4 hours): Tools and Techniques of Welfare Analysis

- Cost-Benefit Analysis
- Measuring Welfare Changes: Consumer and Producer Surplus
- Introduction to Social Choice Theory

Session 3 (4 hours): Welfare Analysis in Public Policy

- Welfare Impact of Taxation and Subsidies
- Analysis of Public Goods and Externalities
- Case Studies: Welfare Analysis in Health and Education Policies (other domains can be explored)

Session 4 (4 hours): Contemporary Issues in Welfare Analysis

- Income Distribution and Inequality
- Environmental Economics and Welfare
- Globalization and Welfare Implications

Teaching Methods:

- Lectures
- Case Study Analysis
- Group Discussions
- Guest Lectures from Practitioners

Environmental and social impacts

Social development

Human rights

Community engagement

Diversity, equity and inclusion

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

Feedback

Assessment and Grading Scheme:

- Midterm Exam: 30%
- Group Project: 40%
- Class Participation: 10%
- Final Exam: 20%

Group Work Project:

- Students will be divided into groups to work on a project that involves conducting a welfare analysis of a specific government policy or economic intervention.
- The project will include a written report and a presentation.
- Criteria for evaluation will include the thoroughness of analysis, application of theoretical concepts, quality of presentation, and teamwork.

Bibliography

Required Texts and Materials:

For this course on "Introduction to Welfare Analysis," I have selected textbooks and reading materials that provide a comprehensive understanding of welfare economics, its theoretical foundations, and practical applications. Here are some recommended books that could be highly beneficial for students:

1. "Public Finance and Public Policy" by Jonathan Gruber

This book provides a thorough overview of public economics, including discussions on government role, policy analysis, and current public debates. It's particularly strong in explaining how public policy affects economic efficiency and distribution.

2. "Social Welfare: A History of the American Response to Need" by Mark J. Stern and June Axinn

This book offers a historical perspective on social welfare in the United States, providing context for current welfare policies and debates.

3. "Welfare Economics and Social Choice Theory" by Allan M. Feldman and Roberto Serrano

An excellent resource for understanding the fundamentals of welfare economics and social choice theory. It's approachable for beginners and covers key concepts like efficiency, equity, public goods, and voting models.

4. "The Economics of Welfare" by Arthur C. Pigou

A classic text in the field of welfare economics. While some of its content is dated, its fundamental principles are still relevant and provide a solid foundation in the subject.

5. "Cost-Benefit Analysis: Concepts and Practice" by Anthony E. Boardman, David H. Greenberg, Aidan R. Vining, and David L. Weimer

This book is a comprehensive resource on cost-benefit analysis, a key tool in welfare analysis. It covers both the theory and the practicalities of conducting cost-benefit analyses.

6. "Poverty and Famines: An Essay on Entitlement and Deprivation" by Amartya Sen

Sen's work is crucial for understanding the application of welfare economics to issues like poverty and famine. His approach to welfare economics, focusing on capabilities and entitlements, is both influential and widely respected.

7. "Behavioral Economics and Public Policy: A Pragmatic Perspective" by Richard H. Thaler

Thaler's work introduces students to the intersection of psychology, economics, and public policy, which is increasingly relevant in modern welfare analysis

Workload

Number of hours	Type of course
15.0	Lecture
4.0	Interactive courses
1.0	Coaching
10.0	Personal work
10.0	Collective project
5.0	E-learning
5.0	Reading reference manuals
10.0	Research

Total

60.0



BUSINESS ETHICS IN COMMERCE 3792		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_3792	MKT

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

Prerequisites

A basic understanding of business functions along with some knowledge the business decision making process. In addition, the ability to analyze and work through a business problem.

Learning objectives

- 1.B Successfully collaborate within a intercultural team
- 2.A Assess the values of the organization in which they work
- 1.C Communicate effectively in English
- 6.A Thoroughly examine a complex business situation
- 1.A Demonstrate an international mindset
- 2.B Solve professional dilemmas using concepts of CSR and ethics

Course description

Environmental and social impacts

After this course students will

- 1. Understand the fundamental ethical principles in business decision making
- 2. Identify the legal, moral, and social values relevant to decision making process
- 3. Understand value based management as an avenue to enhance societal good and corporate profits
- 4. Identify the connection between ethical decision making and important business topics like technology policies in the work place and globalization

Sustainable Business Models

Sustainable transformation of companies

Transparency and reporting, Social development

Community engagement

Diversity, equity and inclusion

Assessment

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

Feedback

A variety of feedback modalities are employed the class. Verbal feedback is offered in class to various in class exercises discussion, and group presentations. In addition, written feedback is provided on all submitted group and individual projects. Finally, students are encouraged to ask questions (either in class or email) that generates a prompt response from me.

Bibliography

Business Ethics Now, 6e, Andrew Ghillyer, McGraw_hill

Workload

Number of hours	Type of course
6.0	Lecture
10.0	Interactive courses
13.0	Collective project

13.0	Individual project
8.0	Research
Total	
50.0	



AMERICAN CULTURE AND CIVILIZATION 1533		
2026 - 2027	ECTS Credit(s): 2	IÉSEG - School of Management
Class code :	2627_SYL_ITC_1533	ITC

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

Prerequisites

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

Learning objectives

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Modules researched and presented by the students and the professor might include many of the following: , The history and future of the housing market (1860-2007), Regionalism in Business, Education and privilege, The role sport plays in high school and college/university, Holidays and their economic impact on Americans, Music as a form of social protest throughout history.

Environmental and social impacts

As this course is project based with role plays, presentations, current events, discussions and debates, students get to choose the content of their presentations which invariably are focused around and include many of the below criteria

Education

Democracy

Human rights

Community engagement

Health

Diversity, equity and inclusion

Labor rights

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Presentation	Case study	Group project	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	15.0	45.0	20.0										

Feedback

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

Bibliography

Workload

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

10.0	Individual project
6.0	E-learning
5.0	Research
Total	
50.0	



ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING FOR FINANCE 2720		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_FIN_2720	FIN

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

Prerequisites

This course is a an overview of the vast body of materials on machine learning and artificial intelligence that have proven to have a significant practical value. It requires strong background in statistics, mathematics, and econometrics. The content of the course being practically oriented, concepts of Finance and Economics are required.

Learning objectives

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

- To talk about key concepts in Machine Learning and Artificial Intelligence.
- To discuss the range of ML methods that can be applied to specific business problems.
- Discuss the place of these approaches in industry and in our day-to-day life.
- To understand basic practice in data science.
- To consider future business challenges with regards to Artificial Intelligence.

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

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

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

2.C Generate sustainable solutions for organizations

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

3.B Propose creative solutions within an organization

Course description

This course is designed to provide an overview of machine learning and artificial intelligence approaches, and demonstrate how these techniques are applied in financial decision-making. Both theory and practice are discussed, with each session concluding with a discussion on the implications of AI/ML in the finance industry.

Environmental and social impacts

Ce cours aborde les impacts environnementaux et sociétaux de l'IA et du machine learning en finance en examinant les enjeux liés à l'éthique algorithmique, à la transparence des modèles, à l'impact énergétique du calcul intensif, ainsi que les applications responsables dans la finance durable.

Sustainable transformation of companies

Energy

Climate change

Natural resources

Diversity, equity and inclusion

Assessment

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												
Nbre heure si examen écrit														
2nd session														
Coefficient	70.0	30.0												

Feedback

In-class discussions

(i) Group project:

Students work as if they were a team of AI consultants helping finance companies leverage AI for their businesses. Students must choose a finance company that has not implemented an AI strategy and help

them identify an opportunity and suggest an AI solution that enhances the company's success in its AI endeavors, keeping in mind its added value and feasibility. Several pillars must be discussed, particularly ESG considerations. Students will need to make a slide presentation and will be evaluated based on that.

(ii) Final exam with open questions.

Bibliography

The Hundred-Page Machine Learning Book (Burkov)
 An Introduction to Statistical Learning (James et al.)
 Machine Learning Engineering (Burkov)
 Artificial Intelligence in Practice (Maar)

Workload

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

INTRODUCTION TO INEQUALITY MEASUREMENT AND ANALYSIS 3804		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_QMS_3804	QMS

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

Prerequisites

Reading and analysis skills, basic information research skills, critical thinking, being aware of contemporary issues.

Learning objectives

- Understand key concepts and measures of economic inequality.
- Analyze the causes and consequences of inequality in different contexts.
- Evaluate policy interventions aimed at reducing inequality.
- Develop skills in data analysis and interpretation related to inequality.

1.C Communicate effectively in English

1.A Demonstrate an international mindset

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

Course description

This course introduces students to the concepts, methods, and debates surrounding economic inequality. It covers the measurement of inequality, its causes and consequences, and the policy responses to it. The concepts and Methods covered will be applied to real-world issue.

Environmental and social impacts

Ce cours sur l'analyse et la mesure des inégalités aborde les impacts sociétaux en examinant les conséquences sociales de l'inégalité et le rôle de l'éducation et des politiques sociales dans sa réduction. Il reflète également les évolutions de la discipline en intégrant les débats actuels et les défis futurs liés à l'inégalité, ce qui peut inclure des discussions sur la justice environnementale et les inégalités d'accès aux ressources face aux défis climatiques.

Water

Diversity, equity and inclusion

Democracy

Social development

Health

Education

Natural resources

Climate change

Energy

- Poverty
- Inequality
- Income gap
- Distribution of wealth
- Social stratification

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

Feedback

Discussions, evaluation of projects on practical case studies, examination, evaluation of the final project.

Bibliography

- "Capital in the Twenty-First Century" by Thomas Piketty, Translated by Arthur Goldhammer, 2014. Harvard University Press.
- "Inequality Reexamined" by Amartya Sen, 1992. Clarendon Press.

Workload	
Number of hours	Type of course
6.0	Lecture
6.0	Interactive courses
4.0	Directed work
10.0	Personnal work

Total

26.0



GLOBAL SUSTAINABILITY & OPERATIONS MANAGEMENT 3161		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_OPS_3161	OPS

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

Prerequisites

English Speaking, Learning and Presenting Skills

Learning objectives

- A general understanding of the impact on global sustainability of any operational decision
- A general understanding of internal and external organizational and operational sustainability. Tools and initiatives to achieve and maintain sustainability
- Gain an understanding of circular economy through strategic sustainable initiatives
- Incorporating CSR and ESG in organizations to make a local, domestic and global social impact through tackling people and environmental issues; Usage of metrics
- Understanding and befitting the Sustainable Development Goals into the framing of Domestic and Global Business Strategies and Initiatives

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

5.B Construct expert knowledge from cutting-edge information

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

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

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

Course description

Environmental and social impacts

Climate warming, scarcity of resources, social disorders and geopolitical tensions (non exhaustive list!!) in addition to direct consequences on our lives start to make more and more products more difficult to source and more expensive.

Sustainability and operations management are linked very closely. We will look at various concrete, actual examples all around the world.

For long time, operations have harmed the sustainability. We are seeing more and more concrete examples of non-sustainability putting supply chains at risk.

Let's talk about it!

Sustainable transformation of companies

Climate change

Social development

Water

Circular economy

Transparency and reporting, Social development

Energy

Sustainable Business Models

Natural resources

Health

Waste

Diversity, equity and inclusion

Labor rights

Human rights

Metals

Scarcity, volatility, shortages

Scope 3

Raw materials

Circular economy

Waste management

Mass production

Zero waste

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve	Participation	End of term exam	Group project											
Nbre heure si examen écrit														
2nd session														
Coefficient	10	60	30											

Feedback

Immediate feedback after presentation.
On demand feedback after written exam.

Bibliography

UNICEF - SDGS - https://www.unicefusa.org/mission/sustainable-development-goals?gclid=CjwKCAiA76-dBhByEiwAA0_s9Z0AjCRRAM5X365tZX2Zx4DXhWkGI2-ig3qxhN3h04JnLJDA-PMjYhoC8VkJQAvD_BwE
Sustainable Development Goals - <https://sdgs.un.org/goals>
Sustainable Development Goals - <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
OE - https://www.aveva.com/en/perspectives/blog/five-steps-for-defining-an-operational-excellence-plan/?utm_term=operational%20management&utm_campaign=G_S_A_NA_All_Campaign_Solution_Operations_Operational+Excellence+-+TOF&utm_source=adwords&utm_medium=ppc&hsa_acc=3968997322&hsa_cam=13787903238&hsa_grp=124872147255&hsa_ad=531876248639&hsa_src=g&hsa_tgt=kwd-297371389801&hsa_kw=operational%20management&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAiA76-dBhByEiwAA0_s9XYplnaqO1JnWY_bA4s6JozBfIjd0IHUOsqp-tKdpdRhoKSUZjCVRBoCYHwQAvD_BwE
ESG and CSR: <https://thesustainableagency.com/blog/esg-vs-csr/>

Workload

Number of hours	Type of course
12.0	Lecture
4.0	Interactive courses
4.0	Collective project
4.0	Individual project
Independent work	

6.0	Research	
Total		30.0

Team Project - Presented on Final Day by some students of the groups



COMPETITION LAW 2762		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_LAW_2762	LAW

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

Prerequisites

Familiarity with the foundational components of any legal system (e.g., criminal law, tort law, contract law, and property rights) is recommended. Proficiency in the English language is essential.

Learning objectives

- By the end of this course, students will be able to:
- Understand the economic foundations, historical development, and evolution of competition (antitrust) law, with reference to both EU and US frameworks.
 - Identify and apply the key concepts, legal principles, and landmark rulings that shape EU competition law in practice.
 - Design and implement effective competition law compliance programmes aligned with a company's strategic and operational objectives.

6.A Thoroughly examine a complex business situation

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

4.C Convey powerful messages using contemporary presentation techniques

Course description

- Course content:
- Introduction to Competition Law
 - EU Competition Law Framework
 - Anticompetitive Practices
 - Block Exemptions and Intellectual Property Rights
 - Enforcement and Supervisory Mechanisms
 - Designing Effective Competition Law Compliance Programs

Environmental and social impacts

Competition law is increasingly recognised as a structural instrument for achieving environmental and social outcomes, not merely a tool for market regulation. In this course, students learn to leverage the legal system as a source of competitive advantage and sustainable practices, reframing compliance as a strategic asset rather than a constraint. The course examines how competition law prevents unfair competition and anti-competitive practices, becoming a governance mechanism that protects not only competitors but also consumers, innovation, and the public interest. It also engages with the relationship between regulatory stringency and sustainability: stricter competition rules raise the cost of extractive behaviour and create incentives to compete on innovation, efficiency, and responsible practices.

Labor rights

Climate change

Diversity, equity and inclusion

Human rights

Transparency and reporting, Social development

Sustainable Business Models

Assessment

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	30.0	50.0											

Feedback

The instructor will provide both formative and summative feedback to students. Feedback may be delivered collectively and communicated orally and/or in written form.

Bibliography

Reading materials and other learning resources will be provided by the instructor via IESEG's platform.

The following books are recommended for reference (some are available at IESEG's library):

- Ezrachi, Ariel. (2021). Competition and antitrust law: A very short introduction. Oxford University Press.
- Gronden, J. W. van de, & Rusu, C. Stefan. (2024). Competition law in the EU: Principles, substance, enforcement. Edward Elgar Publishing.

Workload

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

CRM AND INTERNATIONAL CUSTOMER EXCELLENCE 2560		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_2560	MKT

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

Prerequisites

Comprehension on sales and negotiation
Global knowledge on marketing and digital marketing

Learning objectives

Understand the ecosystem of CRM organisation from a data processing point of view: customer 360° through a project study in order to practice.

Drive and manage data collection as being part of account management or global account management's responsibilities
Structure data flow owing to geographical scope of responsibilities, to enhance business intelligence and industrialize processes

Objective 1 :

Comprehend the organisational data integration to deliver a better customer experience
Knowing customers history, means adaptation to serve up experiences better tailored
Structure data collection, work flow to reach revenue grows
Learning how to search for and analyze information

Objective 2:

Marketing : Build customer relationship, to reach marketing intelligence and deliver the right message
Ecosystème eMarketing
Intake eCRM and web : new customer behaviors

Objective 3:

Customer experience : from eCRM to customer path
What is a customer path?
Developing their critical judgements
Excellence client, make your client an ambassador

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

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

5.B Construct expert knowledge from cutting-edge information

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

I Global overview and understanding of CRM usage

- What is a CRM : presentation / usage/ data
- o « paper » CRM or it CRM
- o Screenshots Sales force
- o From sales to CRM/eCRM

- CRM, Customer relationship and sales
- o Include CRM management in the sale process
- o Focus ChatGPT and customer relationship

II Optimise customer relationship and CRM usage : national and international sales scope of responsibilities

- CRM : national context and cross functional management
 - o Screenshot Salesforce / Oracle / Microsoft Dynamic CRM
- Specific focus on sustainability and CO2 KPI and dashboard existing on CRM
- o Reach info needed in the CRM
 - o Structure / tree structure your CRM
 - o Management of CRM interactions: descending and ascending information
 - o Formalise, deploy, multiply informations and key datas
- CRM and project management / product management (quick focus)
 - o Project, CRM and deployment
 - o Interaction with internal expertises
 - o Plan, deploy, implement

III From eCRM marketing to customer experience

- eCRM : drive a marketing campaign from data collection to targeting and campaign launching
- Individual Project Presentation : ppt presentation and oral presentation

Environmental and social impacts

Considering that this course is mainly dedicated to the usage of CRM, screenshots will explain to calculate the environmental impact of your CRM program as well as KPI to measure CO2 impact focusing on Salesforce new option to go carbon control faster.

Transparency and reporting, Social development

Analysing carbon emissions from energy usage and company travel

Prove to customers, employees, and investors your commitment to carbon-conscious and sustainable practices

Assessment

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	1	1	2.0											
2nd session	true	true												
Coefficient	50.0	40.0	10.0											

Feedback

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

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

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

Bibliography

Livre Blanc Salesforce.com

Webinar hubspot

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

Workload	
Number of hours	Type of course
16.0	Lecture
0.0	Interactive courses
0.0	Directed work
10.0	Personnal work
10.0	Collective project
0.0	Individual project
6.0	E-learning
8.0	Research
Outside training	
0.0	Outside visit
0.0	Company visit
Distance learning	
0.0	remote videoconferencing
0.0	remote seminar
Total	
50.0	

In the course there are screenshots of CRMs, nevertheless homeworks will need students to do research on the web or any other means produce CRM examples to illustrate cases requested.

Course is to be learned in order to understand how to optimise CRM eCRM usage.
Customer Excellence net research will be necessary to find relevant illustrations

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

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

Each group member are to be involved equally.

WORKING EFFECTIVELY IN INTERCULTURAL TEAMS 2784		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_ITC_2784	ITC

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

Prerequisites

Course 2792 "Why Culture Matters" is a pre-requisite to enroll in this course.
 Be open to difference and prepared to embrace diversity in all forms
 Be prepared to challenge one's own deeply held beliefs and suspend judgement in situations where values may clash
 It is essential to have attended a fundamental course on Intercultural communication to have a grasp of underlying concepts
 Reconciling personal and cultural preferences for effective teamwork

Learning objectives

Have increased self-awareness of the role culture plays on our values and behaviours in the working environment
 Analyse potentially conflictual situations and offer constructive and culturally sensitive insights
 Assess different management styles as impacted by cultural elements and understand how these will affect team dynamics and motivation
 Understand the importance of trust and how to build it in an intercultural environment
 Draw constructive and culturally-sensitive conclusions from a wide variety of interactions

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

A review of basic theoretical concepts and how these impact team working
 Cultural values self assessment
 Recognising management styles across cultures
 Analysing the impact of management techniques on trust, motivation and collaboration
 Using film, simulation and case studies to apply concepts
 Acquire an ability to offer constructive and culturally sensitive insights to resolve complex situations

Environmental and social impacts

Course content and activities foster inclusion of diverse student communities

Community engagement

Social development

Diversity, equity and inclusion

Assessment

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

Feedback

The course will be assessed by a group project at the end of the intensive week and an individual assignment to be handed in 2 weeks after completion of course

Bibliography

Articles on My Courses

Workload

Number of hours	Type of course
16.0	Interactive courses
2.0	Collective project
20.0	Individual project

Total

38.0



PSYCHOLOGY OF THE NEGOTIATOR 2755		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_NEG_2755	NEG

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

Prerequisites

English at TOEFL level, bachelor level of social sciences

Learning objectives

Define key psychological constructs in relation to negotiation Understand and personalize psychological definitions on intra- and interpersonal conflict Understand the theory of social values orientation and the relation with conflict and negotiation dynamics Understand different levels of dual concern theory, and the relations between conflict behavioral orientations at personality, strategic and tactical level. Understand different modes of conflict behavior and relate these to negotiating behavior Understand BigFive personality theory in relation to conflict behavior Reflect systematically on one's own personality, social values orientation, personal conflict styles, peacemaking and qualities and challenges in negotiation

3.B Propose creative solutions within an organization

4.B Compose constructive personal feedback and guidance

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

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

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

Course description

The course consists of an interactive seminar, following partly the concept of the 'flipped classroom'. Readings are provided through mail and electronic learning environment. during the course the students are working intensively in small groups and plenary feedback sessions on a variety of assignments.

Environmental and social impacts

Ethical Negotiation Practices
 Respect for Diversity and Inclusion
 Social and Environmental Impact
 Stakeholder Theory

Health

Sustainable Business Models

Diversity, equity and inclusion

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

Feedback

Continuous assessment of quality of participation by the student. Personal reflection paper, in which theory is integrated at level of personal experience. Group reports which reflect the application of the different theories in real every-day negotiations

Bibliography

Negotiation, Harvard Business Essentials. Getting to Yes, Roger Fisher, William Ury and Bruce Patton, Random House, 1981 (1999). Lewicki, Barry & Saunders, Negotiation, McGraw Hill (chapters 1 to 4). Influence, New and Expanded: The Psychology of Persuasion, Robert Cialdini.

Workload

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

5.0	Individual project
Independent work	
8.0	Reading reference manuals
3.0	Research
Total	
	50.0



CHALLENGES AND PERSPECTIVES OF THE EUROPEAN CONSTRUCTION 2759		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_DEV_2759	DEV

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

Prerequisites

Being curious and having at least a B1/B2 level of English.

Learning objectives

By the end of this course, business school students will be able to critically assess the European Union's complex dynamics and their implications for global business and policy-making.

1.B Successfully collaborate within a intercultural team

1.A Demonstrate an international mindset

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

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

1.C Communicate effectively in English

Course description

This course offers a comprehensive exploration of the European Union's history, tracing its development from post-World War II recovery efforts to its current status as a major geopolitical and economic entity. Students will examine the foundational treaties, political institutions, and economic policies that have shaped the EU. Key topics include the Marshall Plan, the Treaty of Rome, the Maastricht Treaty, and the Eurozone crisis. Through a geo-political lens, the course will analyze the EU's role in global affairs, its expansion and integration processes, and its responses to challenges such as Brexit and the rise of populism. Economically, the course will cover the creation of the single market, monetary union, trade policies, and the impact of EU

regulations on member and non-member states. By the end of the course, students will have a nuanced understanding of the European Union's evolution and its significance in the contemporary world.

Course Outline:

- 1: Founding of Europe 1945-1957
- 2: De Gaulle's Europe 1958-1969
- 3: Stagnation and Revitalization 1970-1989
- 4: Revolutions of 1989 and Maastricht 1989-1993
- 5: European Treaties and Expansion 1989-today
- 6: EMU 1970-today
- 7: Brexit and Europe's future

Environmental and social impacts

In addition to understanding the geo-political and economic factors of the EU, students will become aware of the issues concerning its governance and social aspects. This is achieved by understanding:

1. **Democracy and Governance:** Students will evaluate the democratic institutions and processes within the European Union, including the roles of the European Parliament, the European Commission, and the Council of the European Union. They will discuss the challenges and criticisms related to democratic representation and accountability.
2. **Human Rights and Social Policy:** Students will examine the EU's commitment to human rights and social policy, including the implementation of the Charter of Fundamental Rights and various human rights regulations. They will understand the EU's influence on human rights practices within its member states and globally.

Human rights

Democracy

Social development

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Presentation	Continuous assessment										
Nbre heure si examen écrit		1.0												
2nd session														
Coefficient	20	30.0	30	20.0										

Feedback

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

Bibliography

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

Workload

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

UNDERSTANDING INCOME INEQUALITY IN THE 21ST CENTURY 2753		
2026 - 2027	ECTS Credit(s): 2.0	IÉSEG - School of Management
Class code :	2627_SYL_ECO_2753	ECO

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

Prerequisites

Understandings of basic microeconomics and data analysis

Learning objectives

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

- understand the concept of wage inequality from an economics perspective
- compare and contrast different factors that may contribute to wage inequality
- understand the potential costs and benefits of policies that try to address wage inequality
- search for appropriate data to empirically examine wage inequality in different countries

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

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

- 1- General concepts about wage inequality
- 2- Factors that may contribute to wage inequality
- 3- Policies that may address wage inequality and their potential costs and benefits

Environmental and social impacts

Income inequality is one of the most important economic and social issues in the 21st century. By taking this course, students learn important concepts of income inequality from an economics perspective, allowing them to take a more active role in designing policies as future managers or policy makers to address the income inequality issue.

Circular economy

Democracy

Diversity, equity and inclusion

Education

Human rights

Labor rights

Social development

Sustainable Business Models

Sustainable transformation of companies

Community engagement

Business and society, Gender pay equality, CEO-worker pay equality, Pay equality, Government policies

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Oral assessment												
Nbre heure si examen écrit	2.0													
2nd session	true													
Coefficient	70	30												

Feedback

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

Bibliography

OECD (2021), The Role of Firms in Wage Inequality: Policy Lessons from a Large Scale Cross-Country Study, OECD Publishing, Paris

Chapters 1-3

[Available online: <https://doi.org/10.1787/7d9b2208-en>]

Additional references (such as news articles and journal articles) will be posted to Mycourses

Workload

Number of hours

Type of course

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

PRICE MANAGEMENT 4167		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_4167	MKT

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

Prerequisites

No prerequisites are needed.

Learning objectives

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.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

Course description

Students will learn how to set a price based on different techniques. We will discuss which technique is most appropriate in which situation. In addition, students will learn how to communicate the price that has been set by a company.

Environmental and social impacts

In terms of sustainability, an aspect will be integrated into the part around value communication and value based pricing.

Community engagement

Assessment

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

Type d'épreuve	Continuous assessment	Multiple choice questions	Group project	Participation									
Nbre heure si examen écrit													
2nd session													
Coefficient	30.0	10.0	50.0	10.0									

Feedback

For each in-class exercise, formative feedback will be given so that students can learn from their mistakes in order to complete the final project.

Bibliography

Tessitore T., Cabooter E., (2021), A Night in Amsterdam! Economic Value-Based Pricing, The Case Centre, case study 521-0068-1, teaching note 521-0068-8, teaching note supplement 521-0068-8B, background 521-0068-4

Workload

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

Total

50.0



POWER PLATFORM: LOW CODE APPLICATION DEVELOPMENT 2722		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MIS_2722	MIS

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

Prerequisites

None

Learning objectives

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

1. Explain the business value of Power Platform
2. Use the core components of Power Platform
3. Design and build an app to fill a real-world business need

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

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

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

Course description

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

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

To reinforce the concepts, the course incorporates a semester project in which students design and develop an application to meet a client's needs.

Environmental and social impacts

In the course, students will learn how new technologies support sustainability efforts and can in themselves promote sustainability. No/Low code platforms broaden the ability of non-specialists to engage in development projects.

Sustainable transformation of companies

Education

Diversity, equity and inclusion

Assessment

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	Exercise											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	20.0	20											

Feedback

Students will receive formative feedback both orally through coaching sessions with the instructor. Additionally, detailed rubrics with written comments will be used for some formative and summative assessments.

Bibliography

Workload

Number of hours	Type of course
16.0	Interactive courses

5.0	Personal work
20.0	Collective project
9.0	E-learning
Total	
50.0	



MINDFULNESS & MANAGEMENT 4045		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_DEV_4045	DEV

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

Prerequisites

None

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.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

Course description

"Mindfulness & Management" is an introductory course to the practice of mindfulness in the context of a management setting. Mindfulness enables us to focus wholeheartedly and be present with whatever we are doing or experiencing moment by moment. It is the key to quality relationships, quality communications, intuition, creativity, and wisdom.

This course draws in part from the Mindfulness Based Stress Reduction (MBSR) methodology developed by

John Kabat-Zinn at the UMass Medical School in the US. Through four intense sessions of four hours over a period of 4 days, students will undertake a journey into mindfulness practice and as such, this course is most probably unlike any that you have encountered in business school in that it focuses not so much on 'doing' or on achievement and performance but instead on simply 'being'. This may appear simple but is actually difficult and particularly so for people who are used to being achievement, and performance oriented. This seminar is designed as a journey-like retreat where you will experience the sensation of having traveled far away from your everyday busy and (maybe) stressful life. We will do this through a series of mindfulness exercises and practices that will allow us to open up to fully experience and enjoy the present moment of our experience.

Course requirement and grading:

25% **CLASS PARTICIPATION:** The key requirement for the overall success of this course is your active participation in class discussions and preparation about readings and teamwork activities. As this class has an experiential pedagogical approach, your attendance to all sessions is mandatory.

25% **INDIVIDUAL VIDEO:** This short 5-minute video will allow you to reflect upon your experience and key take aways from this class. To be completed one week after class is over.

50% **TAKE HOME GROUP PROJECT:** In groups of 4-5 students, prepare a 5-7-minute video about a topic about mindfulness in the management setting. You must decide on a topic and find a question about mindfulness in the management setting you wish to answer as a group. You may choose to address one of the topics we covered in class (and go more in depth with it) or address a completely different topic. You will need to come up with a research question, answer it by doing some research (articles/online). It is important to cite your sources (academic, web based). You may use powerpoints in your video if you wish. You must list your sources (authors, academic articles used for your research) at the end of your video. Video must include an introduction where you present the research question you will answer and a conclusion. All members of the team must participate in the project.

Environmental and social impacts

In this Mindfulness & Management course, I integrate mindfulness and Corporate Social Responsibility (CSR)/Sustainability elements in meaningful and complementary ways. The connection between mindfulness and CSR is deep, as both center on ethical behavior, sustainable practices, and the well-being of individuals, organizations, and society at large. For example, students explore how mindfulness can directly support CSR objectives. First, we explore how mindfulness enhances ethical decision-making by cultivating greater self-awareness and moral sensitivity. Second, we delve into how mindfulness practices promote employee well-being, increase engagement, and reduce turnover—key elements of responsible and sustainable organizational culture. Third, I frame mindfulness as a practice and a mindset that encourages long-term thinking and a deeper awareness of the impact of one's actions, not only at a personal level but also in terms of organizational behavior and its consequences for broader issues such as climate change. We specifically look into the links between mindfulness and climate change awareness for instance.

Sustainable Business Models

Sustainable transformation of companies

Health

Climate change

Stress reduction, burnout, decision making, attention, employee and managerial well-being, individual and organizational mindfulness.

Assessment

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

Type d'épreuve	Continuous assessment	Video	Group project											
Nbre heure si examen écrit														
2nd session														
Coefficient	25.0	25.0	50.0											

Feedback

Bibliography

Brach, T. (2003). *Radical Acceptance: Embracing Your Life with the Heart of a Buddha*, Bantam Books.

Chaskalson, M. (2011). *The Mindful Workplace: Developing Resilient Individuals and Resonant Organizations with MBSR*, John Wiley & Sons Limited, UK.

Dalai Lama and Cutler, H.C. (1998). *The Art of Happiness: A Handbook for Living*, Riverhead Books.

Goldstein, J. (1993). *Insight Meditation: The Practice of Freedom*, Shambala Publications.

Goleman, D. & Davidson, R. (2017). *Altered Traits: Science Reveals How Meditation Changes Your Mind, Brain, and Body*, Avery Penguin Random House, NY, NY.

Kabat-Zinn, J. (1990). *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness*, Dell Publishing.

Marturano, J. (2014). *Finding the Space to Lead. A Practical Guide to Mindful Leadership*, Bloomsbury, USA.

Nhat Hanh, Thich. (1975). *The Miracle of Mindfulness: A Manual on Meditation*, Beacon Press.

Nhat Hanh, Thich. (1987). *Being Peace*, Parallax Press, Berkeley, CA.

Salzberg, Sharon. (2017). *Real Love: The Art of Mindful Connection*, FlatIron Books, NY, NY.

Shy, Yael. (2017). *What Now? Meditation for Your Twenties and Beyond*, Parallax Press.

Siegel, Daniel, J. (2010). *Mindsight: The New Science of Personal Transformation*, Bantam Books.

Workload

Number of hours	Type of course
16.0	Interactive courses
10.0	Collective project
4.0	Individual project

8.0	Reading reference manuals
8.0	Research
Total	
	30.0



INTERNATIONAL BUSINESS STRATEGIES 2772		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_2772	STS

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

The current business context is characterized by uncertainty and constant disruption. In the face of continuous technological change, a climate crisis, increasing inequalities, and global competition, organizations need to rethink the way they do business internationally. The course is designed to immerse students into the theory and practice of Global Strategy in a world of relentless disruption. The course will address the fundamentals of international strategy as well as more recent trends. It will provide a set of tools

and frameworks to identify major environmental shifts that affect industries, analyze opportunities and strategies for international expansion, audit organizational capabilities, and assess the sustainability of international strategies. Participants will learn by applying theoretical frameworks and through readings, discussions, debates, short lectures, case studies and presentations.

Environmental and social impacts

Le cours examine, entre autres, l'impact des défis sociétaux et la crise écologique sur les stratégies des entreprises et des multinationales. Une session est notamment dédiée à l'analyse de la nécessité de collaborer entre différents acteurs organisationnels et institutionnels pour relever ces défis. Une autre session aborde spécifiquement les challenges sociaux et environnementaux auxquels les multinationales et leurs chaînes d'approvisionnement (Global supply chains) sont confrontées.

Social development

Sustainable transformation of companies

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Continuous assessment	Group project	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	25.0	25.0	30.0										

Feedback

Group work and presentations: 50% (25+25)

MCQs: 20%

Final exam: 30%

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

Bibliography

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

Workload

Number of hours

Type of course

24.0	Interactive courses
16.0	Personnal work
20	Collective project
Total	
	60.0



LUXURY MARKETING 4046		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_4046	MKT

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

Prerequisites

Learning objectives

-
- 3.A Breakdown complex organizational problems using the appropriate methodology
-
- 3.B Propose creative solutions within an organization
-
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

The following topics will be addressed: - Introduction to the world of luxury : History; Definition; Different Industries involved; Trends and challenges - Luxury consumption patterns: Segmenting the market; Understanding purchasing process; Providing an experience. - Luxury brands development : Developing a strong brand; Protecting the brand; Managing careful growth - Luxury Product/service, price and portfolio - Integrating creativity and managing quality; Service dimensions - Luxury brand communication: Designing the message; Choosing and planifying media; Going digital - Luxury retailing and business models

Environmental and social impacts

Luxury marketing must take into account the impact of production and delivery of high quality products and it must also make sure that consumers understand how to consume less but better

Natural resources

Diversity, equity and inclusion

Community engagement

luxury ; brand; fashion; communication; experience; digital

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

Feedback

The assessment is based on various components including - Individual and Group Case Study, Presentations, and Participation, Final Test

Appropriate feedback will be given on the evaluation components.

Bibliography

De Kerviler G., Gentina E., Heuvinck N., (2021), Research: How to Position a Luxury Brand as Sustainable, Harvard Business Review online, 2021(09), pp. 1-8

De Kerviler G., Rodriguez C., (2019), Luxury brand experiences and relationship quality for millennials: the role of self-expansion, Journal of Business Research, 102(2019), pp. 250-262

Ardelet C., Slavich B., De Kerviler G., (2015), Self-referencing narratives to predict consumers' preferences in the luxury industry: a longitudinal study, Journal of Business Research, 68(9), pp. 2037–2044

Workload

Number of hours	Type of course
16.0	Lecture
14.0	Collective project

10.0	Individual project
Total	
	50.0



PRODUCT MANAGEMENT 2737		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2737	MKT

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

Prerequisites

Basic knowledge of marketing management.

Learning objectives

This introductory course is designed to equip students with essential product management skills, combining theoretical foundations with hands-on practice. Students will be exposed to industry-standard techniques used by product managers, from product ideation and development to market launch and post-launch optimization. Through a collaborative group project based on a real-world case study, students will demonstrate their ability to apply product management principles in a practical context. A variety of in-class exercises—both individual and group-based—will reinforce key concepts and encourage active participation and critical thinking. Assessment will be based on student contributions to discussions and the accuracy and depth of their analyses in the written case exercises. A central focus of the course is on the application of the marketing mix (product, price, place, and promotion) across each phase of the product lifecycle—introduction, growth, maturity, and decline through a final group project. Students will learn how to adapt marketing strategies to match the changing needs and dynamics of each phase, ensuring product success in competitive markets. Assessment will be based on the quality of individual submissions, presentations, participation in exercises, and analysis presented in case studies. By the end of the course, students will have a well-rounded understanding of the product management function and will be able to strategically analyze, develop, and manage products that create real customer and business value. Assessment will be based on strategic depth of their analyses and development of solutions, as well as their creativity, in the final group project's presentation, documentation, and overall coherence.

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

3.A Breakdown complex organizational problems using the appropriate methodology

6.A Thoroughly examine a complex business situation

Course description

Master the appropriate techniques of product management and demonstrate expertise through a group project based on a case study as well as in-class exercises (group and individual). Students will learn what elements of the marketing mix are most appropriate for each phase of the product lifecycle and then apply them to real-world problems.

Environmental and social impacts

Many examples in the presentations and mini-cases directly address environmental (e.g., carbon neutral delivery, circular economy, durable enterprises) and societal concerns (e.g., inequality) through either problems depicted or via solutions offered. Students are encouraged to keep these concerns 'top-of-mind' when working on their in-class activities or group projects.

Sustainable transformation of companies

Circular economy

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Continuous assessment	Participation											
Nbre heure si examen écrit														
2nd session				true										
Coefficient	65.0	25.0	10.0											

Feedback

1) Formative feedback by the professor will be provided orally on interim progress of the group project as well as in-class group and individual exercises. 2) Summative feedback by the professor will be provided orally to groups at the completion of the group project. 3) Peer feedback will be provided on the final group project presentation.

Bibliography

Mooradian, T. (2012). Strategic Marketing. Pearson.
Kotler, P and Armstrong G. (2023). Principles of Marketing, Global Edition. Pearson.
Ogilvy, D. (2023). Ogilvy On Advertising. Welbeck.
Solomon, M. (2019). Consumer Behavior: A European Perspective. Pearson.

Workload

Number of hours	Type of course	
16	Interactive courses	
10.0	Personnal work	
15.0	Collective project	
Independent work		
5.0	E-learning	
4.0	Research	
Total		50.0

CROSS CULTURAL MARKETING 3160		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_3160	MKT

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

Prerequisites

No prerequisites

Learning objectives

To support diverse learning outcomes, additional objectives are introduced and aligned with tailored assessments. Students will develop the ability to apply cross-cultural insights to real-world marketing strategies through a group project, fostering collaboration and strategic thinking. They will enhance their understanding of consumer perception and cultural expectations by producing a video submission that analyzes brand image across cultural contexts. Through an individual project, students will critically evaluate national culture frameworks and measurement tools, strengthening their analytical and research skills. Finally, in-class exercises will help students recognize and interpret the nuances of non-verbal communication across cultures, promoting real-time application and intercultural sensitivity.

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

Course description

Lecture and two case analyses by teams made up of course students chosen by the professor. The students will be judged on the learning objectives by their performance in their handling of their cases for presentation and by their handling of the questions on the final exam.

Environmental and social impacts

Marketing and its impacts on society will be discussed. Marketing and its responsibilities for dealing with a variety of social issues and the environment will be discussed.

Social development

Diversity, equity and inclusion

National culture Marketing strategy Multicultural environments

Assessment

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

Type d'épreuve	Continuous assessment	Group project	Individual project	Exercise										
Nbre heure si examen écrit														
2nd session			true											
Coefficient	15.0	30.0	25.0	30.0										

Feedback

The students will be graded for their case presentations and provided feedback on the answers that were expected for the various cases.

Bibliography

Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.

Workload

Number of hours	Type of course
16.0	Interactive courses
9.0	Personnal work
10.0	Collective project
2.0	Individual project
4.0	E-learning
4.0	Reading reference manuals
4.0	Research
Distance learning	
1.0	remote videoconferencing

Total

50.0



DATA ANALYTICS FOR BUSINESS 3316		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MIS_3316	MIS

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

Prerequisites

None

Learning objectives

- Recall common data terminology and concepts
- Perform basic data manipulation (queries) using SQL
- Conduct basic data analysis using Google Sheets
- Build effective data visualizations using Google Data Studio

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

In this course students will discover the data tools of a modern stack. In addition to the tools, they will learn some fundamental uses of data analysis (KPIs, cohort analysis, funnel, etc.), how to use SQL code to query a relational database, and how to make charts and automated dashboards.

Environmental and social impacts

N/A

Education

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Individual project												
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	80.0												

Feedback

This course is wholly online and self-paced. Students can interact with the instructor via the online forum. All work must be completed and submitted by the last day of the course.

Bibliography

Workload

Number of hours	Type of course
25	Personal work
25	E-learning



MOBILE MARKETING 0670		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_0670	MKT

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

Prerequisites

Be passionate and willing to learn. No specific skills required.

Learning objectives

1. Identify the major issues and strategies related to the growth of mobile marketing.

Assessment: Exam & Group Project

Competencies/Skills:

- Analytical skills to identify and evaluate key issues in mobile marketing.
- Strategic thinking to develop and assess strategies for growth.
- Collaboration and communication skills through group work.

2. Acquire key knowledge regarding the rapid evolution of the telecommunications industry and brands' mobile marketing strategies. Students will be aware of national and international mobile contexts.

Assessment: Exam & Group Project

Competencies/Skills:

- Up-to-date knowledge of telecommunications industry trends.
- Understanding of various mobile marketing strategies employed by brands.
- Awareness of the global mobile marketing landscape.

3. Understand Mobile Marketing (Stakes, Stakeholder Strategies).

Assessment: Exam

Competencies/Skills:

- Comprehensive understanding of the stakes involved in mobile marketing.
- Knowledge of different stakeholder strategies within the mobile marketing ecosystem.
- Ability to apply theoretical knowledge to practical scenarios.

By linking each objective to either an exam and/or a group project, the assessments are aligned with the competencies and skills students are expected to develop. This structure ensures a balanced approach, incorporating both theoretical knowledge and practical application.

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

Course description

This course explores the transformative impact of mobile technologies on global markets. Students will examine comprehensive mobile market data, including mobile internet usage, Smartphones, video consumption, apps, QR codes, messaging services, and M-commerce. The course defines mobile technologies and their strengths, highlighting their role in brand development, revenue generation, customer acquisition, and loyalty. Topics include influence marketing on mobile social media, regulatory considerations, and key issues (Computer-Generated Imagery Influencer Marketing as an example). Practical applications of mobile marketing, such as SMS/MMS, mobile sites, and advertising formats are covered. This course is essential for understanding contemporary marketing strategies.

Environmental and social impacts

One session of the course dedicated to influencer marketing especially focuses on the following elements:

- Authenticity of recommendations: Consumers value honest, authentic reviews from influencers. If a promotion is perceived as insincere or dishonest, this can damage the influencer's credibility and brand trust.
- Revealing partnerships: It's crucial that commercial partnerships are clearly indicated. Consumers need to know when content is sponsored, so they can evaluate the influencer's opinion accordingly. Consumers expect brands and influencers to act ethically. Deceptive practices, such as hiding paid partnerships, can lead to backlash and accusations of manipulation.
- Social responsibility: Brands need to be aware of their social responsibility and the impact of their influencer marketing campaigns on the public. For example, promoting products that are harmful to vulnerable audiences can have significant ethical and social consequences.

Community engagement

Transparency and reporting, Social development

Diversity, equity and inclusion

Eco-responsibility; Electronic waste; Carbon footprint; Energy optimization; Sustainable design

Assessment

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

Feedback

The feedback on the final exam and the group project will be summative and will take the form of an individual oral interview for students who request it. These discussions will aim to explain the strengths and areas for improvement in the student's performance in relation to the evaluation criteria and the course learning objectives. These interviews will be organized within two weeks following the publication of the results and by appointment.

Bibliography

Baurina, S.. (2024). Tools of Mobile Marketing of Today's Business-Structures. Vestnik of the Plekhanov Russian University of Economics. 230-242. 10.21686/2413-2829-2024-3-230-242.

EI-Deeb, Sara. (2023). Computer-Generated Imagery Influencer Marketing—Which Ends of the Continuum Will Prevail? Humans or Avatars?. 10.1007/978-981-99-0333-7_1.

Santino Spencer (2023) - Mobile Marketing: 7 Easy Steps to Master Mobile Strategy, Mobile Advertising, App Marketing & Location Based Marketing (Marketing Management) - 978-1088205921

Kumar, Vikas & Mittal, Saurabh. (2022). Optimizing the Mobile Marketing Campaigns for Effectiveness.

Digital Marketing 2019 & 2020 – EBG éditions

Gana, M. A., & Koce, H. (2016). Mobile marketing: The influence of trust and privacy concerns on consumers' purchase intention. International Journal of Marketing Studies, 8(2), 121-127.

Schmidt, E., & Cohen, J. (2013). The new digital age: Reshaping the future of people, nations and business. Knopf.

ITU– Measuring the Information Society

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

Workload	
Number of hours	Type of course
Face to face	
16.0	Interactive courses
12.0	Personnal work
18.0	Collective project
4.0	Reading reference manuals
Total	
	50.0

THE INTERNATIONAL PURCHASER 0813		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_0813	MKT

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

Prerequisites

Have basic marketing rules in mind.
 Have basic notions of bookkeeping and financial analysis.
 Be ready to tackle an issue from macro and micro points of view.
 Have interest in the global economical and political events.

Learning objectives

Get the relevant information and the adapted tools to know what a resource effectively costs and recommend or take appropriate decisions in given business circumstances. 5B

Integrate the supplier's management into the full vision of the company they are working in. 1B - 6B

Value the potential of efficient relationships with suppliers, while remaining ambitious and strong. 1A

See the supply chain as a permanent challenge to increase productivity and market shares. 6C - 6E

Consider the administrative, legal work as a necessity in the purchasing process.

Integrate social compliance as fully part of the business challenges today. See the green economy as a necessity to be creative. 2B - 2C

Explain how and why a company is strong or weak depending of its supply chain management. 2A - 7B

Understand the upheavals generated by Covid 19 crisis and its concrete impacts on strategic and daily purchasing. 5A - 5C

List the risks for a company in case of degradation or failure of a supplier and have a reflection about the consequences on a business model. 1B - 6A

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

6.A Thoroughly examine a complex business situation

1.B Successfully collaborate within a intercultural team

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

1.A Demonstrate an international mindset

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

Course description

COVID 19 AND NEXT: Let's have a look on how the the sanitary crisis has disrupted the supply chain and thus the purchaser's job and lead to a more and more unpredictable word. 4 years after its appearance, it still has indirect consequences.

SOURCING : How to search, evaluate and start working with a supplier.

LOGISTIC : Transport and customs are fully part of the purchasing process. And has become very sensitive over the last months.

COST CALCULATION : From buying price to total cost of ownership.

PURCHASING RESPONSIBILITIES AND RISKS : New technologies magnify the opportunities and open the door to unexpected dangers.

SUPPLIER RELATIONSHIP : A mix of human relationships, balance of power and negotiation with the necessity to bring profit while respecting the company's strategy..

GROWING TOGETHER. The business requirements keep on evolving and the most successful companies have the right suppliers to move on. Challenging suppliers goes beyond prices : certification, adaptation, trainings...

Environmental and social impacts

Purchasing means producings and it means necessarily polluting using energies, transporting goods and generating wastes. Raising global awareness, scarcity of resources, new regulations like CSRD, EUDR, Omnibus oblige the companies to integrate sustainability in product conception and in purchasing decisions.

We will see multiple concrete and recent examples.

Education

Sustainable Business Models

Waste

Climate change

Natural resources

Biodiversity

Health

Circular economy

Social development

Transparency and reporting, Social development

Water

Human rights

Energy

Sourcing
 Raw materials, Metals
 Compliance
 Audit
 Scope 3
 Balance of power
 Friendshoring, nearshoring, globalization
 Tariffs
 Trade disorders
 Shortages
 Volatility
 Exchange rate

Assessment														
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	Participation											
Nbre heure si examen écrit		2.0												
2nd session		true												
Coefficient	30	60	10.0											

Feedback

On-demand return of corrected written exam with coments. Teacher available for any feedback.

Bibliography

Gounaris, S. P., 2005. Trust and commitment influences on customer retention: insights from business-to-business services. *Journal of Business Research* ; indgreen, Adam , Joëlle Vanhamme, Erik M. van Raaij, and Wesley J. Johnston 55/2 (Winter 2013) ; Purchasing & Procurement Center <https://www.purchasing-procurement-center.com/> ; Inc <https://www.inc.com/guides/2010/12/7-tips-to-rate-and-evaluate-your-suppliers-and-vendors.html> ; Purchasing advantage solutions <https://purchasingadvantage.com/>

If You're in a Dogfight, Become a Cat!: Strategies for Long-Term Growth (Anglais) Relié – 10 janvier 2017
 de Leonard Sherman (Auteur)

Workload

Number of hours	Type of course
6.0	Lecture
8.0	Interactive courses
2.0	Directed work

0.0	Coaching	
16.0	Personnal work	
8.0	Collective project	
0.0	Individual project	
0.0	E-learning	
0.0	Reading reference manuals	
10.0	Research	
Outside training		
0.0	Outside visit	
0.0	Company visit	
Distance learning		
0.0	remote videoconferencing	
0.0	remote seminar	
Total		50.0

GLOBAL BRAND MANAGEMENT 0668		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_0668	MKT

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

Prerequisites

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

Learning objectives

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

- Master the basic concepts and theory for planning, implementing, and evaluating global management strategies.
- Effectively design brand elements.
- Develop a clear brand positioning strategy and architecture.
- Know how to enhance brand equity from both a financial and consumer perspective.
- Master the basic brand communication tools.
- Draft a clear and effective global brand management strategy.

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

4.C Convey powerful messages using contemporary presentation techniques

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

Course description

This course presents an introduction to global brand management. The topics covered in class include an introduction to brands and brand management, the brand elements, brand positioning, brand architecture, customer-based brand equity, brand image and personality, brand marketing and communication as well as the global brand strategy. In addition to lectures, the course consists of (video) case studies, in which students will have to critically apply the concepts discussed in class and propose their own solutions to the various real-life problems and/or situations. An active, interactive, and critical approach is fundamental for this course.

Environmental and social impacts

Students assess the efforts of a company in promoting sustainability and / or support of social activism as a way to build consumer engagement and to achieve resonance. In-class student group activities will ask students to evaluate a company's efforts against standards which help consumers to identify effective efforts vs. greenwashing or social washing.

Sustainable transformation of companies

Circular economy

Assessment

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	Continuous assessment										
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10.0	30.0	40.0	20.0										

Feedback

Feedback will be given orally by the professor during each session's group activities. For the group projects we also include peer evaluations via Challenge Me and give summative feedback. Final exams are taken on paper and students can receive feedback upon request.

Bibliography

Keller, K.L. (2019), *Strategic Brand Management: Building, Measuring and Managing Brand Equity (Fifth Edition)*, Pearson: Harlow.

Anita Elberhse & David Moreno Vincente (2020) "Paris St Germain: Rebuilding One of the World's Top Sports Brands", Harvard Business Publishing.

Ryan Erkshine (2017) "What's a Brand Really Worth? " Forbes.

Patricia Petrarka (2017) "Why These \$300 Ugly Sneakers Have Been Popular for a Decade," The Cut.

Workload

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

6.0	Research	
Total		50.0



STATISTICS APPLIED TO MARKETING 2754		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2754	MKT

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

Prerequisites

Students should be knowledgeable about basic concepts in statistics. Some knowledge of Marketing and Marketing Research is also recommended.
 Students must have access to either a Windows or Apple laptop that can support SPSS version 29 or higher and that they can bring to class.

Learning objectives

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

1. Prepare a given dataset for statistical analysis;
2. Understand the use of different data analysis techniques for marketing-oriented research and business problems;
3. Identify the relevant statistical test(s) to perform;
4. Apply the different data analysis techniques and interpret the results of statistical outputs;
5. Know how to use a data analysis software such as SPSS;
6. Be able to communicate about and present statistical results in a clear and proper way, including managerial recommendations.

The main learning objectives addressed in this course therefore are: master the appropriate techniques, and analyze and solve problems with the appropriate methodology.

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

Course description

The course of Advanced Data Analysis is a statistical course using the data analysis software SPSS that focuses on different data analysis techniques, applied in a marketing context. Students will learn how to clean a dataset, when and how to use different statistical techniques to answer marketing questions, as well

as how to report and present results of statistical analyses in a professional manner, including managerial recommendations.

The course will cover the following topics: Introduction to the SPSS environment (data preparation, univariate descriptive analyses, making summated scales...), hypothesis testing, univariate (one-sample t-test, Chi-square), bivariate (Chi-square, T-Test, ANOVA, ...), and multivariate statistical tests (regression, mediation and moderation). The course focuses on the application of these data analysis techniques for real business purposes, more specifically, marketing-oriented ones. To show their mastery, students will submit homework exercises, perform several group exercises in class (in-class tests), solve a challenging business case in groups based on real-life data (group project), and participate in an open-book exam.

Environmental and social impacts

Students learn how regressions can be used to calculate the environmental impact of consumer products, using the case of the Colruyt Eco-score, which indicates with a letter A-E on packaging whether products are good or bad for the environment. Students also calculate a moderation exercise in the context of greenwashed product packaging to show the negative environmental impact that subtle marketing nudges can have on consumer choices. Note that these are applied cases: the students do not learn theoretical concepts related to sustainability, they simply practice two statistical tests in the context of a business decision with an environmental impact.

Transparency and reporting, Social development

Assessment														
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	Oral assessment	Group report										
Nbre heure si examen écrit		4.0												
2nd session		true												
Coefficient	25.0	25.0	20	30										

Feedback

Homework: Formative written feedback on the homework exercises is given by providing the solutions and their explanations individually (grading is based on having tried to solve the exercise, not the correctness of the solution).

In-class test: Summative feedback on the in-class tests (but not their solution) is given class-wide during a next class session with room for questioning, as well as individually by providing the grade.

Group work: Coaching sessions give formative oral feedback to the group work per team, with room for questions and additional explanation. Summative and formative oral feedback is given after the presentation per team, and on request, written summative feedback can be provided after the report. Peer assessment is used to give individual feedback to students and to adapt their individual grades.

Exam: The exam is in an open-book format. Possible individual oral or written summative feedback at the request of students at the end of the course to discuss their grades.

Bibliography

Charry K., Coussement K., Demoulin N., Heuvinck N., (2016) Marketing Research with IBM SPSS Statistics, Routledge, London.

Hayes, Andrew F. (2017). Introduction to mediation, moderation, and conditional process analysis: A

regression-based approach. Guilford Publications, New York.

Workload	
Number of hours	Type of course
36.0	Interactive courses
9.0	Coaching
35.0	Personnal work
40.0	Collective project
20.0	E-learning
10.0	Research
Total	
	150.0

Besides 16 in-class sessions of 2h50, outside of class hours students are required to make homework exercises after each content session (9) in teams of 2 or 3, study for in-class tests (3) in teams of 2 or 3, and fully solve a group work encompassing the entire course including prepare coaching sessions (3) and prepare a presentation and report in teams of up to 5.

MANAGING NON-PROFIT ORGANIZATIONS: CSR & SPONSORSHIP STRATEGIES 2731		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_STS_2731	STS

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

Prerequisites

No prerequisite.

Knowing the CSR stakes is an advantage. The commitment or knowledge of an NGO/NPO by the students will help. The course will give them the opportunity to work directly on the financing and stakes of the relations with corporates and foundations for THEIR project.

Learning objectives

After having followed this course, the students will be able to:

- understand the motivations of NGO/NPOs,
- master the legal and fiscal frame of sponsorship.

More precisely, they will be able to:

- as an NGO/NPO, target, prospect, meet, convince corporates and foundations,
- write a sponsorship argument that responds to the private financiers' expectations
- hear the stated and not-said expectations of corporates, convert them into meaningful projects,
- conclude and contractualize with private financiers,
- co-build, animate and sustain long term sponsorships.

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

3.C Organize change management processes

1.C Communicate effectively in English

Course description

The aim of this course is to highlight the issues and implementation of partnerships between NGOs/NPOs and corporates. After a study of private financing methods, it puts into practice the search for private partners for public-interest organizations.

The course follows the following programme:

- Innovating financings and partnerships between corporates and NGO/NPOs,
- Context of sponsorship, definitions, added values, goals and motivations of corporates, legal and fiscal frame,
- Building an argument: the student put themselves into the shoes of an NGO/NPO to build partnership with a corporate.
- Communication, set up of the sponsorship brochure,
- Approach of corporates and foundations,

- Finalization of the argument, formalization of the sponsorship brochure,
- Oral presentation in a role game, action plan to approach corporates.

Environmental and social impacts

Students put themselves in the situation of project holders in social and environmental fields. They defend their projects in front of partner corporates.

Les étudiants se mettent en situation de porteurs de projets sur les champs sociétaux et défendent leurs projets devant des entreprises partenaires.

Sustainable transformation of companies

Biodiversity

Climate change

Community engagement

Waste

Democracy

Social development

Diversity, equity and inclusion

Labor rights

Human rights

Water

Circular economy

Education

Energy

Sustainable Business Models

Natural resources

Health

Transparency and reporting, Social development

culture, sport, social, ...

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Oral assessment	Group report											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	35.0	35.0											

Feedback

The oral presentation is a role game. The student put themselves into the shoes of an NGO/NPO, in a simulation of a real-life professional situation to present their sponsorship project in front of a corporate meeting. All the students of the sub-group take part to it. They are evaluated on individual and collective speech, as well as on assessment of learnings in questions-answers in front of the group. The evaluation session provides a pedagogical feedback to the students. The written exam is formed by the production and restitution of a sponsorship brochure and an action plan for the sponsorship strategy.

Bibliography

- Mécénat et fondations, quelles options pour les associations culturelles ? Opale CRDLA Culture, 2013
- Petit guide pour les porteurs de projets, les entreprises et les particuliers, Ministère de la Culture, Mission Mécénat, 2012
- Associations culturelles et mécénat d'entreprise. Comment aborder la recherche de partenaires privés ? Patrick Rosenfeld, Stéphane Barré, François-Xavier Tramond, Opale CRDLA Culture, 2008
- Centre Français des Fonds et Fondations : <https://www.centre-francais-fondations.org/>
- Admical : <http://admical.org/>
- Ministère de la Culture, Mission Mécénat : <http://www.culture.gouv.fr/Thematiques/Mecenat>

Workload

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



DIGITAL TRANSFORMATION 0570		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_MIS_0570	MIS

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

Prerequisites

Be passionate and willing to learn. No specific skills required.

Learning objectives

Understand the challenges of the digital economy for companies and individuals: impacts of ICT on our societies, dominant role of the information, transformation of the economy in all its key processes: innovation, production, communication, distribution, consumption ...

Use of a methodological tool allowing the understanding of the value chain notion and its application to the ICT sector, Understand strategic concepts such as horizontal concentration and vertical integration.

Understand the technological and business innovation aspects of the Digital Economy. This will prepare students for a career in an industrial, commercial or research environment.

Acquire key knowledge regarding the fast-changing digital environment.

Understand the fundamental and significant shifts that firms will need to address over the next coming years.

Understand national and international business contexts.

Assess market conditions relevant for digital businesses.

Identify threats and opportunities for the design of relevant strategies in digital businesses

Identify and understand new business models.

Achieve an up-to-date, critical synthesis that links the various aspects of the digital economy

1.A Demonstrate an international mindset

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Introduction to ICT + ICT figures

Context: a profound evolution of our society and economies + Central role of the information + Consequences of that revolution

Understanding Millennials and their main expectations

Value chain analysis + Interrelations of the market players: the percolation paths.

Technology (Cloud computing, IoT, Big Data, Open Data).

Digitalization (Development of new consumption patterns & new business models),

Regulation (People & Regulation / Policies should evolve to adapt to a more connected society - GDPR),
 Organizational (Changes in company organization, effects of globalization).
 Cyber security / Data security

Environmental and social impacts

Sustainability in Information and Communication Technologies refers to the approach of designing, using and managing ICT in such a way as to reduce their environmental, economic and social impacts, while promoting their long-term effectiveness.

Sustainability in ICT has become a major research topic due to the exponential growth of the ICT sector, resulting in increased energy consumption and electronic waste. Growing concerns about climate change and environmental impact have led researchers to investigate ways of making this industry more sustainable. In addition, growing awareness of the social, economic and environmental issues associated with ICT has highlighted the need to develop more sustainable practices and technologies. Finally, regulatory pressures and consumer expectations in terms of CSR have reinforced the importance of ICT sustainability as a research area.

The course will therefore address some of the following dimensions:

1. Energy efficiency: Design and use IT systems and infrastructures that minimize energy consumption and reduce carbon footprint.
2. E-waste management: Implement recycling and reuse policies and practices for IT equipment to reduce e-waste and prevent pollution.
3. Responsible use of resources: Encourage the use of sustainable materials and renewable resources in the manufacture of IT equipment and components and reduce the consumption of non-renewable resources.
4. Awareness and education: Inform and raise awareness among users and IT professionals about sustainability issues and encourage them to adopt responsible behaviors and practices.
5. Social impact: Assess and minimize the social impact of the IT industry, particularly in terms of equity, diversity and equitable access to information technologies.
6. Innovation and collaboration: Encouraging technological innovation to develop sustainable IT solutions and collaborating with other sectors to address environmental and social challenges.

Diversity, equity and inclusion

Sustainable transformation of companies

Energy

Waste

Democracy

Education

Social development

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam													

Nbre heure si examen écrit														
2nd session														
Coefficient	100.0													

Feedback

Orally

Bibliography

- Gu H. Data, Big Tech, and the New Concept of Sovereignty. Journal of Chinese Political Science. 2023 May:1-22. DOI: 10.1007/s11366-023-09855-1. PMID: 37359767; PMCID: PMC10155150.
- Barrinha, A. (2024). Cyber-diplomacy: The Emergence of a Transient Field. The Hague Journal of Diplomacy, 19(3), 439-466. <https://doi.org/10.1163/1871191x-bja10183>
- Pavlina Ittelson & Martin Rauchbauer - Tech diplomacy practice in the San Francisco Bay Area - 2023
- Digital Services Act and Digital Markets Act – Stepping stones to a level playing field in Europe, European Economic and Social Committee, 2021, <https://data.europa.eu/doi/10.2864/28842>
- Barack Obama – Keynote address - Disinformation Is a Threat to Our Democracy April 21st, 2022
- Zuckerman, E. (2022). The Good Web. Stanford Social Innovation Review. <https://doi.org/10.48558/RPBJ-2X58>
- Meltwater - We are Social – July 2025
- GSMA – The mobile economy 2025
- IBM Security - Cost of a Data Breach Report 2025
- 2025 IC3 Annual Report
- Etude: ITU– Measuring the Information Society - <http://www.itu.int/pub/D-IND-ICTOI>
- Etude : La dynamique d'internet - Prospective 2030 - <http://archives.strategie.gouv.fr/cas/content/etude-dynamique-internet-2030.html>
- Delorme P.et Djellalil J. (2015) La transformation digitale : Saisir les opportunités du numérique pour l'entreprise, Dunod. ISBN-10: 2100727354
- Métais E.et Autissier D. (2016) La transformation digitale des entreprises : Les bonnes pratiques. Axa, Pernod Ricard, Sanofi France, Schneider lectric, Les Echos, Eyrolles. ISBN-10: 2212566271
- Westerman G., Bonnet D. et McAfee A., 2014, Leading Digital: Turning Technology into Business Transformation, Harvard Business School Press. ISBN-10: 1625272472
- Schmidt E. & Cohen J. (2013) The new digital age, Knopf ISBN 030794705X

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

Workload	
Number of hours	Type of course
16.0	Interactive courses
20.0	Personnal work

Independent work	
5.0	Reading reference manuals
9.0	Research
Total	
	50.0



SOCIAL MEDIA MARKETING 2240		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_2240	MKT

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

Prerequisites

Although no prior knowledge is required, the following skills are relevant in the successful completion of the course:

- Interest in digital marketing and digital trends
- Awareness of key existing social media platforms
- Critical thinking
- Professional conduct during class sessions

Learning objectives

Understand the basics of Social Media and its role in Marketing through class participation activities and assignments. Assessment will be based on student contributions to discussions and the accuracy and depth of their definitions in the written exercises.

Develop an understanding of earned, owned, and paid media: Application through in-class participation activities, assignments, and group project. Assessment will be conducted through evaluation of the assignment and the effectiveness of the group project in illustrating the differences and integration of these media types.

Understand the various forms of social media, online communities, and viral marketing activations: Application through in-class exercises, group project, and case studies for participation. Assessment will be based on the quality of group project presentations, participation in exercises, and analysis presented in case studies.

Develop effective Social Media marketing strategies and campaigns: Application through group project. Assessment will include the strategic depth and creativity of group project.

Track progress in achieving Social Media goals using a variety of metrics: Application through group project. Assessment will involve the accuracy and relevance of metrics used in group projects.

Apply concepts learned in class in a final team project: Application through a comprehensive final team project. Assessment will focus on the integration and application of all concepts covered in the course, evaluated through the final project's presentation, documentation, and overall coherence.

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

1.A Demonstrate an international mindset

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

Social media has become a defining trend of the century, with both individuals and businesses recognizing its importance. This introductory course in Social Media Marketing aims to provide students with the essential marketing skills, tools, and strategies for effective application in a business context. We will explore the rise of social media and how to use these platforms to inform, engage, and inspire audiences. The course will provide foundational knowledge, skills, and terminology necessary to understand the advent, growth, and development of social media. Additionally, we will address sustainability issues, focusing on ethical practices, transparency, and the environmental impact of digital marketing activities.

Environmental and social impacts

Sustainability issues that will be covered include:

Ethical Marketing Practices: Emphasizing transparency, authenticity, and avoiding greenwashing.

Environmental Impact: Understanding the digital carbon footprint and promoting sustainable content creation.

Corporate Social Responsibility (CSR): Using social media to promote CSR initiatives and examining successful CSR campaigns.

Promoting Sustainable Products: Effectively marketing eco-friendly products and educating consumers on sustainable choices.

Addressing Negative Impacts: Minimizing digital waste.

Sustainable Business Models

Energy

Community engagement

Waste

Sustainable transformation of companies

Natural resources

Transparency, authenticity, greenwashing, sustainable content creation, digital carbon footprint, CSR.

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Individual report	Group project											
Nbre heure si examen écrit														
2nd session		true												
Coefficient	10	40.0	50.0											

Feedback

Summative feedback will be provided after the completion of each of the individual assignments to evaluate student performance and assign grades. Students will receive formative feedback orally on in-class exercises and activities related to their participation evaluation. Formative feedback will be provided orally for group work on the class group project during each session, and summative written feedback will be provided on the final group project and final presentation. Additionally, a peer assessment will be used for the group work.

Bibliography

Tuten, T. L., & Solomon, M. R. (2018). Social media marketing. Sage.
 Macarthy, A. (2024). 500 social media marketing tips: Essential advice, hints and strategy for business. Andrew Macarthy.
 Stokes, R. (2023). eMarketing: The essential guide to marketing in a digital world (7th ed.). Red & Yellow. - Free PDF on the publisher's website: <https://www.redandyellow.co.za/textbook/>
 Fahy, J., & Jobber, D. (2019). Foundations of marketing (6th ed.). McGraw-Hill Education.
<https://growthhackers.com/growth-studies>
<https://www.digitaltrends.com/social-media/>
<https://www.socialmediatoday.com/>
<https://www.socialmediaexaminer.com/> (Free industry report pdf)
 McKinsey: Demystifying Social media
http://www.mckinsey.com/insights/marketing_sales/demystifying_social_media
 BrandForward
 BuildingBrands: buildingbrands.com
 eMarketer: emarketer.com

Workload

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

Total

50.0



INTERNATIONAL FINANCE 2771		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_2771	FIN

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

Prerequisites

Learning objectives

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

- the importance of multinational transactions
- international monetary arrangements and balance of payments
- how foreign exchange rates are determined
- foreign exchange risk management

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

1.C Communicate effectively in English

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

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

Course description

This course aims to provide students with knowledge of international finance and help them develop skills to properly handle FX securities in a global environment. Topics include FX markets, international monetary arrangements, foreign exchange rates parities, determinants of exchange rates, FX derivatives, FX risk hedging, interest rate parity and purchasing power parity..

Environmental and social impacts

The course addresses the environmental and societal impacts of the discipline by studying international agreements such as the Paris Agreement and the international carbon markets. It examines how the regulations enforced following the Paris agreement and the cap-en-trade system affect multinational companies, in terms of compliance costs, operational changes, risk management, market opportunities and carbon taxation. The course highlights the ethical responsibilities of businesses and encourages them to adopt sustainable and innovative practices. Case studies of large multinational companies are also analyzed to illustrate these concepts.

Sustainable Business Models

Sustainable transformation of companies

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Continuous assessment	Continuous assessment	Presentation	End of term exam									
Nbre heure si examen écrit	1.0	1.0	1.0		2.0									
2nd session					true									
Coefficient	15.0	15.0	15.0	20.0	35.0									

Feedback

Feedback will be provided in the form of MCQs and numerical exercises which will be used as a base for discussions as part of the six teaching days. The Assessment will take the form of (in-class) quizzes and presentations, and one final exam with theoretical and practical questions in which students will be asked to define, apply, and use concepts learned in class.

Bibliography

International Financial Management, 9th Edition, by Eun, Resnick and Chuluun, McGraw Hill

Workload	
Number of hours	Type of course
24.0	Lecture

32.0	Personnal work
19.0	Reading reference manuals
Total	
	75.0



STRATEGY AND ORGANIZATION OF INNOVATION 2742		
2026 - 2027	ECTS Credit(s): 6.0	IÉSEG - School of Management
Class code :	2627_SYL_ENT_2742	ENT

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

Prerequisites

Understanding of introductory concepts in strategic management and organization

Learning objectives

-

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

This course is organized in two main components: Strategy of Innovation and Organization of Innovation. The first part is intended to provide students with practical skills to understand, evaluate, create, and ultimately manage an effective innovation strategy within an organization. The second part then examines how innovation is actually lived and managed inside organizations. Students will explore the human, cultural, and structural forces that can either accelerate or obstruct innovation - from leadership behaviors and team dynamics to internal resistance and organizational politics. The component draws on organizational behavior, change management, and intrapreneurship to give students a granular understanding of what it truly takes to embed innovation as a sustainable internal capability.

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

The sessions are structured in the following way:

1. Strategy of Innovation
 - a) Introduction, typologies of innovation as well as industry dynamics

- b) Innovation strategy
- c) Collaboration strategy for innovation
- d) Regional aspects of innovation, such as ecosystems and clusters
- 2. Organization of Innovation
 - a) Why Internal Dynamics Ultimately Make or Break an Innovation Strategy
 - b) Organizational Culture as a Powerful Enabler or Structural Barrier to Innovation
 - c) Leadership Behaviors and Their Direct Impact on the Innovation Climate
 - d) Intrapreneurship: Identifying, Empowering and Retaining Internal Innovation Champions
 - e) Organizing for innovation with communities / crowds and in sharing economy

Environmental and social impacts

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

Sustainable Business Models

Sustainable transformation of companies

Energy

Assessment

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

Feedback

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

Bibliography

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

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

Frédéric Laloux (2014), "Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness" Nelson Parker

Clayton M. Christensen (1997), "The Innovator's Dilemma: When New Technologies Cause Great Firms to

Fail" Harvard Business Review Press

Vijay Govindarajan & Chris Trimble (2010), "The Other Side of Innovation: Solving the Execution Problem", Harvard Business Review Press

Etienne Wenger, Richard McDermott & William Snyder (2002), "Cultivating Communities of Practice: A Guide to Managing Knowledge" Harvard Business Review Press

HBS cases and articles

Course Website - please check regularly the teaching platform MyCourses on <https://mycourses.ieseg.fr>

Workload	
Number of hours	Type of course
43.0	Lecture
25.0	Collective project
25.0	Individual project
57.0	Research
Total	150.0

INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS 2767		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_2767	OPS

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

Prerequisites

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

Learning objectives

The objective of this course is to provide a solid understanding of the structures, interconnections, concepts, challenges and opportunities of international supply chains and logistics, as well as of the dynamics of their environment and their management.
 Students analyse supply chains, know the elements of supply chain networks and logistics, and are familiar with the parameters impacting the supply chain management of an organization.
 They know about the impact of digitalisation on supply chain management
 Students are able to evaluate different supply chain designs and plan organization-specific concepts for supply chains from procurement to distribution.
 Students are able to analyse and evaluate the current situation of an organization, develop innovative approaches, and present them.
 They are able to evaluate the potential for further improvement of sustainability, agility and resilience of organisations' supply chain management, respecting the requirement of profitability; they are able to analyse the opportunities of digitalisation for the optimisation of efficiency and sustainability in an organisation.

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

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

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

Do product portfolios have to be adjusted or production strategies?

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

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

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

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

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

Environmental and social impacts

The course covers the topics of sustainable Supply Chain Management and sustainable Logistics, including innovative supply chain concepts, measuring sustainability in transportation and innovative, sustainable logistics solutions.

Waste

Energy

Sustainable Business Models

Circular economy

Sustainable transformation of companies

Democracy

Climate change

Transparency and reporting, Social development

Sustainable Logistics; Supply Chain Efficiency

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	End of term exam	Presentation											
Nbre heure si examen écrit	1.0	1.0												
2nd session														
Coefficient	30.0	40.0	30.0											

Feedback

The assessment for this course is built of the following elements:

30% individual report - students have to carry out a case study during the entire seminar and prepare a poster presentation in the end. In addition to the poster, they have to write a short report by hand, summarising their key findings

40% exam of 1 hour = exam (individual assessment)

30% flipped classroom: students present innovative concepts and tools on selected topics assigned to their groups; they have to present the topic in class and prepare a debate on the topic

Feedback will be given to students in the following forms:

> Flipped Classroom presentations: during classes on the presentations: written feedback on the presentation via mail on the presentation slides and the handout;

> A ChallengeMe evaluation will be carried out at the end of the seminar for the case study

All marks will be communicated via AURION

Bibliography

Heizer, J., Render, B., Munson, Ch.: Operations Management – Sustainability and Supply Chain Management; Global Edition; Pearson (2023);

sources for Flipped Classrooms tba

Workload

Number of hours	Type of course
24.0	Interactive courses
10.0	Collective project
15.0	Individual project
20.0	Reading reference manuals
11.0	Research

Total

80.0



GEOPOLITICS 2782		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_NEG_2782	NEG

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

Prerequisites

None

Learning objectives

Identify the bias that can influence analysis and decision-making
Distinguish facts (established and verified) from opinions in the selection of informations/data

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

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

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

5.B Construct expert knowledge from cutting-edge information

1.C Communicate effectively in English

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

Course description

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

Environmental and social impacts

The course deals with the impacts of political and economic decisions on the different strategies adopted by the company (development strategy, CSR policy, social impact, etc.)

Human rights

Natural resources

Community engagement

Democracy

Conflicts- Impact of political decision

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Oral assessment	Continuous assessment	Participation											
Nbre heure si examen écrit														
2nd session	true													
Coefficient	60	30.0	10.0											

Feedback

The students will mostly work in class through case-studies and discussions. They will be advised to read their notes and study some geopolitical situations/crisis to prepare for the evaluation - some readings might be given, if necessary, at the end of the course to help them prepare for the evaluation.

A report of the evaluation will be given to the students with the answers and general comments on the students' work. Each student will receive an individual report as well. The teacher remains at the disposal of the students for any questions, requests for information, advice ...

Bibliography

A few excerpts from key authors will be studied and delivered directly to the students in class. The course will focus on presenting Geopolitics in an operational manner as to show what it can bring in the day-to-day running of a company, what it can bring to decision-making. Therefore, most of the readings will be about conflicts studied with the students, in class.

Workload	
Number of hours	Type of course
4.0	Lecture
12.0	Interactive courses

10.0	Personal work
16.0	Collective project
4.0	Reading reference manuals
4.0	Research
Total	
50	



FAMILY BUSINESS 3953		
2027 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_ENT_3953	ENT

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

Prerequisites

Learning objectives

-
- 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

 - 6.A Thoroughly examine a complex business situation

 - 2.C Generate sustainable solutions for organizations

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

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

 - 5.D Make effectual organizational decisions

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

Course description

The overarching objective of the course is to introduce theories, knowledge, and practical applications in relation to family business. This objective is achieved through assigned readings, class discussions, case analysis, and a family business research project. Specifics issues include:

- * The nature, importance, and uniqueness of family business
- * The family dynamics challenge
- * The ownership challenge
- * The governance and professionalization challenge
- * Succession: Next generation development and successor selection
- * Succession and the transfer of power
- * Governance of the family business: Boards of directors and shareholder meetings
- * Governance of the business family: Family meetings, councils, and family offices

Environmental and social impacts

The course discusses changing expectations about what constitutes effective governance in family firms, and how these changes have an impact on internal stakeholders, the business environment, and society in general.

Sustainable transformation of companies

Transparency and reporting, Social development

Assessment

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

Feedback

Feedback modalities (EN) – Feedback on the course assignments will be given on a regular basis.

Bibliography

- * Selected Chapters from the textbook "Family Business" (Poza, E.)
- * Article 1: "Family firms in India: Family involvement, innovation and agency and stewardship behaviors" (Asia Pacific Journal of Management)
- * Article 2: "Conflict between controlling family owners and minority shareholders: Much ado about nothing?" (Entrepreneurship Theory and Practice)
- * Article 3: "Succession planning in family firms: Family governance practices, board of directors, and emotions" (Small Business Economics)
- * Article 4: "Financial performance and non-family CEO turnover in private family firms under different conditions of ownership and governance" (Corporate Governance International Review)

Workload

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

NAVIGATING REMOTE WORK AND CONTINGENT WORK 2728		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2728	HRM

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

Prerequisites

None

Learning objectives

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

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

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

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

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

Environmental and social impacts

The course explores the challenges as well as processes underlying making remote work more inclusive. It also delves upon the implications of such arrangements for quality of life and well-being.

Diversity, equity and inclusion

well-being, quality of life

Assessment

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	10.0	60	30.0											

Feedback

Oral and written feedback will be provided during the course.

Bibliography

The cases and articles will be shared by the instructor.

Workload

Number of hours	Type of course
16.0	Interactive courses
14.0	Personnal work
14.0	E-learning

Total

44.0



WHY CULTURE MATTERS 2792		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_ITC_2792	ITC

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

The course helps students to recognize the difference between objective and subjective culture and how culture influences how we behave in everyday life in personal and professional situations. It allows them to recognize the obstacles to intercultural communication and management and to learn to respect cultural differences and begin to reconcile cultural differences so that they can better communicate and collaborate with and manage people who are culturally different to them. Finally, it helps students to be ready to realize and root these reconciliations in their ways of working with culturally different people. By applying these concepts to the specific context of France, student will have a better understanding of the importance of CSR

in relation to diversity and inclusion and non-discrimination and their importance in education, the corporate world and maintaining peaceful, democratic societies.

Diversity, equity and inclusion

Democracy

Community engagement

Human rights

Education

Assessment														
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	1.5													
2nd session														
Coefficient	40.0	60.0												

Feedback

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

Bibliography

Workload	
Number of hours	Type of course
16.0	Interactive courses

4.0	Personal work
20.0	Collective project
10.0	Reading reference manuals
Total	
	50.0



EXPLORING THE AUDIT PROFESSION 2786		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_ACC_2786	ACC

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

Prerequisites

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

Learning objectives

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

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

1.C Communicate effectively in English

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

6.A Thoroughly examine a complex business situation

Course description

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

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

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

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

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

Environmental and social impacts

The course introduces students to the life of an auditor: job content, challenges facing the profession, ...

Education

Assessment

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

Feedback

Students will be assessed in several ways:

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

Bibliography

All materials and ressources will be available on IOL.

Workload

Number of hours	Type of course
16.0	Interactive courses

15.0	Personnal work
10.0	Collective project
9.0	E-learning
Total	
50.0	



GEOGRAPHY AND CLIMATE CHANGE: EVOLUTION AND PERSPECTIVES 2783		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_DEV_2783	DEV

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

Prerequisites

None

Learning objectives

None

1.A Demonstrate an international mindset

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

Plan of the seminar

1. Introduction to Climate Change and Geography
 - Overview of the seminar and of validation works
 - Geography and its key concepts (e.g. physical geography, human geography, geopolitics, geoeconomics).
 - The Anthropocene and its key concepts (e.g. population explosion, pollution, climate change, carbon dioxide, methane, greenhouse gas, albedo effect, fossil fuels, low-carbon energies, global average temperature, global warming, sea-level rise, tipping points).

2. The Current Situation? A comprehensive review of IPCC reports and the COP System:

-IPCC Reports 2023

- Case study: COP 30

+ IPCC and Other reports

3. Geopolitics and Global Warming

Content:

- Worldwide state on play and forecast on resource shortages, climate refugees, failed States, wars on resources, and political shift towards authoritarian democracies.

- Case study: The Opening of the Arctic Sea and Trade (Subject to change)

Suggested readings:

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

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

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

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

+ Other reports

4. Fossil Fuels and Renewables

Content:

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

- Case study: Hydropower in China (Subject to change)

Suggested readings:

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

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

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

+ Other reports

5. The Intersection of Physical and Human: Agriculture, Consumption, and Waste

Content:

- Impact of animal agriculture on greenhouse gas, land usage, overconsumption, and depopulation

- Case study: Fast Fashion (Subject to change)

Suggested readings:

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

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

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

+ Other reports

6. Demographics and Urbanism

Content:

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

- Case studies: China's birth control policies (Subject to change)

Suggested readings:

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

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

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

+ Other reports

7.1 Collapsology: cognitive bias, ecological denial, eco-anxiety.

Suggested readings:

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

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

+ Other reports

7.2 Students' works part 1

- Individual case studies and collective works (all of them) are submitted in writing to the teacher
- Some groups give their final oral presentation to the class

8 Students' works part 2

- The remaining groups give their final oral presentation to the class
- General conclusion of the seminar: an open interactive debriefing by students and the teacher

Environmental and social impacts

The course is entirely centered around human and commercial impacts on the environment and society as they evolve

Biodiversity

Waste

Sustainable Business Models

Climate change

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Group project	End of term exam	Participation										
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10	30	50	10										

Feedback

Bibliography

IPCC, Climate Change 2021: The Physical Science Basis, Summary for Policymakers (final version), 2021.
 IPCC, Climate Change 2022: Impacts, Adaptation and Vulnerability, Summary for Policymakers, 2022.
 IPCC, Climate Change 2022: Mitigation of Climate Change, Summary for Policymakers, 2022.
 AR6 Synthesis Report: Climate Change 2023

Satterthwaite, D. (2011). How urban societies can adapt to resource shortage and climate change. Cities, John Reader 2004

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

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

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

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

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

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

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

The Great Demographic Reversal: Ageing Societies, Waning Inequality, and an Inflation Revival
 Charles Goodhart and Manoj Pradhan 2020

Polar War, Kenneth R Rosen 2026

Workload	
Number of hours	Type of course
13	Interactive courses
3.0	Directed work
10	Personnal work
14	Collective project
10	Individual project

Validation works:

- Individual work: a case study of a specific and precise issue (e.g. "Geopolitical impact of melting Arctic Ice", "Worldwide resource scarcity"). Submitted in writing to the teacher at the beginning of session 8. 10%
- Individual Work: participation throughout the course 10%
- Collective work: solutions to global issues from a business perspective, orally presented as a 20 to 30-minute presentation during sessions 7 and 8. 30%
- Final test: a 2-hour long short essay on a single topic chosen by the teacher. 50%



WEALTH MANAGEMENT 3797		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3797	FIN

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

Prerequisites

Time value of money; introduction to financial markets and instrument.

Learning objectives

1. Explain basic wealth management concepts. 2. Understand the process of developing a relationship with a client. 3. Apply analytical techniques to evaluate the performance of stocks, bonds and other investments. 4. Identify behavioral biases that lead to sub-optimal investment performance. 5. Understand and apply tools for managing risk. 6. Understand the role of ESG considerations in investment decision-making. 7. Devise an allocation strategy appropriate to a client's circumstances. 8. Understand the role of ethical considerations and regulatory compliance in wealth management practice. 9. Develop a basic understanding of the convergence of technology and wealth management. 10. Develop, implement and monitor the performance of a financial plan for a client.

1.A Demonstrate an international mindset

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

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

1.B Successfully collaborate within a intercultural team

Course description

Lectures; class discussion; group presentations.

Environmental and social impacts

The course will discuss sustainable investing and impact investing. Sustainable investing covers all three of the ESG categories. Ethical investing and impact investing fall within the social category. These topics will be covered in the lectures and discussed in class. Students will also be expected to consider ESG concerns in their group reports and presentations.

Diversity, equity and inclusion

Community engagement

Human rights

Labor rights

Transparency and reporting, Social development

Sustainable transformation of companies

Climate change

Sustainable Business Models

Biodiversity

Social development

SRI (socially responsible investing); Ethical investing; Impact investing.

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Participation	Presentation	End of term exam	Exercise	Exercise								
Nbre heure si examen écrit				2										
2nd session														
Coefficient	20	10.0	10	40	10	10								

Feedback

Grading (with comments) of team assignments, group presentations and group projects.

Bibliography

1. Berns, David M., Modern Asset Allocation for Wealth Management. Hoboken, NJ: Wiley, 2020.
2. Butler, Jason. Financial Times Guide to Wealth Management, 2nd edition. Edinburgh: Pearson, 2015.
3. Charupat, Nart, Huang, Huaxiong, and Milevsky, Moshe A. Strategic Financial Planning over the Life Cycle. New York: Cambridge University Press, 2012.

4. Evensky, Harold, Horan, Stephen, M., and Robinson, Thomas R. The New Wealth Management. CFA Institute Investment Series. Hoboken, NJ: Wiley, 2011.

5. Hallman, G. Victor, and Rosenbloom, Jerry S. Private Wealth Management. New York: McGraw-Hill, 2015.

Workload	
Number of hours	Type of course
14.0	Lecture
2.0	Interactive courses
16.0	Personnal work
10.0	Collective project
8.0	Individual project
Total	
	50.0

The individual work comprises two individual assignments. The collective work comprises the preparation of a group report and group in class presentation.

TECHNOLOGY AND STRATEGY 2745		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_MIS_2745	MIS

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

Prerequisites

Some basic knowledge on information technology and business strategy would be very helpful.

Learning objectives

- Understand the impact of information technology upon business model (strategy)
- Understand the role of information technology in businesses to gain or maintain competitive advantage
- Understand aligning information technology and business

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

Course description

This course of management information systems examines the role and impact of information technology upon strategy and highlights the alignment of information technology with business in order for businesses and organizations to gain or maintain competitive advantage. It explores the questions faced, the frameworks applied, and the decisions made by business and technology leaders for strategic purposes.

Environmental and social impacts

The course will include discussions on how businesses incorporate sustainability into business models (strategy, capabilities, and value creation).

Sustainable Business Models

Assessment

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														
2nd session														
Coefficient	50.0	50.0												

Feedback

Bibliography

- Robert D. Austin, Richard L. Nolan, and Shannon O'Donnell. The Adventures of an IT Leader. ISBN: 978-1-4221-4660-6.
- Nicholas Carr. IT Doesn't Matter. Harvard Business Review, May 2003.

Workload

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

INTERNATIONAL FINANCIAL REPORTING 2770		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ACC_2770	ACC

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

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

Topics covered during this course:

1. Understanding financial statements
2. The comprehensive income
3. Segment reporting
4. Minority investments
5. Controlling investments
6. Intangible assets
7. Impairment testing

Environmental and social impacts

The objective of the course is to familiarize students with financial statements. It therefore focuses on understanding the reporting practices of firms, increasing transparency and the social role of accounting.

Transparency and reporting, Social development

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Participation												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	90.0	10.0												

Feedback

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

Bibliography

Workload

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

Total

75.0



ENTREPRENEURIAL DECISION MAKING 2788		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_ENT_2788	ENT

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

Prerequisites

Students should have at least three business idea.

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

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

Course description

- The following questions will be treated :
- The relationship between personality and decision making?
 - How and when entrepreneurs are reporting using their intuition?
 - When analytical reasoning should be used compared to intuition?
 - In-depth discussion on the study of cognitive biases in entrepreneurship
 - Helping Entrepreneurs rationalize their team building attempts
 - Introducing tools to help develop a business idea
 - Developing an entrepreneurial idea into a rational business model
 - Presenting a business in a pitch format for investors

Environmental and social impacts

There is a class section that focuses on evaluating business ideas. Among the criteria, the students discover through class presentation and discussion, what are criteria for a business idea to be sustainable and/or to remain sustainable. After this stage, they are required to include the UNSDGs in their business idea. Throughout the pitch, they are expected to show the relevance and alignment of their business activities with short-term and long-term social and sustainability precautions and regulations in the targeted country.

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Participation	Video	Presentation										

Nbre heure si examen écrit														
2nd session														
Coefficient	30	10.0	40	20										

Feedback

Feedback during the course (exercises)
 Detailed comments on the report (on request from the students).

Bibliography

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

- ARIELY, D. (2009). Predictably irrational, revised and expanded edition: The hidden forces that shape our decisions. HarperCollins -
- DANE E and PRATT MG (2007) Exploring Intuition and Its Role in Managerial Decision Making. Academy of Management Review 32(1), 33-54. -
- THOMAS, O. (2018). Two decades of cognitive bias research in entrepreneurship: What do we know and where do we go from here?. Management Review Quarterly, 68(2), 107-143. -
- SHEPHERD, D. A., WILLIAMS, T. A., & PATZELT, H. (2015). Thinking about entrepreneurial decision making: Review and research agenda. Journal of management, 41(1), 11-46. -
- SHEPHERD, D. A., & GRUBER, M. (2020). The lean startup framework: Closing the academic-practitioner divide. Entrepreneurship Theory and Practice, 1042258719899415.
- WALSH, Isabelle, HOLTON, Judith A., et MOURMANT, Gaëtan. Conducting Classic Grounded Theory for Business and Management Students. SAGE Publications Limited, 2019.
- All the books by Olivier SIBONY on cognitive biases.

Workload

Number of hours	Type of course
16	Lecture
25.0	Collective project
Independent work	
2	Reading reference manuals
7	Research

Total

50.0



BANKING, INSURANCE AND REGULATION 2757

2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_FIN_2757	FIN

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

Prerequisites

Learning objectives

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

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

Course description

The course presents the two main financial regulated sectors Banking and Insurance, their actors, their economic drivers, their risks and the regulatory framework in which they operate

Environmental and social impacts

There will be one chapter on climate (what we know and what we don't know) together with its impact on the CSRD for banks and insurance companies.

Energy

Biodiversity

Transparency and reporting, Social development

Climate change

Natural resources

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	Exercise	End of term exam											
Nbre heure si examen écrit	0.5	0.5	2.0											
2nd session			true											
Coefficient	25	25	50											

Feedback

Two midterms, 25% each (might be oral presentations)
One final examination, 50%.

Bibliography

Workload

Number of hours	Type of course
25.0	Lecture

5.0	Interactive courses	
15.0	Directed work	
45.0	Personnal work	
20.0	E-learning	
20.0	Reading reference manuals	
20.0	Research	
Total		150.0

RHETORIC AND DEBATE 2750		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_2750	LAN_ENG

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

Prerequisites

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

Learning objectives

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

- articulate ideas with increased confidence for great oral impact with the aid of rhetorical techniques
- express ideas with increased precision
- counter an argument with skill
- demonstrate increased understanding of the importance of non verbal communication
- demonstrate understanding of constructive feedback and developed ability to offer pertinent peer feedback
- hold a clear and objective debate in English using the British parliamentary style + Paris V style
- understand the value of skills acquired for future application in teamwork and leadership contexts
- be equipped to apply these skills in professional life

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.C Convey powerful messages using contemporary presentation techniques

Course description

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

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

Environmental and social impacts

The wide range of topics used for the debates in this course include topics based on environmental and societal issues.

Climate change

Democracy

Social development

Natural resources

Diversity, equity and inclusion

Education

Energy

Water

Health

Waste

Human rights

Labor rights

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Oral assessment	Oral assessment											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	35.0	45.0											

Feedback

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

Bibliography

Workload

Number of hours	Type of course
16.0	Interactive courses

8.0	Personal work
8.0	Collective project
8.0	Individual project
10.0	Research
Total	
50.0	

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



GLOBAL BUSINESS ENVIRONMENT 2780		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_ECO_2780	ECO

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

Prerequisites

Familiarity with introductory business and economics concepts is assumed.

Learning objectives

By the end of this course, students will be able to explain how trade patterns, geography, and country-level factor endowments shape competitive conditions; assess location choices and international operating models; evaluate how trade policy, geoeconomic coercion, industrial policy, digital regulation, and climate compliance alter market access; interpret exchange-rate and financing exposure; conduct structured country-risk assessments incorporating climate and regulatory dimensions; and integrate economic, political, financial, and regulatory variables into a justified strategic recommendation.

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

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

1.B Successfully collaborate within a intercultural team

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

Course description

This course develops students' ability to analyze the global economic and political environment in which firms operate and to translate that analysis into structured business decisions. It combines core international economics with a business-oriented perspective on trade patterns, location and sourcing choices, industry geography, market-access risk, exchange-rate exposure, and country risk.

The course is organized into two parts. Part I builds the analytical foundations across seven sessions: the structure of the world economy and the gravity model of trade; comparative advantage and production location; industry geography, clusters, and concentration risk; international operating models and the make-or-buy decision; market-access barriers, trade policy, and geoeconomic coercion.

Part II develops three applied analytical themes across seven sessions. Theme 1 covers policy, regulation, and state intervention, addressing industrial policy competition, geoeconomic industrial strategy, digital regulation, and climate compliance as competitive variables. Theme 2 covers currency and financing exposure, including exchange-rate risk and global financing conditions. Theme 3 covers country risk and emerging markets, including a structured country-risk assessment that incorporates climate exposure and regulatory divergence. Each theme is anchored by a structured debate in which students defend and contest analytical propositions drawn from the preceding sessions. Four structured debates run across the course. Each requires students to prepare arguments grounded in course mechanisms, apply them to a contested business proposition, and engage analytically with the opposing case. The course closes with an integrative session applying an eight-dimensional risk framework to a strategic country-entry decision.

Environmental and social impacts

This course addresses environmental and regulatory dimensions through two integrated analytical topics. First, climate and sustainability regulation is covered as a business variable in Sessions 7 and 9: students analyze carbon border adjustment mechanisms, mandatory ESG disclosure requirements, and supply-chain due diligence legislation as factors that alter location economics and country-risk assessments. Second, Session 13 develops physical climate risk and sustainability regulatory divergence as explicit dimensions of country-risk analysis, using World Bank Country Climate and Development Reports and European Commission CSDDD documentation as reference sources. Students learn to treat climate exposure and ESG compliance obligations as standard inputs to international strategic decisions rather than as peripheral concerns.

Energy

Natural resources

Climate change

Transparency and reporting, Social development

International trade, Geopolitical risk, Financial exposure, Country risk

Assessment

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

Feedback

Students will receive oral feedback during debate sessions on the quality of the analytical arguments, the use of course concepts, and the engagement with counterarguments. Written feedback on exam performance will be provided after the midterm exam, including a structured correction session in class designed to help students improve the answer structure and analytical reasoning before the final exam.

Bibliography

Krugman, P., Obstfeld, M., and Melitz, M. International Economics: Theory and Policy. Latest edition selected by the instructor. Additional resources (scientific papers, policy reports, etc.) will be shared during the course.

Workload

Number of hours	Type of course
42.67	Interactive courses
55.0	Personnal work
32.0	Collective project
0.0	Individual project
20.0	Reading reference manuals
Total	
	150.0

MIGRATION STUDIES 2726		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_QMS_2726	QMS

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

Prerequisites

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

Learning objectives

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

2.C Generate sustainable solutions for organizations

1.C Communicate effectively in English

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

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

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

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

This course addresses environmental and societal impacts by showing that migration is linked to climate change, environmental degradation, social inequalities, conflicts over resource use, and transformations in host societies. It also examines the effects of migration on urbanization, employment, public policies, social cohesion, identities, and the rights of migrant populations.

Education

Others

Human rights

Climate change

Health

Social development

Community engagement

Diversity, equity and inclusion

Assessment

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			2.0											
2nd session														
Coefficient	20.0	30.0	50.0											

Feedback

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

Bibliography

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

Workload

Number of hours	Type of course
16.0	Interactive courses

6.0	Personal work
8.0	Collective project
10.0	Reading reference manuals
10.0	Research
Total	
50.0	



SUSTAINABLE SUPPLY CHAIN MANAGEMENT 2744		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_OPS_2744	OPS

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

Prerequisites

Learning objectives

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

- analyze and comprehend life cycle analysis reporting
- recognize the factors that enable sustainable supply chain operations, including both environmental and social aspects
- understand the costs and benefits of production and inventory management systems
- diagnose supply chain designs relative to risk and resilience considerations

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

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

Course description

Course sessions address the following topics:

- life cycle analysis
- sustainable procurement
- sustainable transportation
- sustainable production
- sustainable warehousing and inventory management
- closed-loop supply chains

- supply chain risk management

Environmental and social impacts

This course addresses how supply chain management can enable firms to bring their goods/services to the market in a profitable manner while simultaneously advancing human development and protecting the planet.

Labor rights

Circular economy

Climate change

Natural resources

Sustainable Business Models

Sustainable transformation of companies

Waste

Assessment

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

Feedback

Students are evaluated based on:

- 40% final exam
- 40% performance in the business simulation game Triple Connection (20% on game participation and performance, 20% on written after-action report)
- 20% group presentation evaluating a company's sustainable SCM activities

Bibliography

Recommended supportive readings will be discussed in class; IESEG Online <http://www.ieseg-online.com>

Workload

Number of hours

Type of course

20.0	Lecture	
22.67	Interactive courses	
25.0	Personnal work	
65.0	Collective project	
15.0	Research	
Total		147.67

OMNICHANNEL MARKETING 3808		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_3808	MKT

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

Prerequisites

Principles of Marketing

Learning objectives

Integrating sustainability into omnichannel marketing: Embedding environmentally conscious practices throughout marketing, students learn to assess and mitigate environmental impacts, craft eco-friendly campaigns, and nurture sustainable behaviors. They also explore social ramifications, prioritize ethics, and transparently measure sustainability, enabling effective, ethical, and environmentally responsible strategies.

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

In this course, we will explore the world of omnichannel marketing, a strategy that integrates and coordinates all touchpoints and communication channels to provide a cohesive and consistent customer experience. We will learn how to connect online and offline channels, from physical stores and websites to social media and mobile apps, to create a unified and seamless brand experience.

Throughout the sessions, we will cover key topics such as:

1. Foundations of Omnichannel Marketing: Understanding what omnichannel marketing is and how it differs from multichannel marketing.
2. Developing Omnichannel Strategies: Analyzing how to create strategies that integrate all communication and sales channels, optimizing the customer experience across each one.
3. Sustainability in Omnichannel Marketing: Learning how to incorporate environmentally conscious practices into our strategies, assessing and mitigating environmental impacts.
4. Success Stories: Reviewing examples of commercial formats that have successfully implemented omnichannel strategies, identifying best practices and lessons learned.

This course is designed to equip you with the skills and knowledge necessary to design and implement effective, ethical, and sustainable omnichannel marketing strategies. Get ready to transform how brands connect with their customers in an increasingly digital and connected world.

Environmental and social impacts

This course addresses the discipline's impacts on the environment and society by emphasizing the importance of sustainable marketing practices within omnichannel strategies. Students learn how marketing decisions can influence environmental conservation and social well-being through various channels. They explore how omnichannel marketing can be leveraged to promote eco-friendly products, raise awareness about environmental issues, and engage with socially responsible consumers.

Moreover, this course reflects transformations in the discipline related to environmental and social issues by integrating discussions on emerging trends and evolving consumer preferences.

It acknowledges the increasing demand for sustainability and social responsibility in marketing strategies and prepares students to adapt to these changes.

Through industry insights and practical exercises, students gain an understanding of how omnichannel marketing is evolving to meet the demands of a more socially and environmentally conscious marketplace.

By equipping students with the knowledge and skills to navigate these transformations, the course empowers them to drive positive change within the field of marketing while meeting business objectives.

Circular economy

Transparency and reporting, Social development

Human rights

Sustainable Business Models

Labor rights

Natural resources

Sustainable transformation of companies

Green marketing

Sustainable branding

Environmental responsibility

Ethical consumerism

Corporate social responsibility (CSR)

Sustainable supply chain

Circular economy

Eco-friendly products

Social impact marketing

Sustainable consumption

Greenwashing

Triple bottom line

Sustainable packaging

Ethical sourcing

Carbon footprint tracking

Fair trade

Climate change mitigation

Assessment

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

Feedback

The course will contain both formative and summative feedback methods.

Formative feedback will be given via discussion, in-class feedback and peer-to-peer evaluation/feedback/critique.

Summative feedback will be assessed via a group project and in-class exercises.

Bibliography

Books:

Levy and Weitz Mc Graw-Retailing Management- Hill, 6th edition, 2007 – 11th edition.

Mason, T., & Jarvis, S. (2023). Omnichannel retail: How to build winning stores in a digital world. Kogan Page Publishers.

Myerson, P. (2020). Omni-Channel Retail and the Supply Chain: Working Together for a Competitive Advantage. Productivity Press.

Piotrowicz, W., & Cuthbertson, R. (2019). Exploring omnichannel retailing: Common expectations and diverse reality. In Exploring Omnichannel Retailing (pp. 1-10). Springer, Cham.

Journal articles:

Cocco H., De-Juan Vigaray M., (2022), A Typology of Omnichannel Retailer Activities during the COVID-19 Pandemic, International Journal of Retail & Distribution Management, 50(8/9), pp. 1062-1094.

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

Cocco H., De Juan Vigaray M., (2021), Omnichannel Business Challenges during the COVID-19 Pandemic. 6th Colloquium on European Research in Retailing (CERR), Sophia Antipolis, France

Tueanrat, Y., Papagiannidis, S., & Alamanos, E. (2021). Going on a journey: A review of the customer journey literature. Journal of Business Research, 125, 336-353.

Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. Journal of retailing, 91(2), 174-181.

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. Journal of retailing, 85(1), 31-41.

Workload

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

Total

50.0

Depending on the number of students in the group, individual and group activities will be adjusted to be as productive as possible for the students.



DIGITAL OPERATIONS MANAGEMENT 2791		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_OPS_2791	OPS

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

Prerequisites

Students should have a

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

Learning objectives

Technological advances, globalization, trade liberalization, and increased regulation have shaped our daily lives and supply chains worldwide in the past four decades. This course serves as an introduction to the topics of Digital Operations and Supply Chain Management, Behavioral Operations Management, and their interaction. The course aims to introduce students to (1) the impact of digitalization and (2) the role of human behavior on operational and supply chain processes and decisions.

At the end of the course, students:

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

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

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

Course description

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

Environmental and social impacts

This course addresses the environmental and societal impacts of Digital Operations and Supply Chain Management through three interconnected layers: dedicated lecture content, sustainability-themed readings and case studies, and graded assessments that explicitly require students to connect digitalization with real-world sustainability challenges.

Dedicated Lecture Content

Session 2 is devoted entirely to sustainability in digital operations management. It covers Corporate Social Responsibility (CSR) and the triple bottom line (people, planet, and profit) as frameworks for understanding how operational decisions must balance environmental, social, and financial considerations. The session also formally introduces lifecycle assessment (LCA) across four stages: product design, production, logistics, and end-of-life, illustrating how digitalization can reduce environmental impact at each stage.

Sustainability-Themed Case Studies

The course integrates readings and case studies that illustrate the role of digitalization in achieving sustainability goals in operations and supply chain management. Session 1 uses an interview with the CEO of REWE Group (McKinsey, 2024) to show how a major retailer leverages digitalization to reduce its ecological footprint, including eliminating over a billion printed leaflets annually and targeting net-zero emissions across its supply chain by 2050. Session 2 draws on two McKinsey readings covering how Fourth Industrial Revolution (4IR) technologies, including IoT, digital twins, and advanced analytics, enable companies to achieve significant carbon reductions while improving operational performance, and how discrete manufacturers are embedding sustainability into operations through circular economy strategies and supply chain decarbonization. Videos on the circular economy in fashion and digital innovation in agriculture further reinforce the digitalization-sustainability link across different industries.

Graded Project-Based Assessment Anchored in the UN SDGs

Both group assessments explicitly incorporate sustainability. The final group presentation requires students to define a digital operations topic, connect it to a concrete operations or supply chain management phenomenon, and illustrate how a specific company implemented it to solve a real business problem, which in practice includes sustainability challenges given the course's framing. More directly, the final group report requires students to explain how a chosen digital technology was used by a concrete company or industry to address an operations or supply chain sustainability goal. Students are therefore formally assessed on their ability to connect digitalization and sustainability in a real-world organizational context.

Circular economy

Sustainable transformation of companies

Natural resources

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve	End of term exam	Group report	Presentation											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	70	10	20.0											

Feedback

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

1. Final Exam (70%);
2. Final Group Report (10%); and
3. Final Group Presentation (20%).

Formative feedback/assessments are provided:

- 35-45 minutes before the end of sessions 1, 2, and 3 to the groups in preparation for their final group reports and presentations;
- 5 minutes before the end of Sessions 1, 2, 3, and 4, along with a wrap-up and synthesis of the past session; and
- other methods unique to the instructor of the course.

Bibliography

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

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

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

Workload	
Number of hours	Type of course
16.0	Lecture
10.0	Personal work
20.0	Collective project
Independent work	

4.0	Reading reference manuals
Total	
	50.0



CONSUMER BEHAVIOR: NEW TRENDS 2765		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2765	MKT

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

Prerequisites

Fundamentals of the marketing mix and marketing strategy.

Learning objectives

The objective of this module is to introduce students to the multitude of psychological, social, and cultural influences that shape consumer behavior in everyday life. The module further aims to ensure that students not only understand these influences theoretically but are also able to apply them as future business managers in developing effective, ethical, and consumer-centric marketing strategies.

Key concepts to be mastered and used are:

- 1.Consumer decision-making: cognition, perception, motivation (assessed by: in-class application exercises)
- 2.Personal influences on consumer behavior (assessed by: reflective individual assignment)
- 3.Social influences on consumer behavior (assessed by: group case study analysis)
- 4.Cultural influences on consumer behavior (assessed by: written group presentation)
- 5.Sustainable consumption & responsible marketing trends (assessed by: final project and individual essay)

Course description

Successful marketing nowadays focuses on the creation of customer value and engagement within a fast-changing, increasingly digital and social marketplace. Consumer behavior is a multifaceted area that incorporates elements of psychology, sociology, anthropology, cultural studies, neuroscience, digital innovation, and many other fields that make it a vibrant, exciting and enriching field. In this course, students

will have the opportunity to apply theoretical models and frameworks to practice using various tools; including short exercises and assignments, engage in active discussions, and build in depth hands-on applications.

Environmental and social impacts

This course covers content, including sustainable marketing, CSR, and ethical consumption, which meets the new trends of social transformation. In introducing consumer behavior, this course covers ongoing social-cultural transformations involving environmental and social sustainability. These themes are introduced, discussed and reflected through the duration of the course. We especially challenge students to see how the company they choose for their group project has integrated -- or could have integrated -- ethical aspects in their marketing strategies.

Diversity, equity and inclusion

Sustainable transformation of companies

Waste

Circular economy

Climate change

Community engagement

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Individual project	Participation											
Nbre heure si examen écrit														
2nd session		true												
Coefficient	40	50.0	10.0											

Feedback

Group project (40%) during sessions with in-class activities. Students take the role of marketing professionals working for a company / helping a brand. Final presentation of 15 minutes (PPT and comments on slides), with real-time summative and formative verbal feedback from peers and instructor, and written summative feedback afterwards.

In a first phase of the group project, students receive written formative feedback on their initial approach to the project.

Participation (10%). Students are encouraged to actively participate in class activities and discussions, and will receive real-time feedback to their input.

Bibliography

Workload	
Number of hours	Type of course
16	Interactive courses
14.0	Personnal work
10	Collective project
8.0	Research
Outside training	
2.0	Outside visit
Total	
	50.0

MONEY AND CAPITAL MARKETS 2727		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_FIN_2727	FIN

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

Prerequisites

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

Learning objectives

At the end of the course, students will learn:

- The main characteristics, mechanisms and functioning of financial markets,
- Acquiring and processing fundamental knowledge on the pricing and valuation of major financial assets,
- Evaluating various forms of financial risks (such as tail risk, systemic risk, market risk triggered by COVID-19, energy crises)
- The causes and consequences of the 2007-2008 financial crisis, COVID-19 crisis together with the role of monetary policy to help deal with various forms of financial crises,
- Assess the implications of systemic risk in money and capital markets (extreme events and financial contagion among money and capital markets).

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

The course consists of four main chapters:

- Chapter 1: Overview of the financial system
- Chapter 2: Stock market
- Chapter 3: Debt market: money markets and bond markets

The course has potential to benefit from various tools for skill acquisition, such portfolio simulation, trading game platform, programming and hands-on applications with real financial data.

Environmental and social impacts

This course covers the discipline's impacts on the environment and society as follows. First, the course will introduce concepts and/or real data applications of sustainable finance, particularly towards the role of

climate change in the context of money and capital markets. By studying the impact of climate change on financial markets, students will learn how environmental risks could be assessed and managed in investment decisions. This knowledge helps in promoting investments that incorporate climate risks.

Climate change

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

Feedback

- Individual feedback
- Assignment/exercise feedback
- Group feedback

Bibliography

Workload	
Number of hours	Type of course
16.0	Lecture
14.0	Personnal work

10.0	E-learning
10.0	Research
Total	
50.0	



DATA ANALYTICS AND VISUALIZATION FOR FINANCE 2793		
2026 - 2027	ECTS Credit(s): 6.0	IÉSEG - School of Management
Class code :	2627_SYL_FIN_2793	FIN

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

Prerequisites

The course requires decent training and interest in "quantitative methods" and background/experience/degree in mathematics, statistics, operations research, financial engineering and quantitative finance. Specifically:

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

Learning objectives

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

- Understanding data types, forms and structures
- Improving data-driven quantitative skills in finance
- Gaining applied knowledge of basics of financial forecasting
- Developing critical thinking competency based on data
- Learning how to develop/communicate managerial decisions with data
- Acquiring (hands-on) learning experience via Python software

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

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

The course will cover various topics in data analytics and visualization for finance, such as:

- Introduction to Python for Finance
- Portfolio Diversification and Efficient Frontier
- Volatility Analytics and Visualization
- Extreme Risk Analytics and Visualization
- Portfolio Analytics
- Performance Analytics
- Technical Analysis
- Data Analytics for Insider Trading
- NLP for Finance
- Event Study Analysis

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

Environmental and social impacts

This course covers the discipline's impacts on the environment and society as follows. The course will introduce concepts and/or real data applications of sustainable finance (i.e., data analytics and visualization for sustainable finance), particularly towards the role of climate change in the context of data analytics and visualization for finance. By studying the impact of climate change and/or energy crises on financial markets, students will learn how environmental risks could be assessed and managed in investment decisions. This knowledge helps in promoting analytical and visual tools that incorporate climate risks based on real data on financial markets.

Climate change

Energy

Financial analysis, financial mathematics, financial programming, financial data analysis, probability and statistics, programming languages for finance, financial modeling, quantitative finance

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual project	Presentation												

Nbre heure si examen écrit														
2nd session														
Coefficient	40	60												

Feedback

- Group feedback during presentations
- Individual feedback upon the assignment

Bibliography

Workload

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

MANAGEMENT CONTROL MISSION 2723		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_ACC_2723	ACC

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

Prerequisites

- Financial accounting
- Fundamentals of strategy
- Cost accounting

Learning objectives

- Be able to work in a team
- Time management
- Temporal dexterity: forward looking and long term thinking
- Effective oral communication
- Persuading/Convincing ability

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

5.B Construct expert knowledge from cutting-edge information

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

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

Course description

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

Environmental and social impacts

This course covers topics related to managerial accounting techniques and key performance indicators that measure financial and non-financial performance. These KPIs are implemented in organizations to achieve strategic and sustainable objectives.

In the case study which describes the implementation of a Balanced Scorecard in a large organization, we discuss the pros and cons of this managerial tool and its extension to measure sustainable performance.

Transparency and reporting, Social development

Community engagement

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Group project	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30	50.0											

Feedback

- Oral feedback during the coaching for each team
- Oral feedback after the quiz exams
- Oral feedback after the case study (within assessment)

Bibliography

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

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

Workload

Number of hours	Type of course
9.0	Interactive courses
7.0	Coaching

8.0	Personal work
18.0	Collective project
6.0	E-learning
2.0	Research
Total	
50.0	

The course is a mix of lectures, coaching sessions and continuous assessment (quizzes and case studies). It requires the involvement of each student.



NEGOTIATING INTERNATIONAL POLITICAL AGREEMENTS 2729		
2026 - 2027	ECTS Credit(s): 4.0	IESEG - School of Management
Class code :	2627_SYL_NEG_2729	NEG

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

Prerequisites

Learning objectives

- Gain understanding and experience of international political conflicts across a variety of issues, including security, environment and climate
- Apply negotiation theory to international political negotiations through hands-on practical exercises
- Understand and experience the different dynamics at play in bilateral and multilateral political negotiations
- Gain understanding of the legal elements of international political agreements and apply them correctly in a simulated case
- Develop a negotiation position and strategy as a government or non-state representative in a simulated case
- Gain understanding and experience of coalition dynamics in multilateral political negotiations by developing a common negotiation position and strategy as a government representative operating with a negotiating group
- Gain understanding and experience of the process of multilateral political negotiations, for example as conducted in the United Nations

1.B Successfully collaborate within a intercultural team

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

Day 1 - Interests & coalitions
Day 2 - Joint fact finding
Day 3 - Option generation
Day 4 - Deal making/Governance

Environmental and social impacts

This course deals with global environmental challenges at the political level. Students learn about the challenges of global governance and gain first hand experience as they try to negotiate their own environmental treaty.

Community engagement

Water

Natural resources

Transparency and reporting, Social development

Democracy

Assessment

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

Feedback

Feedback will be provided to each group on their group project
Feedback will be provided in-class on the in-class and negotiation exercises
Student are welcome to request individual feedback on performance

Bibliography

Barbara A. Budjac Corvette. (2006). Conflict Management: A Practical Guide To Developing Negotiation Strategies. Prentice Hall.

Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks by Shafiqul Islam and Lawrence Susskind.

Workload	
Number of hours	Type of course
16	Interactive courses
5.0	Personnal work
15.0	Collective project
4.0	Reading reference manuals
10.0	Research
Total	
	50.0

Note that this course has changed from a 4ECTS to a 2 ECTS course (this is not currently reflected in the Course Organisation tab).

CORPORATE FINANCIAL REPORTING & BUSINESS ENVIRONMENTS 2794		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_ACC_2794	ACC

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

Prerequisites

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

Learning objectives

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

Know how to journalize (Debit/credit);

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

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

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

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

Selected topics covered during this course:

Part I

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

Part II

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

Environmental and social impacts

This course develop DIVERSITY; I ensure that course materials reflect diverse perspectives, including case studies and examples from a variety of cultural and socio-economic backgrounds. This helps students understand the global impact of CSR practices.

I invite guest speakers from diverse backgrounds to share their experiences and insights on CSR in different cultural and organizational contexts. This exposes students to a broad range of viewpoints and best practices.

Transparency and reporting, Social development

Diversity, equity and inclusion

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Exercise	End of term exam	Case study									
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	15	25.0	25.0	25									

Feedback

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

Bibliography

I recommend to read Financial Accounting: IFRS, 2nd edition by Weygandt, Jerry J., Kimmel, Paul D., Kieso, Donald E. (2012).

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

Workload	
Number of hours	Type of course
43.0	Interactive courses
72.0	Personnal work

35.0	Collective project
Total	



ARGUE LIKE A LAWYER! 2747		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_LAW_2747	LAW

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

Prerequisites

Familiarity with the foundational components of any legal system (e.g., criminal law, tort law, contract law, and property rights) is recommended. Proficiency in the English language is essential.

Learning objectives

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

- Become more effective at persuading others.
- Improve skills in persuasive speaking and writing.
- Learn how to build strong arguments and identify weak ones.
- Develop stronger analytical and critical thinking skills.
- Understand legal sources such as contracts, laws, and court decisions.
- Learn how legal experts, judges, and regulators think and make decisions.

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

Course content:

- Introduction to Legal Reasoning
- Classical and Modern Rhetoric
- Argumentation Theory and Persuasion
- The Toulmin Model of Argumentation
- Visual and Structural Argumentation Mapping

Environmental and social impacts

This course enables students to deepen their understanding of the human rights and sustainability dimensions of business while strengthening their critical and analytical thinking.

Democracy

Diversity, equity and inclusion

Sustainable Business Models

Climate change

Human rights

Social development

Labor rights

Sustainable transformation of companies

Assessment

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			1.0											
2nd session														
Coefficient	20.0	30.0	50.0											

Feedback

The instructor will provide both formative and summative feedback to students. Feedback may be delivered collectively and communicated orally and/or in written form.

Bibliography

Reading materials and other learning resources will be provided by the instructor via IESEG's platform.

Workload

Number of hours	Type of course
16.0	Lecture

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

INTERNATIONAL BUSINESS LAW 2773		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_LAW_2773	LAW

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

Prerequisites

Familiarity with the foundational components of any legal system (e.g., criminal law, tort law, contract law, and property rights) is recommended. Proficiency in the English language is essential.

Learning objectives

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

- Become familiar with the legal environment in which international businesses operate, including its constraints, risks, and strategic possibilities.
- Navigate the global trade legal framework and apply critical thinking to sustainability challenges in international business.
- Understand the evolving landscape of business and human rights law, including the shift from voluntary corporate social responsibility to mandatory human rights due diligence, and the growing reach of extraterritorial obligations for both states and companies.
- Analyse how national and regional sustainability legislation constrains contractual freedom in international transactions, and identify the opportunities this creates for responsible business practice.
- Select and structure international contracts and payment methods to advance business objectives while managing cross-border legal risk.
- Identify and apply the most effective methods for preventing and resolving transnational commercial disputes.

1.A Demonstrate an international mindset

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

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

Course content:

- The International Legal Environment of Business
- Legal Traditions of the World
- The European Union
- International Commercial Contracts
- The CISG and Incoterms
- International Payment Methods
- Transnational Dispute Resolution

Environmental and social impacts

This course enables students to develop a critical understanding of the legal frameworks governing sustainability and to design corporate social responsibility (CSR) strategies and contractual clauses aimed at promoting sustainability and the respect of human rights in the value chain.

Assessment

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			2.0											
2nd session			true											
Coefficient	20.0	30.0	50.0											

Feedback

The instructor will provide both formative and summative feedback to students. Feedback may be delivered collectively and communicated orally and/or in written form.

Bibliography

Required readings and other learning materials will be made available by the instructor via IESEG's online platform. The following books are suggested for reference purposes:

- Cavaliere, R. and Salvatore, V., An introduction to international contract law, 2015.
- DiMatteo, L. A., International business law and the legal environment: a transactional approach (3rd ed.), 2016.
- Wevers, H, A basic guide to international business law (5th ed.), 2021.

Workload

Number of hours	Type of course
24.0	Lecture
5.0	Personnal work

10.0	Collective project
10.0	E-learning
16.0	Reading reference manuals
10.0	Research
Total	
	75.0



OPTIMIZATION TECHNIQUES 2732		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_QMS_2732	QMS

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

Prerequisites

In this course students are expected to have previously completed basic courses in calculus and linear algebra. Knowledge in statistics, programming and algorithms will be helpful.

Learning objectives

The first part of the course is oriented to linear algebra and the analysis of the different mathematical programming modelling strategies. The second part of the course focuses on linear programming algorithms and provides students with computational tools to correctly solve the designed linear programming models for economics, business and management. At the end of the course, the student should be able to: - understand basic theoretical principles in optimization; - understand formulation of optimization models; - understand solution methods in optimization; - understand methods of sensitivity analysis and post processing of results - apply optimization techniques to a wide range of business problems - implement practical cases, by using the Excel solver.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

Course description

The goal of this lecture is to allow students to master tools that they will meet in companies to solve a practical problem. Emphasis is put on being able to model the problem and understand the main algorithmic aspects that facilitate the interpretability of the solution.

Linear programming and the simplex method will be the main part of the course. A special attention is

Environmental and social impacts

This course explores how optimization techniques, when applied indiscriminately, can have ecological consequences, such as excessive resource consumption. Moreover, the course examines how optimization strategies can be adapted to mitigate these impacts, promoting sustainability and social responsibility. By integrating environmental and social considerations into the optimization process, students learn to develop solutions that not only optimize efficiency but also minimize negative externalities on the environment and society. Thus, the course reflects the evolving nature of the discipline, emphasizing the importance of environmental and social factors in decision-making and problem-solving.

Energy

Assessment

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	Exercise										
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	10.0	40.0	35.0	15.0										

Feedback

Participation (10%); Final Exam (40%); Individual Exercices (15%); Group Project (35%)

Bibliography

"Moore, J.H., L.R. Weatherford (2001) ""Decision Modeling with Microsoft Excel"", 6th Edition, Upper Saddle River, Prentice Hall ; Winston, W.L., S.C. Albright (2001) ""Practical Management Science: Spreadsheet Modeling and Applications"", 2nd Edition, Pacific Grove, Duxbury Press ; Taylor Bernard W. (2007) ""Introduction to management Science"", 9th Edition, Pearson Prentice hall ; Mayne Winston (2004) ""Operations Research: Applications and Algorithms"", 4th Edition, Brooks/Cole Cengage Learning ; Anderson, R.A., Sweeny, D.J. (2006) ""Applied Production and Operations Management"" "

Workload

Number of hours	Type of course
45.0	Interactive courses

20.0	Personal work
10.0	Collective project
10.0	Individual project
15.0	Reading reference manuals
Total	
	100.0



INTERNATIONAL HRM 2769		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_HRM_2769	HRM

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

Prerequisites

Students have successfully taken the introductory course in HRM.

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

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

Environmental and social impacts

This course highlights issues related to pay equity, representation of minority groups, gender equality, and fair and just HR practices. The material and exercises suggested in the course as well as the assignments are designed to help students evaluate the challenges to diversity, equity, and equalities in global organizations and develop sustainable long-term solutions.

Diversity, equity and inclusion

Human rights

Labor rights

Social development

Assessment														
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			3.0											
2nd session			true											
Coefficient	40.0	20.0	40.0											

Feedback

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

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

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

Bibliography

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

Workload	
Number of hours	Type of course
16.0	Lecture

8.0	Interactive courses
34.0	Personal work
14.0	Collective project
3.0	Individual project
Total	
75.0	



PRIVATE EQUITY 3799		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3799	FIN

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

Prerequisites

Learning objectives

Course Learning Objectives:

1. Foundational Understanding: Analyze the private equity ecosystem, including different types of private equity funds, fund structures, and investment strategies.
2. Valuation & Investment Criteria: Evaluate private equity investments based on valuation techniques, financial modeling, and due diligence processes.
3. Deal Execution & Management: Understand the deal-making process, including term sheets, legal documentation, and portfolio company management.
4. Exit Strategies & Performance Measurement: Identify various exit strategies used by private equity firms and assess their performance measurement techniques.

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

6.A Thoroughly examine a complex business situation

Course description

Day 1: Introduction to Private Equity

- Overview of Private Equity: Evolution, historical context, and current market trends.
- Types of Funds: Buyout, growth equity, venture capital, distressed, mezzanine, etc.

- Fund Structures & Participants: Limited partners, general partners, and other stakeholders.

Day 2: Investment Process & Valuation Techniques

- Sourcing & Screening Deals: Finding potential investments and initial screening criteria.
- Valuation & Financial Modeling: Understanding common valuation techniques, including DCF, comparable companies, and precedent transactions.
- Due Diligence: Financial, operational, and legal due diligence for potential deals.

Day 3: Deal Execution & Portfolio Management

- Deal Execution: Negotiating and structuring deals, term sheets, and legal documentation.
- Leverage & Financing: Role of leverage in private equity transactions, debt structuring, and risk management.
- Portfolio Company Management: Operational improvements, monitoring, and reporting.

Day 4: Exit Strategies & Case Studies

- Exit Strategies: IPOs, secondary buyouts, trade sales, and recapitalization.
- Performance Measurement: IRR, multiples, benchmarking, and reporting to LPs.
- Practical Case Studies: Real-world examples illustrating the challenges and successes in different stages of the PE lifecycle.

Testing Features:

1. Final Exam (40% of Total Grade):

- Duration: 2 hours
- Format: Short-answer questions, essays, and numerical problem-solving. Focuses on applying knowledge gained in practical scenarios.

2. Group Case Study Analysis (60% of Total Grade):

- Students will be divided into groups and given a case study to analyze.
- Deliverables: A comprehensive report and presentation.
- Assessment Criteria: Clarity of analysis, application of course concepts, creativity in solution proposals, and presentation skills.

Grading Criteria:

- Final Exam: 40%
- Group Case Study: 60%
- Total: 100%

Expected Student Workload:

- Contact Hours (16 hours): Classroom time for lectures, discussions, and case studies.
- Self-Study & Preparation (34 hours): Readings, preparation for case studies, research, and review for exams.

This expanded structure provides a more in-depth understanding of private equity and aligns with the workload requirements for 2 ECTS.

Environmental and social impacts

This course incorporates environmental and societal impacts by emphasizing the importance of ESG (Environmental, Social, and Governance) criteria in investment decisions. Students learn how private equity firms assess the environmental footprint of target companies and measure their social responsibility practices. They explore the growing trend of impact investing, where funds prioritize investments in businesses that contribute positively to environmental sustainability and social welfare.

Additionally, through case studies and practical projects, students analyze how private equity firms can influence portfolio companies to adopt more sustainable practices. This includes reducing emissions, improving energy efficiency, and fostering diversity and inclusion in the workforce. The course reflects evolving trends by covering the rise of green finance, regulatory pressures for responsible business, and investor demand for transparent ESG reporting.

By understanding these developments, students can make informed decisions that align financial returns with broader societal and environmental goals, preparing them for the changing landscape of private equity

investing.

Climate change

Diversity, equity and inclusion

Sustainable Business Models

Biodiversity

Circular economy

Assessment

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

Feedback

1. Written Feedback on Assessments:

I will try to provide detailed comments on final exam answers and group case studies, highlighting strengths and areas for improvement.

2. Group Feedback Sessions:

I will try to organize feedback sessions after major assessments, such as the final exam or case studies to discuss common mistakes or misconceptions and encourage students to share their perspectives and learn from each other.

3. Peer Feedback:

I will try to encourage students to provide feedback to one another on group projects or presentations. Peer review fosters critical thinking and helps them learn from different viewpoints.

4. Formative Quizzes:

I will try to use short quizzes during the course to assess understanding of fundamental concepts. Provide immediate feedback so that students can identify knowledge gaps early and focus their studies.

Bibliography

1. Textbooks and General References:

- Private Equity at Work: When Wall Street Manages Main Street by Eileen Appelbaum and Rosemary Batt
A comprehensive analysis of how private equity impacts companies and their stakeholders.

- Private Equity: History, Governance, and Operations by Harry Cendrowski, James P. Martin, Louis W. Petro, and Adam A. Wadecki

A detailed overview of the private equity industry, governance, and key operations.

- Private Equity Accounting, Investor Reporting, and Beyond by Mariya Stefanova and Anne-Gaelle Carlton
A practical guide to private equity fund accounting and reporting.

2. Valuation and Investment Strategies:

- Investment Valuation: Tools and Techniques for Determining the Value of Any Asset by Aswath Damodaran
An essential text covering various valuation methods.

- Private Equity Operational Due Diligence: Tools to Evaluate Liquidity, Valuation, and Documentation by Jason Scharfman
Offers practical insights on due diligence and risk assessment.

3. Case Studies and Practical Examples:

- Private Equity in Action: Case Studies from Developed and Emerging Markets by Claudia Zeisberger, Michael Prah, and Bowen White

Provides practical examples through case studies in different markets.

- Mastering Private Equity Set: A Complete Guide to the PE Industry by Claudia Zeisberger, Michael Prah, and Bowen White

Contains strategies, case studies, and advice on navigating the private equity landscape.

4. Research Papers and Industry Reports:

- Global Private Equity Report by Bain & Company
Offers annual insights into private equity trends and market performance.

- Various research papers by the European Private Equity and Venture Capital Association (EVCA) and Institutional Limited Partners Association (ILPA)

Provide in-depth analyses on private equity trends, governance, and investor behavior.

Workload	
Number of hours	Type of course
16.0	Interactive courses
32.0	Personnal work

Total

50.0



SUSTAINABLE FINANCIAL PERFORMANCE 3800

2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3800	FIN

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

Prerequisites

Knowledge of basic concepts in finance, accounting, financial statement analysis and algebra.

Learning objectives

2.C Generate sustainable solutions for organizations

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

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

3.B Propose creative solutions within an organization

Course description

For decades, sustainable development was largely dismissed as irrelevant to financial outcomes or worse, seen as a drag on profitability. That view has fundamentally shifted. Over the last twenty years, environmental, social, and governance (ESG) factors have proven to be material drivers of both financial performance and long-term business viability.

This course equips students with a rigorous understanding of sustainability within a financial context. It traces the evolution from shareholder primacy to a broader stakeholder model, and examines how sustainability considerations now shape corporate strategy, asset allocation, and risk management.

Topics covered include:

-The theoretical and ecosystem foundations of sustainability and financial performance

- How sustainability creates or destroys value, and its integration into financial valuation
- Sustainable financial instruments, risks, and reporting frameworks (including ESG and financial reporting)
- Sustainability data, ratings, and the challenge of greenwashing and social washing
- Sustainable and finance strategies: integration, stewardship, screening, and investment
- The sustainability backlash, stakeholder pressures, and emerging market perspectives

By the end of the course, students will be able to critically assess sustainability claims, evaluate ESG-related risks and opportunities, and apply sustainable finance frameworks to real-world financial decisions.

Environmental and social impacts

This course is focused on assessing the relationship between sustainability and financial performance. It evolves around this relationship by looking into the related theories on sustainable finance, strategies and instruments used for engaging in sustainable finance, sustainability data and reporting, sustainable finance risk management and finally the context of emerging markets.

Social development

Sustainable transformation of companies

Climate change

Democracy

Transparency and reporting, Social development

Diversity, equity and inclusion

sustainable finance, sustainability

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	Written exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	15.0	25.0	60.0											

Feedback

Feedback shall be provided on :

1. The continuous assessment (quiz) through written feedback for the whole class.
2. Individual feedback shall be provided on the group project submitted.
3. Written exams through written feedback for the whole class.

Bibliography

Aybars, A., Ataünal, L., & Gürbüz, A. O. (2019). ESG and Financial Performance: Impact of Environmental, Social, and Governance Issues on Corporate Performance. In H. Dinçer, & S. Yüksel (Ed.), Handbook of Research on Managerial Thinking in Global Business Economics (pp. 520-536). IGI Global. <https://doi.org/10.4018/978-1-5225-7180-3.ch029>

Walker, T., & Gramlich, D. (2026). The Palgrave Handbook of Sustainable Finance (1st ed. 2026.). Springer Nature Switzerland. <https://doi.org/10.1007/978-3-031-98736-6>

Gaganis, C. (Ed.). (2023). Sustainable Finance and ESG: Risk, Management, Regulations, and Implications for Financial Institutions (1st ed. 2023.). Springer International Publishing. <https://doi.org/10.1007/978-3-031-24283-0>

La Torre, M., & Leo, S. (Eds.). (2023). Contemporary Issues in Sustainable Finance: Exploring Performance, Impact Measurement and Financial Inclusion (1st ed. 2023.). Springer International Publishing. <https://doi.org/10.1007/978-3-031-22539-0>

Goel, R., Gautam, D., & Natalucci, F. (2022). Sustainable Finance in Emerging Markets: Evolution, Challenges, and Policy Priorities. International Monetary Fund.

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

COMMAND & CARE: PEOPLE MANAGEMENT IN OPERATIONS 3803		
2026 - 2027	ECTS Credit(s): 2	IÉSEG - School of Management
Class code :	2627_SYL_OPS_3803	OPS

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

Prerequisites

no prerequisite but a management experience would be appreciated

Learning objectives

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

4.A Appraise the performance of a team

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

5.D Make effectual organizational decisions

Course description

This course prepares future managers for real-life situations: those where they need to deliver difficult messages, resolve conflicts, re-motivate a team, or demonstrate leadership under pressure.

Through roleplays, TV show clips, real-world case studies, and direct exchanges, students will build a strong managerial posture and learn to manage human relations effectively in demanding operations environments (industry, logistics, HR, sales, administration, public sector, etc.).

The course was designed by Tim Marty (former IÉSEG student and Operations Manager), who brings over twenty years of experience across various sectors and organizations, including twelve years at Amazon as a management specialist.

Environmental and social impacts

This course is helping managers to take the right decision and the right posture when dealing with their people's issue. Thus bringing a tremendous help on employees to increase their moral, behaviour, and ability to develop itself in a collective dynamic.

Diversity, equity and inclusion

Human rights

Labor rights

Social development

Education

management, people, human resources, leading

Assessment

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	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	30	30	10.0										

Feedback

Bibliography

Workload

Number of hours	Type of course
16.0	Lecture
6.0	Personnal work
2.0	Collective project
2.0	Individual project
Independent work	
12.0	Reading reference manuals

Distance learning	
4.0	remote videoconferencing
Total	
42.0	



RESILIENT LEADERSHIP IN INTERCULTURAL CONTEXTS 2740		
2026 - 2027	ECTS Credit(s): 2.0	IÉSEG - School of Management
Class code :	2627_SYL_ITC_2740	ITC

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

Prerequisites

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

Learning objectives

- To identify how global managers create frameworks that are clear enough to be understood, flexible enough to deal with diversity, and robust enough to maintain agreed standards while achieving final outcomes.
- To offer future managers an “resilience toolkit” of best practice when leading, motivating and managing multi-cultural teams.
- To map the creation of a corporate culture that sets limits on behaviour and practice, without crossing boundaries of law, ethnicity, religion, gender orientation and generation.
- To discuss mechanisms for speedy and effective dispute resolution.
- To demonstrate the fact that organisations that adopt such practices will perform better in the 21st Century than those that fail to evolve.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

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

Environmental and social impacts

This course on resilient leadership addresses the discipline's impact on society and the environment by highlighting the role of leaders in navigating complex, systemic challenges—including those related to climate change, inequality, and social disruption. It reflects the growing shift in leadership studies toward ethical responsibility, long-term thinking, and sustainable impact. By focusing on adaptive strategies, inclusive decision-making, and systems thinking, the course equips learners to lead in ways that are not only effective, but also socially and environmentally conscious.

Diversity, equity and inclusion

Assessment

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

Feedback

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

Bibliography

Milton Bennett, Developmental Model of Intercultural Sensivity (<https://www.idrinstitute.org/dmis/>)
 Daniel Goleman, Emotional Intelligence
 Fons Trompenaars, Conflict Resolution across Cultures
 Roger Fischer & William Ury, Getting to Yes
 Michael Porter & Mark Kramer, Creating Shared value (<https://hbr.org/2011/01/the-big-idea-creating-shared-value>)

Workload

Number of hours	Type of course	
16.0	Lecture	
20.0	Personnal work	
8.0	Collective project	
3.0	Reading reference manuals	
3.0	Research	
Total		50.0

STRATEGIC GOVERNANCE OF STARTUPS AND SMEs : OPTIMIZATION THROUGH EXTERNAL ADVICE 4064		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_ENT_4064	ENT

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

Prerequisites

Learning objectives

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

1. Understand the unique governance challenges faced by startups and SMEs.
2. Apply theoretical frameworks such as principal-agent theory, resource dependency theory, and socioemotional selectivity theory.
3. Identify and analyze common strategic pitfalls in small businesses.
4. Develop strategies to optimize governance and decision-making.
5. Evaluate the role of external advice in strategic governance.

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.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

Course Description

This course focuses on the strategic governance of startups and small and medium-sized enterprises (SMEs). It explores the unique challenges faced by these businesses and the importance of external advice in optimizing strategic decision-making. Students will learn about common pitfalls, theoretical frameworks, and practical applications through case studies and interactive sessions.

Course Structure

The course takes place in four 4-hour sessions over four days. Each day focuses on different aspects of strategic governance:

Day 1: The context and challenges of strategic governance in startups and SMEs

Day 2: Theoretical frameworks for strategic governance

Day 3: Advice structures and their impact on strategic decision-making

Day 4: Strategic thinking and planning with external advice

Detailed Schedule

Day 1: The context and challenges of strategic governance in startups and SMEs

Introduction & interactive start

What makes governance in small businesses unique?

Typologies & strategic pitfalls

Case discussion: "The overworked entrepreneur"

Day 2: Theoretical frameworks for strategic governance

Principal-agent & principal-principal problems

Resource dependency & socioemotional selectivity

Constructive conflict & diverse perspectives

Application: Analysis of a fictive board

Day 3: Advice structures and their impact on strategic decision-making

Overview of advice structures

Advice seeking, taking, or leaving

Family firms & advice

Case discussion: Family business with an advisory board

Day 4: Strategic thinking and planning with external advice

Strategic thinking requires strategic planning

Innovation and entrepreneurship over time

Objectives of the family business

Final case + reflection

Environmental and social impacts

This course, "Strategic Governance of Startups and SMEs," addresses the environmental and social impacts of business decisions by emphasizing responsible governance and the integration of sustainability principles. Through case-based learning and interactive exercises, students explore the ethical dimensions of strategic decision-making, including the well-being of employees, sustainable growth, and ethical leadership. The course reflects the transformation in the discipline towards stakeholder-oriented governance models, preparing students to build governance structures that support sustainable innovation and inclusive leadership. By recognizing and overcoming cognitive biases, students are equipped to make responsible and inclusive decisions, aligning with IÉSEG's mission to educate ethical pioneers of change and promote creative solutions for responsible organizations.

Diversity, equity and inclusion

Transparency and reporting, Social development

Sustainable transformation of companies

Assessment

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

2nd session														
Coefficient	10.0	45.0	45.0											

Feedback

Bibliography

Workload	
Number of hours	Type of course
4.0	Lecture
12.0	Interactive courses
8.0	Collective project
16.0	Individual project
5.0	Reading reference manuals
5.0	Research
Total	
	50.0

PRODUCT INNOVATION 0674		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_0674	MKT

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

Prerequisites

Design Thinking, Marketing Research,

Learning objectives

- Understand the critical role of innovation for companies and the opportunities and challenges (linked to exam)
- Understand the New Product Development Process in entrepreneurial environment (linked to in-class exercises, project)
- Develop business acumen and creative problem solving (linked to final project)

1.B Successfully collaborate within a intercultural team

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

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

Course description

This course is designed for entrepreneurial-minded students who want to learn how to take an active role into product and innovation design.

In today's fast-paced business environment, developing the ability to create customer-driven innovations is crucial for entrepreneurial success. Over 6 sessions, students will develop their own individual project to present at class closure. By working on dynamic international teams, they will work from initial idea generation through consumer understanding, prototyping to final pitch presentation.

The course adopts a hands on and an entrepreneurial perspective, combining foundational innovation theory with practical frameworks including Lean Startup, Effectual Logic, Business Model Innovation, and Human-Centric Design. Students will learn to structure creative processes, validate assumptions with real users, and present compelling innovation recommendations.

This experiential learning approach emphasizes collaboration, creative problem-solving, and real-world application, making it ideal for students pursuing entrepreneurial paths or innovation roles.

It will cover the following aspects:

1. Innovation process and customer driven value creation: Outlook Innovation theory and main concepts, different innovation methods: traditional, Lean, Effectual, Innovation types.
2. New Idea generation and Ideation process: From idea to Pitch
3. Expressing an idea as a business model: Creatively leveraging main pillars to address value proposition drivers, and revenue model strategies

4. Developing Product Market fit: Value Proposition design
5. Prototyping, Storyboarding the visual customer journey as narrative development and early stage feedback
6. Pitching and presenting recommendations of product innovation decision

Environmental and social impacts

This course will invite students to take an action on creating value for people, society and companies at the same time. The path is through innovative solutions which can be used in an international context (not country specific)

Climate change

Circular economy

Sustainable Business Models

Community engagement

Diversity, equity and inclusion

Social development

Sustainable Business Models, Social Development (Bottom of Pyramid),

Assessment

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

Feedback

This course will use a sequence group exercises that will be done both in-class with a capstones individual project that will be shared on peer to peer review towards the end of the course

Regarding the final exam, students will receive summative feedback in the form of individual written assessment grids.

Bibliography

"Osterwalder, A. and Pigneur, Y. (2011) Business Model Generation.
 Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures.
 Value proposition design: Osterwalder, A. and Pigneur, (2015)
 Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses
 Read, S., Sarasvathy, S., Dew, N., and Wiltbank, R. (2017) Effectual Entrepreneurship"

Workload

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

CONFLICT MANAGEMENT IN ORGANIZATIONS 2763		
2026 - 2027	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2763	HRM

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

Prerequisites

There are no prerequisites for this course. Students with no previous negotiation experience will have the chance to learn the basics of negotiation, while students with some negotiation experience will have the chance to review basic negotiation concepts. In all cases, the student must fully commit to the course's in-class role-playing exercises, including the previous preparation for each activity and active participation in class discussions about the exercises.

Learning objectives

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

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

1.B Successfully collaborate within a intercultural team

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

Course description

This course offers an overview of key conflict resolution methods used in organizational settings and helps students critically evaluate their strengths, limitations, and ethical implications.

After a review of basic distributive and integrative negotiation concepts, the course introduces and compares methods such as negotiation, mediation, arbitration, and litigation. It also touches on other approaches, including open-door policies, grievance procedures, and the role of organizational ombuds. The course concludes with a discussion on Integrated Conflict Management Systems and how organizations may combine methods for more sustainable and inclusive outcomes.

The course relies heavily on role-playing exercises, allowing students to experience the dynamics of each method and reflect on real-world applications. Lectures and class discussions support these activities by offering theoretical grounding and debriefing insights.

Students who have previously taken negotiation courses should note that the early sessions include a review of core concepts to ensure all participants are equipped to engage with the more advanced conflict resolution strategies introduced later in the course.

Environmental and social impacts

Through this course, the student will learn to manage conflict in diverse organizational and cultural contexts, considering the interests of third parties and the broader consequences of conflict resolution strategies. Students are encouraged to critically assess how ADR methods—such as mediation, arbitration, and litigation—can both reflect and reshape existing power imbalances, influence access to justice, and affect

whose voices are heard in conflict resolution processes. The course explores how structural elements of these methods—such as confidentiality, authority, voluntariness, and procedural design—can either reinforce or mitigate social inequalities and organizational hierarchies. The course also introduces the idea of integrated conflict management systems, encouraging students to reflect on how multiple methods might be combined to support fairness and accountability. These reflections help students understand the broader social implications of conflict resolution practices, especially in relation to labor rights, stakeholder equity, and inclusive organizational cultures. They also illustrate how ethical and inclusive conflict resolution systems contribute to long-term organizational trust, resilience, and governance—key elements of sustainable business models.

Human rights

Sustainable Business Models

Labor rights

Diversity, equity and inclusion

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

Feedback

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

Bibliography

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

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

Workload

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

MANAGING LEARNING AND DEVELOPMENT IN ORGANIZATIONS 2725		
2026 - 2027	ECTS Credit(s): 6.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2725	HRM

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

Prerequisites

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

Learning objectives

At the end of this course, students will be able to solve various practical problems relating to the management of learning in organizations.

-
- 1.B Successfully collaborate within a intercultural team

 - 3.B Propose creative solutions within an organization

 - 4.B Compose constructive personal feedback and guidance

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

Course description

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

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

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

Environmental and social impacts

Topics relating to learning in teams also address diversity. Topics relating to learning from observing others (socialization) also address gender socialization.

Diversity, equity and inclusion

Assessment

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

Feedback

For every topic, there is an individual online preparation that includes an assessment to be completed at the start of the class meeting. Students each time/topic get feedback on their score on this assignment to let them know how they are doing overall.

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

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

Bibliography

The course will tackle 10 topics in learning and development. Each topic will include 1-2 basic articles, most often 1 scientific article and 1 more practical article like Harvard Business Review. There will be additional suggested reading for those who are interested to dive into a topic further.

Workload

Number of hours	Type of course
37.0	Interactive courses
50.0	Collective project
13.0	Individual project
50.0	E-learning

Total

150.0

The e-learning component, before most of the classes, contains a short individual assessment completed on paper in class, which is an important part of the preparation for in-class activities, and is therefore weighted heavily in the final grade (continuous assessments).



FUNDAMENTALS OF POLITICAL SCIENCES 2734		
2026 - 2027	ECTS Credit(s): 4.0	IÉSEG - School of Management
Class code :	2627_SYL_DEV_2734	DEV

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

Prerequisites

Curiosity, to be open to cultural diversity.

Learning objectives

- To gain an understanding of the contemporary political panorama and international organizations
- To develop research ability
- To develop critical thinking

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

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

Course description

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

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

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

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

Environmental and social impacts

We will be consistently discussing current social issues through a Political Sciences lense, applying theory to real life

Democracy

Community engagement

Human rights

Education

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Presentation	Individual report	Multiple choice questions										
Nbre heure si examen écrit	2.0													
2nd session	true													
Coefficient	40.0	20.0	20.0	20.0										

Feedback

Grades will be given in the last session.

Coaching of semester-long research project in groups.

Bibliography

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

Workload

Number of hours

Type of course

32.0	Interactive courses
20.0	Personnal work
28.0	Collective project
20.0	Research
Total	
	100.0

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

INTRODUCTION TO DATA SCIENCE 2325		
2024 - 2025	ECTS Credit(s): 1	IÉSEG - School of Management
Class code :	2425_SYL_MIS_2325	MIS

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

Prerequisites

None

Learning objectives

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

1. Visualize data using Tableau
2. Source data using SQL
3. Analyze data using python
4. Recall basic machine learning concepts

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

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

Course description

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

Environmental and social impacts

Assessment

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

Type d'épreuve	Individual project													
Nbre heure si examen écrit														
2nd session														
Coefficient	100													

Feedback

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

Bibliography

None

Workload

Number of hours	Type of course
Independent study	
25	Individual project
Independent work	
25	E-learning

Total

50

FRENCH AS FOREIGN LANGUAGE (LEVEL 1) 3453		
2026 - 2026	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3453	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	N	NA	L_P	French

Prerequisites

None

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level BEGINNER +. At the end of the course, students should reach a 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

—

Waste

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve	Oral assessment	Continuous assessment		Continuous assessment	Participation									
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	25.0		25.0	10.0									

Feedback

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

Bibliography

Provided by the course lecturers.

Workload

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		
2026 - 2027	ECTS Credit(s): 1	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_0520	LAN_FRE

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

Prerequisites

FRENCH Level B1

Learning objectives

At the end of the course, the student should be able to : Organise thoughts and thus an argument based on a written or audio document. Make a written or oral presentation on a given theme. Level B1 or/and B2

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Listening, Reading, Speaking and Writing exercices

Environmental and social impacts

A partir de la presse orale et écrite, et notamment des sujets d'actualité.

Sustainable transformation of companies

Diversity, equity and inclusion

Social development

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Digitalization	Participation	Written exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	15.0	15.0	40										

Feedback

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

Bibliography

Réussir le DELF B2, éditions DIDIER ; Réussir le DELF B1, éditions DIDIER ; Intranet de l'école www.ieseg-online.com

Workload

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) 3455		
2026 - 2026	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3455	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	N	NA	L_P	French

Prerequisites

Level A2- achieved

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

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

Learning objectives

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

- describe their background and talk about their arrival in France;
- give their opinion and advice on topics related to daily life in France.

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

Diversity, equity and inclusion

Assessment

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

Feedback

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.

Bibliography

Workload

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		
2026 - 2027	ECTS Credit(s): 1	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_0521	LAN_FRE

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

Prerequisites

no prerequisite

Learning objectives

At the end of the course, the student should be able to understand mechanisms and the functioning of the French pronunciation, that will enable them to have greater competence in listening and speaking and even writing thanks to the link between written and spoken forms.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

> Theoretical part : discovering the sounds, the phonatory organs used and 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.

Diversity, equity and 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														
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										

Feedback

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

Final exam : 40%

Bibliography

Workload

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



FRENCH AS FOREIGN LANGUAGE (LEVEL 4) 3456		
2026 - 2026	ECTS Credit(s): 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3456	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	N	NA	L_P	French

Prerequisites

B1+

Learning objectives

At the end of the course, the student should be able to: *Referring to the learning goal of school : - Work in an international and intercultural environment - Demonstrate an intercultural open mindset - Produce professional quality documents (appropriate to the language level) - Make professional quality oral presentations using adapted tools *Referring to the Common European Framework of Reference for Languages and depending on the level: - Understand key points when clear and regular language is used while discussing familiar subjects -understand everyday language in written texts, descriptions of events, expressions of feelings and wishes in personal letters - Express themselves in an uncomplicated way when describing experiences and events, hopes and objectives in the context of explaining projects and opinions -writing a simple and coherent text about familiar subjects, as well as personal letters that describe experiences and impressions - Master both oral and written French which can be used in the world of work - Master both oral and written French which can be used in everyday communication in the business world

3.B Propose creative solutions within an organization

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

Class will be about society and learning
Grammar level B1 and B2

Environmental and social impacts

Le cours traitera de l'implication des étudiants internationaux dans leur séjour en France, de l'interculturalité qui en découle, et de la présentation d'idées pour améliorer l'intégration des futurs étudiants en échange à l'IESEG et dans la ville où ils ont été étudiants.

Community engagement

Diversity, equity and inclusion

Human rights

Education

Assessment

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										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	20.0	10.0	50.0										

Feedback

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.

Bibliography

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

Workload

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		
2026 - 2027	ECTS Credit(s): 1	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3318	LAN_FRE

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

Prerequisites

Students with A2 level in French.

Learning objectives

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

Health

Social development

Diversity, equity and inclusion

Waste

Community engagement

Climate change

Biodiversity

Education

Assessment														
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											

Feedback

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.

Bibliography

Workload

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) 3454		
2026 - 2026	ECTS Credit(s): 2.0	IÉSEG - School of Management
Class code :	2627_SYL_LAN_FRE_3454	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	N	NA	L_P	French

Prerequisites

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

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an INTERMEDIATE level.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Students will work on the 4 skills : listening, reading, speaking and writing.

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)

Education

Diversity, equity and inclusion

Health

Intercultural communication, social cohesion

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

Feedback

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

Bibliography

Provided by the teacher

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

Total

50.0