



SYLLABI

Courses for Incoming Exchange Students

Master PGE

Paris

FALL 2026

Last Update: May 04, 2026

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

BUSINESS PROCESS FLOWS 3760		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3760	OPS

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

Prerequisites

The course builds on knowledge acquired in a basic course of Operations Management. It is necessary for students to have basic knowledge on Operations Management topics.

The course makes connections to Supply Chain Management, Inventory Management, Quality Management, and Project Management. Simultaneously following (or having followed) courses on these topics is recommended.

Learning objectives

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

6.A Thoroughly examine a complex business situation

5.D Make effectual organizational decisions

Course description

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

Environmental and social impacts

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

Waste

Sustainable Business Models

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

Feedback

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

Bibliography

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

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

Total

76.0



DECISION MODELING AND ANALYSIS 3758		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3758	OPS

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

Prerequisites

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

Learning objectives

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

- Understand the fundamental concepts of decision modelling
- Represent a managerial decision-making problem as a mathematical model
- Obtain solutions to such models using optimization software.

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

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

5.D Make effectual organizational decisions

Course description

The course material covers:

- Decision modeling
- Optimization models (linear, integer, nonlinear programming)

Environmental and social impacts

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

Social development

Sustainable transformation of companies

Waste

Energy

Mathematical programming

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	End of term exam												
Nbre heure si examen écrit	1.5	2.0												
2nd session														
Coefficient	40.0	60.0												

Feedback

Bibliography

optional (not required) textbook

--Introduction to Management Science, Frederick S. HILLIER and Mark S. HLLIER

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

Total

75.0



STRATEGIC MANAGEMENT 3663		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ACC_3663	ACC

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

Prerequisites

- Accounting
- Financial analysis
- Introduction to strategic management

Learning objectives

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

2.C Generate sustainable solutions for organizations

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

5.B Construct expert knowledge from cutting-edge information

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

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

1.A Demonstrate an international mindset

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

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

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

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

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

Environmental and social impacts

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

Circular economy

Energy

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

Feedback

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

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

Bibliography

DSCG 3 Management et contrôle de gestion

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

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

Performance management success. Barth & Beer, 2018, Springer

Management Accounting for Business, Drury C., Cengage Learning, 2016

Workload

Number of hours	Type of course	
24.0	Interactive courses	
24.0	Personnal work	
21.0	Collective project	
Independent work		
6.0	E-learning	
Total		75.0

PROJECT PLANNING 3759		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3759	OPS

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

Prerequisites

Mandatory:

Basic mathematical/quantitative knowledge.

Basic knowledge in following areas would be an advantage (not necessary):

Statistics (mean, variance, probability distribution)

Microsoft Excel (functions - spreadsheet).

Learning objectives

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

Breakdown complex organizational problems using the appropriate methodology.

Organize change management processes. Appraise the performance of a team.

Demonstrate an expertise on key concepts, techniques and trends in their professional field.

Understand the key performance indicators for measuring project progress.

Utilize basic tools and commercial packages in project management.

Identify and manage the resources, risks, and uncertainties in projects.

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

4.A Appraise the performance of a team

Course description

1. Basics of project management: precedence relationships, representations, critical path.

2. Resource Levelling: priority lists, schedule generation.

3. Microsoft Project (computer session): project management in practice.

4. Stochastic durations: simulation, pert method, critical chain method.

5. Risk Management: identifying and planning for the risks.

6. Agile Project Management.

Environmental and social impacts

Environmental Considerations Sustainable Practices:

Students learn about sustainable project management practices, emphasizing resource conservation and waste reduction.

Social Aspects Stakeholder Engagement:

Students learn to engage with diverse stakeholders, including local communities, and affected individuals.

Understanding social dynamics and cultural contexts is crucial for successful project implementation.

Ethical Decision-Making:

The course may address ethical dilemmas related to social impacts.

Students explore how project decisions affect communities, workers, and marginalized groups.

Transformations in the Discipline Agile and Adaptive Approaches:

The discipline has evolved to embrace agile methodologies, allowing flexibility and responsiveness to changing environmental and social contexts.

These methodologies are included in this course as well

Social development

Waste

Community engagement

Energy

Sustainable Business Models

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	2.5													
2nd session	true													
Coefficient	60.0	40.0												

Feedback

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

Bibliography

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

Workload	
Number of hours	Type of course
20.0	Lecture
4.0	Directed work

12.0	Personnal work	
12.0	Collective project	
12.0	Individual project	
6.0	Reading reference manuals	
6.0	Research	
Total		72.0

SUSTAINABLE FINANCE (INT) 3788		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3788	FIN

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

Prerequisites

Learning objectives

2.C Generate sustainable solutions for organizations

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

Course description

This course provides a comprehensive introduction to Sustainable Finance. Participants will gain an understanding of the foundations of ESG and the dynamics of the ESG market, before exploring the key factors that drive sustainable investment decisions, the market and corporate sustainability. The course covers environmental, social, and governance considerations, as well as the importance of investor engagement and stewardship.

Students will learn practical methods of ESG analysis, valuation, and integration into investment strategies. Building on this, the course addresses sustainable management, including client reporting and mandates, equipping participants with the tools to apply ESG principles effectively in real-world investment contexts.

Environmental and social impacts

Financial institutions face risks and opportunities due to environmental, social and governance (ESG) topics. This comes mainly from regulations but also from the market.

Sustainable finance covers both the impact of ESG issues on the private sector and the impact of the private sector on society. This course will also cover the evolution of sustainable finance throughout the 20th and the 21st century and deliver some socio-political insights.

Circular economy

Sustainable Business Models

Biodiversity

Transparency and reporting, Social development

Climate change

Community engagement

Sustainable transformation of companies

Waste

Health

Natural resources

Energy

Diversity, equity and inclusion

Education

Human rights

Labor rights

Water

Investment

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											
Nbre heure si examen écrit														
2nd session														
Coefficient	10	70	20											

Feedback

This course will be evaluated as follows: 70% of the final grade will be tested in a final hands on paper exam. This exam should last 2 hours. 20% of the grade will be attributed to a group project in class. 10% of the grade will be attributed to participation in class.

Bibliography

Workload

Number of hours	Type of course
12	Lecture
4	Interactive courses

15	Personnal work
15	Individual project
20	E-learning
Total	
50	



FIRM VALUATION 3672		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_3672	FIN

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

Prerequisites

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

Learning objectives

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

6.A Thoroughly examine a complex business situation

Course description

Firm Valuation, as one of the core courses in the Finance Major (S1), encompasses elements related to the three specializations, and covers fundamental aspects of financial statement analysis, basic concepts of corporate and market finance, and financial data retrieval and analysis. The course assumes prerequisites that have already been covered during the bachelor cycle of the PGE. Nevertheless, all prerequisites are briefly reviewed throughout the course to ensure that all students, including (international) students who have joined IESEG from the master's cycle, are brought to the same level. While the course centers on the valuation of non-financial firms, its significance extends across all three specializations, including the newly created Commercial and Investment Banking (CIB) specialization, given the pivotal role of valuation in facilitating strategic decision-making, mergers, and acquisitions within investment banking. Throughout the course, students will be consistently reminded of clear links between the material and the specific nuances relevant to each specialization offered by the department. Due to the already comprehensive content of the course, and the extensive time required for coverage of more specialized topics, such as bank valuation, those topics are deemed better suited and planned to be covered in the "Accounting for Banks" course, in consultation with the corresponding pilot team

of that course. On a related note, Firm Valuation has been meticulously crafted to avoid any overlap with other courses in the program, while strategically serving as a complementary offering to enrich students' understanding of finance. The course emphasizes the symbiotic relationship between a strong theoretical foundation and practical application. Theory serves as a guide to practicality, while practice reinforces a deep understanding of theory. The significance of grasping theoretical principles cannot be overstated, especially in the context of valuing companies, as without this understanding, the entire valuation process is susceptible to failure.

COURSE OUTLINE

1. An Overview of Value Creation
2. Frameworks for Valuation
3. Enterprise Discounted Cash Flow Model
4. Discounted Economic Profit Model
5. Adjusted Present Value Model*
6. Multiples Analysis
7. Integration of ESG Factors in Valuation

SESSION BREAKDOWN

1. Introduction to Bloomberg (Tutorial)
2. Fundamentals of value creation (Lecture)
3. Enterprise DCF Part 1: Reorganizing , analyzing, and forecasting financial statements (Lecture)
4. Practical activities on fundamentals of value creation and Enterprise DCF Part 1 (Tutorial)
5. Enterprise DCF Part 2: Calculating and forecasting FCF; Estimating WACC; Estimating continuing value; DCF model wrap-up (Lecture)
6. Practical activities on Enterprise DCF (Tutorial)
7. Discounted economic profit model ; Adjusted present value (APV) model (Lecture)
8. Practical activities on Discounted economic profit and APV (Tutorial)
9. Multiple-based valuation (Lecture)
10. Multiple-based valuation: additional insights; ESG integration in valuation (Lecture)
11. Practical Activities on multiple-based valuation and ESG integration (Tutorial)
12. Comprehensive valuation case (Tutorial)
13. Comprehensive valuation case (cont'd); Course revision (Tutorial)

Environmental and social impacts

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

This is covered in the first session devoted to foundations of value creation. In particular, we outline the channels, via which ESG initiatives impact the inputs in company valuation, such as revenue growth, cost reductions, reduced regulatory and legal interventions, employee productivity uplift, investment and asset optimization. We provide real company examples for each of those.

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

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

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

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

Labor rights

Sustainable Business Models

Climate change

Diversity, equity and inclusion

Weighted-average cost of capital (WACC)

Return on invested capital (ROIC)

Free cash flow (FCF)

Discounted Cash Flow (DCF) model

Multiple-based valuation

Discounted Economic Profit model

Adjusted Present Value (APV) model

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													
2nd session	true													
Coefficient	90.0	10.0												

Feedback

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

Bibliography

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

The updated illustrations will also be taken from the new edition:

Tim Koller, Marc Goedhart, David Wessels (2025). Valuation: Measuring and Managing the Value of Companies. Wiley

Reading the book is recommended, but not mandatory to follow and validate the course.

Workload

Number of hours	Type of course
24.0	Lecture
20.0	Personnal work

31.0	Reading reference manuals	
Total		75.0



PORTFOLIO MANAGEMENT 3677		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_3677	FIN

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

Prerequisites

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

Learning objectives

The main learning objectives of the course are as follows:

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

factors into portfolio construction and risk management processes, and assess their impact on investment decision-making.

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.B Compose constructive personal feedback and guidance

5.B Construct expert knowledge from cutting-edge information

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

Course description

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

Environmental and social impacts

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

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

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

Climate change

Community engagement

Biodiversity

Energy

Natural resources

Sustainable Business Models

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	End of term exam	Group project												
Nbre heure si examen écrit	3.0													
2nd session														
Coefficient	60.0	40.0												

Feedback

Bibliography

Most of the course will follow the book "Investments" by Bodie, Kane and Marcus. The relevant chapters are chapters 5, 6, 7, 8, 10, 13. A few elements from other sources will be used, including some practitioner papers. The session on ESG integration focuses on the discussion of one or more recent papers on the subject.

Workload	
Number of hours	Type of course
13.0	Lecture
0.0	Interactive courses
11.0	Directed work
20.0	Collective project

30.0	Reading reference manuals	
Total		74.0



TRANSFORMATIONAL HRM 3701		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3701	STS

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

Prerequisites

Learning objectives

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

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

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

2.C Generate sustainable solutions for organizations

3.C Organize change management processes

4.B Compose constructive personal feedback and guidance

Course description

S1 - Course introduction : global transformations impacting HR strategies

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

S2 - Individual transformation : performance and engagement

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

S3 - Managerial transformation : growing engaging leaders

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

S4 - Organizational transformation : building a sustainable employee experience

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

S5 - HR transformation : strategic talent management

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

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

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

Environmental and social impacts

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

Diversity, equity and inclusion

Sustainable transformation of companies

Labor rights

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											
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	10.0	40.0	50.0											

Feedback

1) Individual assessment

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

2) Collective assessment

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

Bibliography

Workload	
Number of hours	Type of course
24.0	Lecture
16.0	Collective project

Total

40.0



FINANCIAL STATEMENT ANALYSIS 3664

2026 - 2027

ECTS Credit(s): 3

IESEG - School of Management**Class code :**

2627_SYL_ACC_3664

ACC

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

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

Course description

MEANING AND SCOPE:

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

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

CONCEPTS AND CONTENT:

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

Environmental and social impacts

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

Climate change

Sustainable transformation of companies

Sustainable Business Models

Natural resources

Assessment

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

Feedback

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

Bibliography

There is no textbook in this course.

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

Workload

Number of hours

Type of course

24.0	Interactive courses
35.0	Personnal work
Independent work	
16.0	E-learning
Total	
	75.0

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



HISTORICAL PERSPECTIVES ON MANAGEMENT 3697		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3697	STS

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

Prerequisites

Learning objectives

On successful completion of this module:

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

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

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

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

5.B Construct expert knowledge from cutting-edge information

Course description

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

Key questions we will address include:

- What is history?
- What is the significance of historical perspective in management? How can understanding history enrich management theory and practice?
- What does it mean to examine phenomena in business from a 'longue durée' perspective?
- How is modern management linked with industrialization and the legacy of plantation slavery?
- Where does the modern corporation originate, and how have its key legal characteristics developed over time?
- How are modern corporations intertwined with the expansion of capitalism?
- What are the historical roots or causes that explain the emergence of capitalism?
- In what ways are the foundations of capitalism connected to violence, slavery, and colonialism?
- How has resistance to capitalism manifested throughout history?
- What is corporate power, and to what extent does it pose a societal problem?
- To what extent is (corporate) power a historical phenomenon?
- How is modern management associated with rationality, and what are its positive and negative aspects?
- What have been the dark sides of modern management?
- How has management theory evolved throughout the 20th and 21st century? What is the significance of scientific management and the human relations movement?
- How can companies with a controversial history undertake moral repair?
- How and why do companies commemorate their past?

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

Environmental and social impacts

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

Human rights

Democracy

Climate change

Labor rights

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			3.0											
2nd session														
Coefficient	10.0	45.0	45.0											

Feedback

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

Bibliography

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

Workload

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

Total

75.0



MARKETING STRATEGY 3722		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_MKT_3722	MKT

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

Prerequisites

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

Learning objectives

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

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

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

Course description

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

Environmental and social impacts

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

Circular economy

Assessment

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	Group project	Presentation	Continuous assessment									
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	30.0	10.0	25.0	25.0	10.0									

Feedback

Formative feedback during the different rounds of decision making.
 Normative feedback after the final presentation.

Bibliography

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

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

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

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

Edition.

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

Workload	
Number of hours	Type of course
10.0	Interactive courses
2.0	Directed work
12.0	Coaching
12.0	Personnal work
23.0	Collective project
8.0	E-learning
8.0	Reading reference manuals
Total	
	75.0

CULTURE AND NEGOTIATION STRATEGIES 3746		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_NEG_3746	NEG

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

Prerequisites

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

Learning objectives

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

6.A Thoroughly examine a complex business situation

Course description

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

Main Topics:

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

Environmental and social impacts

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

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 project	Participation											
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	40.0	40.0	20.0											

Feedback

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

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

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

Bibliography

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

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

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

10.0	E-learning
10.0	Research
Total	
75.0	



DATA VISUALIZATION 3773		
2026 - 2026	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MIS_3773	MIS

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

Prerequisites

None

Learning objectives

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

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

Course description

Create clear visualizations by considering design principles and managing cognitive load.
 Use tabular data to construct clear, compelling visual narratives that drive business decisions.
 Effectively communicate data insights through the strategic use of charts, graphs, and infographics.
 Integrate data visualizations into compelling data stories that are tailored for a business context.
 Design data visualizations, dashboards, and data stories using Tableau.
 This course is presented face-to-face, with six sessions of 2h40 each.

Environmental and social impacts

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

Transparency and reporting, Social development

Data Visualization; Tableau

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	Exercise	End of term exam										
Nbre heure si examen écrit				2.0										
2nd session														
Coefficient	20.0	25.0	15.0	40.0										

Feedback

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

Bibliography

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

Total

50.0



MASTERING AI FOR STRATEGIC BUSINESS SUCCESS 3708		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ENT_3708	ENT

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

Prerequisites

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

Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

5.B Construct expert knowledge from cutting-edge information

Course description

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

The course opens by demystifying AI, tracing its origins from early rule-based systems and the Turing Test to

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

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

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

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

Environmental and social impacts

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

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

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

Key ethical issues, such as algorithmic bias, surveillance, inequality, and the responsible integration of AI into

daily life, are examined in depth. The course advocates for a new social contract that fosters trust, equity, and shared prosperity, ensuring AI benefits are fairly distributed and human dignity is upheld.

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

Sustainable transformation of companies

Energy

Natural resources

Diversity, equity and inclusion

Education

Transparency and reporting, Social development

Sustainable Business Models

Climate change

Labor rights

Ethical AI

Digital sustainability

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	End of term exam	Continuous assessment											
Nbre heure si examen écrit	0.5	0.5												
2nd session	true	true												
Coefficient	35.0	35.0	30.0											

Feedback

The course is mainly asynchronous, allowing students to progress at their own pace. In addition to embedded AI-guidance, instant quiz feedback and a dedicated discussion forum for peer and instructor interaction, students can reach out at any time through the platforms created for the course to ask questions, clarify concepts, and receive additional support as needed. Moreover, the course provides detailed feedback on student progress and identifies potential difficulties, enabling timely and targeted support where needed.

Bibliography

The "Mastering AI for Strategic Business Success" textbook and digital learning platform are provided via McGraw-Hill. In addition, a dedicated application has been developed to test course concepts and translate them into practice. Access to all materials will be granted through the My Courses environment.

Workload

Number of hours

Type of course

1.5	Lecture
8.5	Personnal work
Independent work	
20.0	E-learning
35.0	Reading reference manuals
10.0	Research
Total	
	75.0

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

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

In addition to the self-paced structure, a kick-off session will be organized to introduce students to the learning environment and course content.

INVENTORY MANAGEMENT 3757		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3757	OPS

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

Prerequisites

- 1) General knowledge (e.g., calculate average);
- 2) Basic math. knowledge (e.g., algebra, derivative power rule);
- 3) Knowledge of probability (e.g., the bell curve of normal distributions);
- 4) Background knowledge of operations/supply chain management; and
- 5) Basic problem analysis skills (e.g., understand the meaning of a text).

Learning objectives

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

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

1.A Demonstrate an international mindset

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

- Session 1: Important concepts, definitions and fundamentals; inventory classification
 Session 2: EOQ model plus exercises
 Session 3: EPQ model plus exercises
 Session 4 : Quantity discount model plus exercises
 Session 5: Quantity discount model and case study (1st part)
 Session 6 : News boy model plus exercises
 Session 7 : Fixed order interval model and case study (2nd part)
 Session 8: Reorder point model and exercises
 Session 9: Inventory systems, exercises, and a game

Environmental and social impacts

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

Sustainable Business Models

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	Participation	Exercise											
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	80.0	10.0	10.0											

Feedback

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

Bibliography

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

1. Operations Management, (chapter 12) J. Heizer and B. Render, Pearson, ISBN 13: 978-0-27-375595-1, ISBN 10: 0-27-375595-1.
2. Operations Management, W.J. Stevenson, 10th Edition, McGraw-Hill/Irwin, 2009, ISBN: 0070091773, 9780070091771. (Other editions are fine as well.)
3. Piasecki, D.J. (2009), Inventory Management Explained: A Focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems, 1st ed., ISBN-13: 978-097276 ; 4. IESEG Online <http://www.ieseg-online.com/>

Workload

Number of hours	Type of course
24.0	Lecture

26.0	Personal work
10.0	Collective project
5.0	E-learning
10.0	Reading reference manuals
Total	
75.0	



CONSUMER BEHAVIOR 3720		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_MKT_3720	MKT

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

Prerequisites

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

Learning objectives

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

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

5.B Construct expert knowledge from cutting-edge information

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

Social development

Diversity, equity and inclusion

Sustainable Business Models

consumer behaviour, judgment and decision making

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	Group project											
Nbre heure si examen écrit	2.0													
2nd session	true													
Coefficient	50.0	10.0	40.0											

Feedback

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

Bibliography

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

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

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

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

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

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

Workload	
Number of hours	Type of course
24.0	Interactive courses
10.0	Personnal work
15.0	Collective project
15.0	Individual project
8.0	Research
Outside training	
3.0	Outside visit
Total	75.0

DIGITAL MARKETING FUNDAMENTALS 3723		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_MKT_3723	MKT

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

Prerequisites

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

Learning objectives

By the end of the course, participants will have:

- Acquired a comprehensive toolkit to understand various digital marketing tools.
- Developed the skills to structure and outline digital marketing strategies.
- Gained practical insights to successfully implement digital marketing projects/campaigns.
- Be able to effectively communicate a digital marketing strategy to decision makers in an organization.

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

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

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	Group report											
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	20.0	50.0	30.0											

Feedback

Students will receive formative feedback on in-class exercises during the course – feedback will be provided orally. Students will receive formative and summative feedback on their group project – feedback will be provided via the feedback option of MyCourses. Additionally, a peer assessment via ChallengeMe is used for the group work.

Students will get a point grade for the exam – and feedback on request.

Bibliography

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

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

Additional readings announced in-class / on course slides.

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

4.0	Reading reference manuals
12.0	Research
Total	
	75.0



SALES STRATEGY & MANAGEMENT 3725		
2026 - 2027	ECTS Credit(s): 3	IÉSEG - School of Management
Class code :	2627_SYL_MKT_3725	MKT

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

Prerequisites

Basic understanding of selling techniques

Learning objectives

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

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

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

Environmental and social impacts

Sustainability in sales, strategies used and implementation

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

Sustainable Business Models

Diversity, equity and inclusion

Sustainable transformation of companies

Sales Management; Go to Market; mental health and well-being; new age technologies ; Value-based selling; Customer success management

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

Feedback

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

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

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

Bibliography

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

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

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

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

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

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

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

CONSOLIDATION 3661		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ACC_3661	ACC

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

Prerequisites

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

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

Learning objectives

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

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

Course description

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

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

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

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

Consolidation adjustments:

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

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

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

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

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

Environmental and social impacts

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

Transparency and reporting, Social development

Accounting, IFRS, Consolidation

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												
Nbre heure si examen écrit		3.0												
2nd session														
Coefficient	30	70												

Feedback

Students will have access to personalized correction of their case studies, whether done in groups or individually, for the final case, individually.
 With the exception of the final case, personalized feedback will be given during the session and at mid-course to check that students are not going down the wrong path in terms of understanding.

Bibliography

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

LEADERSHIP FOR DESIGN THINKING 3712		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ENT_3712	ENT

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

Prerequisites

None

Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

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

Environmental and social impacts

The course covers the discipline's environmental and societal impacts by emphasizing sustainable innovation, corporate social responsibility, and ethical leadership. It reflects transformations through interdisciplinary approaches, case studies, and future-oriented thinking, preparing leaders to create solutions that are both innovative and responsible. This ensures that creative processes contribute positively to both society and the environment. Students will learn the importance of the creation of an inclusive environment to foster creativity and will also be able to learn techniques to come up with innovative sustainable solutions.

Diversity, equity and inclusion

Sustainable Business Models

Sustainable transformation of companies

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

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

Feedback

Students will receive comments and feedback about their submissions.

Bibliography

Suggested:

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

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

Robert Iger (2019). The Ride of a Lifetime

Workload

Number of hours	Type of course
24.0	Interactive courses
15.0	Personnal work
23.0	Collective project
2.0	Individual project

5.0	Reading reference manuals	
3.0	Research	
Outside training		
3.0	Outside visit	
Total		75.0



INNOVATION & CORPORATE ENTREPRENEURSHIP 3711		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ENT_3711	ENT

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

Prerequisites

Understanding of introductory concepts in strategic management

Learning objectives

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.C Organize change management processes

6.A Thoroughly examine a complex business situation

Course description

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

This course is intended to provide students with practical skills to understand, evaluate, create, and ultimately manage an effective innovation and corporate entrepreneurship strategy within an organization.

We will make use of several materials such as articles, case studies, simulations, and practitioner interventions. The final project will be the development of a real application of an innovation.

The sessions are structured in the following way:

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

Environmental and social impacts

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

Sustainable transformation of companies

Sustainable Business Models

Energy

Assessment

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

Feedback

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

Bibliography

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

Workload

Number of hours	Type of course
24.0	Lecture
19.0	Collective project
20.0	Individual project
12.0	Research
Total	75.0

FINANCING ENTREPRENEURIAL VENTURES 3709		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ENT_3709	ENT

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

Prerequisites

Learning objectives

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

-
- 1.C Communicate effectively in English

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

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

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

 - 6.A Thoroughly examine a complex business situation

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

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Assessment

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

Feedback

Bibliography

Workload

Number of hours	Type of course
20	Interactive courses
4	Coaching
15	Personnal work
30	Collective project
10	Individual project



SUPPLY CHAIN MANAGEMENT 3756		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3756	OPS

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

Prerequisites

- operations management
- optimization methods

Learning objectives

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

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

6.A Thoroughly examine a complex business situation

Course description

Supply chain system activities - communication, inventory management, warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

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

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

Key areas of focus in this course include:

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

Environmental and social impacts

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

Sustainable Business Models

Assessment

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

Feedback

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

Bibliography

Supply chain management, Chopra, 7th edition, Pearson

Workload

Number of hours

Type of course

24.0	Interactive courses	
43.0	Personnal work	
Independent work		
4.0	Reading reference manuals	
Outside training		
4.0	Company visit	
Total		75.0

visite avec Norlink de plateforme logistique.
visite organisée le 17 novembre 2026.
prévoir dans l'agenda des étudiants comme session en plus.

RISK MANAGEMENT 3676		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_3676	FIN

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

Prerequisites

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

Learning objectives

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

6.A Thoroughly examine a complex business situation

5.B Construct expert knowledge from cutting-edge information

3.A Breakdown complex organizational problems using the appropriate methodology

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

Course description

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

Environmental and social impacts

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

Climate change

Sustainable transformation of companies

Transparency and reporting, Social development

Diversity, equity and inclusion

Sustainable Business Models

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

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Midterm exam												
Nbre heure si examen écrit	2.0	1.0												
2nd session														
Coefficient	80.0	20.0												

Feedback

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

Bibliography

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

Disclaimer: Content from additional/complementary resources are included when necessary to enrich the course material.

Workload

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

Total

75.0

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



FOUNDATIONS OF ENTREPRENEURSHIP 3710		
2026 - 2027	ECTS Credit(s): 3	IÉSEG - School of Management
Class code :	2627_SYL_ENT_3710	ENT

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

Prerequisites

Learning objectives

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

6.A Thoroughly examine a complex business situation

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

Course description

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

Environmental and social impacts

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

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

Feedback

Feedback in this course is designed to help you understand where you are, where you need to be, and how to get there. We will provide oral feedback after each teaching and learning activity to support your progress in real time. You are always welcome to request additional feedback on any course-related work-or even on outside projects-by email. Our goal is to make feedback timely, specific, and actionable so you can continuously improve.

Bibliography

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

25.0	Research	
Total		75



DECISION GAMES AND NEGOTIATION 3747		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_NEG_3747	NEG

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

Prerequisites

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

Learning objectives

At the end of the course, the student should be able to: (1) use basic techniques of decision theory to make smarter decisions (2) use the theory of simultaneous and sequential games to analyze the strategic inter-dependencies of parties in a negotiation (3) understand the scope and limits of rational approaches to decision-making
 How does this course cover the discipline's impacts on the environment and society? And/or how does this course reflect transformations in the discipline related to environmental and social issues?

- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.B Construct expert knowledge from cutting-edge information
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

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

- Main Topics:
- Game theory

- Rational decision-making

Environmental and social impacts

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

Waste

Biodiversity

Social development

Community engagement

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	Individual project											
Nbre heure si examen écrit		1.5												
2nd session														
Coefficient	20.0	40.0	40.0											

Feedback

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

Bibliography

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

Workload

Number of hours	Type of course
24.0	Lecture

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



DIPLOMATIC NEGOTIATIONS AND SUSTAINABLE DEVELOPMENT 3751		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_NEG_3751	NEG

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

Prerequisites

Learning objectives

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

2.C Generate sustainable solutions for organizations

Course description

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

Main topics:

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

Environmental and social impacts

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

Biodiversity

Democracy

Waste

Transparency and reporting, Social development

Circular economy

Natural resources

Health

Climate change

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Group report	Individual report										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30.0	25.0	25.0										

Feedback

Written feedback will be provided on the group projects.

Written feedback will be provided on the group reports.

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

Bibliography

Will be communicated at the start of the course.

Workload

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

SUSTAINABLE CORPORATE FINANCE 3673		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_3673	FIN

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

Prerequisites

This course partially builds on what students learn in BA2 Sustainability and Business and BA3 Digital Corporate Finance courses.

Learning objectives

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

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

5.B Construct expert knowledge from cutting-edge information

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

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

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

Course description

- Session 1: Introduction to Sustainability and Sustainable Finance
 Understanding the concept and scope of sustainable finance
 Global trends, regulatory drivers, and investor expectations
 The business case for integrating sustainability into financial strategy

- Introduction to planetary boundaries and the implications for corporate financial decision-making
- Session 2: ESG Integration and Analysis
 - Principles of environmental, social and governance (ESG) factors and materiality analysis
 - ESG data sources, ratings methodologies, and disclosure frameworks
 - Methods to assess science-based alignment: SBTi, NZI and sectoral decarbonization pathways
 - Asset classification: harmful vs transition-supporting assets (e.g., EU Taxonomy and Do No Significant Harm principles – only introduction)
- Session 3: Capital Budgeting and Integrated Investment Decisions
 - RECAP of Payback Period, NPV, IRR, MIRR and Profitability Index and their limitations when sustainability externalities are ignored
 - Project selection under capital constraints and multi-criteria decision rules
 - Integrated Present Value (IPV): internalizing carbon, biodiversity, social externalities, etc. into cash-flow projections
 - Techniques for embedding internal carbon pricing and biodiversity impact valuation into project appraisals
- Session 4: Capital Budgeting and Integrated Investment Decisions – CASE ASSESSMENT
 - Graded case study applying traditional and integrated investment appraisal methods.
 - Assessment of financial, environmental and social dimensions in project selection and post-investment monitoring
- Session 5: Cost of Capital and Sustainability
 - Cost of debt and equity, WACC, Project-specific cost of capital (RECAP)
 - Adjusted cost of capital: incorporating sustainability risk premia and impact on discount rates
 - Risk-weighted assets approaches for banks: green and brown weighting factors and implications under Basel frameworks
 - The role of Public Investment and Development Banks (e.g., EIB, KfW) in de-risking sustainable projects and blended finance instruments
- Session 6: Sustainable Investment Strategies

(Note: Some of these are covered in detail in other courses of Finance major, which we will discuss only from a broader perspective without going in depth)

 - Brief overview of sustainable finance products: green bonds, sustainability-linked bonds, transition bonds, blended finance, impact funds and biodiversity credits
 - ESG integration in financial analysis and portfolio construction
 - Mapping product materiality to planetary boundaries and evaluating trade-offs between financial return and environmental impact
- Session 7: Corporate Stewardship and Engagement
 - The role of corporate boards, CEOs, CFOs, and other executives in embedding sustainability into strategy and capital allocation
 - Shareholder engagement, proxy voting and active ownership as levers for change
 - Aligning financial incentives, executive compensation and long-term ESG targets
 - Designing and evaluating corporate-level and portfolio-level long-term emission reduction strategies
- Session 8: Reporting and Disclosure
 - Reporting frameworks and standards: GRI, TCFD, ISSB and the EU Taxonomy
 - Enhancing transparency and credible disclosure of sustainability information to investors and regulators
 - Sector-specific standards and principles: Equator Principles (project finance), Poseidon Principles (shipping finance), and others (only introduction)
 - Communicating sustainability performance and addressing greenwashing risks
- Session 9: Student Presentations
 - Group presentations (5–6 students per group) applying one technical framework or advanced topic to a real-world corporate or investment case of the students' choosing
 - Each presentation should: explain the framework/concept, demonstrate how it applies to a chosen company or portfolio, identify practical challenges, and conclude with recommended finance actions that a CFO would consider

Environmental and social impacts

The course is designed to equip our students with fundamental understanding of how to identify, evaluate, and quantify environmental and societal impact largely from the perspective of company managers, but also considering investors' perspective. It critically assesses the current financial models in terms of their limits for incorporating ESG in the decision-making process and provides principles for aligning them with societal and environmental goals. The course also introduces modern stewardship and engagement practices for positive social and environmental value creation. Finally, it trains students to critically assess the entity's

position in terms of reporting and disclosure or greenwashing in line with current EU regulations targeting environmental risk management and ecosystem preservation;

- Education
- Climate change
- Social development
- Community engagement
- Health
- Democracy
- Waste
- Diversity, equity and inclusion
- Energy
- Transparency and reporting, Social development
- Natural resources
- Sustainable transformation of companies
- Human rights
- Biodiversity
- Water
- Labor rights
- Circular economy
- Sustainable Business Models
- Stewardship, Engagement

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	End of term exam	Case study	Presentation	Multiple choice questions										
Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	20.0	15.0	15.0										

Feedback

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

Bibliography

The reference books for this class are Dirk Schoenmaker and Willen Schramade, "Principles of sustainable finance", Oxford University Press and "Corporate Finance for Long-Term Value", Springer.

Workload

Number of hours	Type of course
24.0	Interactive courses
16.0	Personal work
10.0	Collective project
5.0	E-learning
10.0	Reading reference manuals
10.0	Research
Total	75.0

STRATEGIC CHANGE MANAGEMENT 4051		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_4051	STS

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

Prerequisites

None

Learning objectives

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

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

3.C Organize change management processes

Course description

The course is divided into two complementary parts. You will begin with the 4 sessions (2h40 each) on Strategy, where you will explore in detail strategic concepts, governance, and their connection to change management. To understand the foundations on which you can strategically implement change within a company, you will work on timing, historical context, and the Skills, Learning, and Innovation framework that support decision-making. You will also analyze the political dynamics within organizations, which play a crucial role in strategic change. In the 5th session (1h20), you will present your project focusing on the strategic aspect to your Strategy professor. During sessions 6 to 9, with your Change professor, you will transition to the practical implementation of your strategy. You will work on identifying the type of change required, analyzing and engaging stakeholders by leveraging your understanding of corporate culture and effective communication channels. Once this action plan is defined, you will focus on developing a contingency plan, assessing potential risks, and evaluating the impact of your change strategy. In the 10th session, you will present your change strategy through a video, which will be shown in class. Throughout the course, you will progressively develop your final report, integrating insights from both Strategy and Change sessions.

Environmental and social impacts

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

Transparency and reporting, Social development

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	Group project	Continuous assessment	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	20.0	20.0											

Feedback

Feedbacks given through in-class discussions and online tools.

Bibliography

All resources will be made available on MyCourses.

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

Total

75.0



RISK MANAGEMENT & FRAUD 3665		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ACC_3665	ACC

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

Prerequisites

None.

Learning objectives

Risk Management.

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

Fraud.

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

-
- 1.A Demonstrate an international mindset
-
- 2.A Assess the values of the organization in which they work
-
- 3.A Breakdown complex organizational problems using the appropriate methodology
-
- 3.B Propose creative solutions within an organization
-
- 5.B Construct expert knowledge from cutting-edge information
-
- 5.C Employ state-of-the-art management techniques
-
- 6.A Thoroughly examine a complex business situation
-
- 2.B Solve professional dilemmas using concepts of CSR and ethics
-
- 2.C Generate sustainable solutions for organizations

3.C Organize change management processes

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

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

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

5.D Make effectual organizational decisions

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

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

Diversity, equity and inclusion

Human rights

Labor rights

Social development

Sustainable Business Models

Sustainable transformation of companies

Transparency and reporting, Social development

Biodiversity

Climate change

Community engagement

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Case study	Multiple choice questions											
Nbre heure si examen écrit	2.0	2.0	1.0											
2nd session														
Coefficient	50	30	20											

Feedback

- Evaluation.

Bibliography

Workload

Number of hours	Type of course
8.0	Lecture
8.0	Interactive courses
8.0	Directed work
1.0	Coaching
10.0	Personal work
10.0	Collective project
10.0	Individual project
Independent work	
10.0	Reading reference manuals
10.0	Research
Total	75.0

STRUCTURES & ORGANIZATIONAL DESIGN IN INTERNATIONAL CONTEXTS 2074		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_HRM_2074	HRM

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

Prerequisites

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

Learning objectives

-
- 1.A Demonstrate an international mindset

 - 1.B Successfully collaborate within a intercultural team

 - 2.C Generate sustainable solutions for organizations

 - 3.B Propose creative solutions within an organization

Course description

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

Part 1-.The org-chart technique and the basic tool of all the course.

Following the program the student will be introduced to the theory of the organizational structuring: basic, functional and dipartimental structures. These are the so called hierarchical structures, since the integration model they normally use is based on the hierarchical relation between the actors.

Part 2 – Non-Hierarchical structure

This traditional approach to the organization is attenuated by using different model based on the mutual adjustment, the negotiation between the actors, the shared interests and the common culture.

Using these tools we create the non hierarchical organization, by which the most important examples are the Project Manager Model, the Product Manager Model and the Matrix.

Part 3 – Network Organization

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

Environmental and social impacts

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

During the course the student will learn:

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

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	Written exam	Group project	Participation											
Nbre heure si examen écrit	2													
2nd session	true	true	true											
Coefficient	80	10	10											

Feedback

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

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

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

Bibliography

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

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

Workload

Number of hours	Type of course
16	Lecture

18	Personal work
8	Collective project
8	Reading reference manuals
Total	
50	

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



CONSULTING SKILLS 3703		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3703	STS

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

Prerequisites

Foundational understanding of consulting principles and business problem-solving is recommended. The Consulting Process 3700 course is also highly complementary.

Learning objectives

- Apply advanced consulting frameworks to strategic and organizational business challenges
- Formulate actionable strategic recommendations grounded in rigorous analysis
- Develop persuasive client-ready communication and executive presentation materials
- Strengthen consulting readiness through exposure to consulting recruitment, case interviews, and industry expectations
- Practice client-facing consulting behaviors in high-pressure and ambiguous business situations

4.C Convey powerful messages using contemporary presentation techniques

3.A Breakdown complex organizational problems using the appropriate methodology

4.B Compose constructive personal feedback and guidance

Course description

This course builds on foundational consulting knowledge by developing students' practical capabilities in management and strategy consulting execution. It prepares students for client-facing consulting roles by focusing on structured strategic problem-solving, formulation of strategic recommendations, persuasive executive communication, and consulting career readiness. Through case studies, live consulting projects, simulations, and corporate partner engagement, students strengthen their ability to address complex business challenges and deliver impactful consulting recommendations in professional consulting environments.

Environmental and social impacts

The course reflects the evolving expectations placed on management and strategy consultants to integrate environmental, social, and ethical considerations into strategic recommendations. Students are encouraged to consider stakeholder impacts, responsible business practices, and long-term organizational sustainability when formulating strategic recommendations. Through case studies and consulting challenges, students learn to develop solutions that balance strategic performance with broader organizational and societal responsibilities. Although this is not the main goal of the course and this is extensively covered in Sustainability Consulting 3699

- _____ Sustainable Business Models
- _____ Diversity, equity and inclusion
- _____ Education
- _____ 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	Group project	Continuous assessment												
Nbre heure si examen écrit														
2nd session														
Coefficient	50	50												

Feedback

Students receive continuous developmental feedback through:

- Instructor feedback during case discussions and coaching sessions
- Peer feedback during role-play and presentation exercises
- Corporate partner feedback during live consulting challenges
- Formal evaluation of consulting project deliverables and presentations
- Peer evaluation through ChallengeMe for group assignments
- Ongoing participation feedback during the semester

Bibliography

- Course handouts and readings distributed via IESEG MyCourses
- Assigned case studies provided throughout the semester
- Additional practitioner and strategy consulting articles distributed during the course

Workload	
Number of hours	Type of course

6.0	Lecture	
12.0	Interactive courses	
6.0	Coaching	
15.0	Personnal work	
25.0	Collective project	
11.0	Research	
Total		75.0

ADVANCED CORPORATE STRATEGY 3696		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3696	STS

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

Prerequisites

Learning objectives

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

In today's increasingly volatile, uncertain, complex, and ambiguous marketplace, making effective strategic decisions is a crucial skill. This course focuses on the complexity of strategic decision-making and aims to improve students' ability to concretely add value to companies through class discussions, current case studies, short lectures, exercises, and presentations.

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

- Deeply reflect on the strategy process
- Critically assess different growth modes
- Evaluate the feasibility of strategic recommendations
- Provide concrete suggestions for strategic action
- Effectively present strategic recommendations and an implementation plan

Environmental and social impacts

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

Sustainable transformation of companies

Sustainable Business Models

Social development

Assessment

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

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

Feedback

- In-class write-ups (sessions 1, 2, 4, and 5), 20%
- Midterm: "internal" presentation (session 3), 20%
- Final "external" presentation (session 6), 30%
- Written exam: Executive brief (2 pages max, due before the start of session 6), 30%

Bibliography

Workload

Number of hours	Type of course
24.0	Lecture
16.0	Collective project
8.0	Individual project

Total



STORY LISTENING FOR LEADERS 1952		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_ITC_1952	ITC

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

Prerequisites

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

Learning objectives

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 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
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

Environmental and social impacts

The course teaches young leaders how to be more receptive to the needs of stakeholders in a global society. Students will learn practical skills to demonstrate greater empathy, responsiveness, emotional intelligence, and cultural intelligence.

Social development

Education

Labor rights

Sustainable transformation of companies

Human rights

Community engagement

Diversity, equity and inclusion

Democracy

Assessment

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Case study	Individual report	Participation											
Nbre heure si examen écrit														
2nd session														
Coefficient	40	30	30											

Feedback

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

Bibliography

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

Workload

Number of hours	Type of course	
16	Lecture	
16	Personnal work	
18	Individual project	
Total		50

INTERNATIONAL MARKETING FUNDAMENTALS 3724		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_MKT_3724	MKT

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

This course presents an introduction to international marketing. The topics covered in class include the international marketing context, the selection process of potential international markets and alternative market entry strategies, the development of the international marketing strategy, and the standardization vs. adaptation debate when designing the international marketing mix. In addition to interactive lectures, the course consists of case studies, role plays and assignments in which students will have to critically apply the concepts discussed in class and propose their own solutions to the various real-life problems and situations. Students will be asked to demonstrate their knowledge in an exam at the end of the course. An active, interactive, and critical approach is fundamental for this course.

Environmental and social impacts

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

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	End of term exam	Case study	Group project										
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	50.0	20.0	20.0										

Feedback

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

The feedback for the group in-class assignments will be given in class, based on (student) presentations and questions. The written feedback will be available after the submissions of the written documents. The feedback to the final presentation will be given straight after each group presents. Feedback and grades of individual exam and personalized feedback are available upon request. Grades are available within two weeks after the last assignment of the class, in line with the feedback policy of the school.

Bibliography

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

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

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

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

Workload	
Number of hours	Type of course
24.0	Interactive courses

13.0	Personnal work	
20.0	Collective project	
Independent work		
3.0	E-learning	
5.0	Reading reference manuals	
10.0	Research	
Total		75.0

PRACTICAL NEGOTIATION SKILLS 3749		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_NEG_3749	NEG

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

Prerequisites

None

Learning objectives

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

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

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

Main Topics:

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

Environmental and social impacts

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

Sustainable Business Models

Energy

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

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

Bibliography

Workload

Number of hours	Type of course
24.0	Interactive courses

23.0	Collective project
28.0	Individual project
Total	
	75.0



CORPORATE INVESTMENTS 2072		
2025 - 2026	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2526_SYL_FIN_2072	FIN

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

Prerequisites

Fundamentals of Finance

Learning objectives

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

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

Available for students during the class

Environmental and social impacts

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

Sustainable Business Models

Education

Sustainable transformation of companies

Social development

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

Assessment

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

Feedback

Case Studies, Presentations, Discussion. The assignments will be either completed in class with no possibility of using AI or presented in class when made at home. In the case of the latter, the validation will be performed on site.

Bibliography

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

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

Workload

Number of hours	Type of course
8.0	Lecture

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

LONG TERM FINANCING AND DEBT SECURITIES 3674		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_FIN_3674	FIN

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

Prerequisites

Students are expected to have completed all introductory finance courses. They should possess a basic understanding of debt securities (e.g., the definition and functioning of bonds) as well as fundamental concepts in financial mathematics, including time value of money and interest compounding. Most of these foundations are covered in the "Financial Instruments and Technology" course from the Bachelor cycle.

Learning objectives

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

- Explain the role of corporate governance, agency costs, and incentive structures in shaping long-term financing decisions.
- Assess the impact of financial distress, bankruptcy costs, asymmetric information, and capital structure theories on a firm's financing choices.
- Demonstrate familiarity with the defining features, structures, and legal considerations of fixed-income securities.
- Identify the main types of fixed-income markets and instruments, including sovereign, corporate, and green bonds, and understand the issuance and trading mechanisms in primary and secondary markets.
- Apply time value of money principles to compute bond prices and yields; interpret yield curves and analyse yield spreads.
- Use and interpret spot rates, forward rates, and various yield measures to analyse fixed-income instruments.
- Identify and evaluate key risks associated with bond investments, including interest rate risk, credit risk, and liquidity risk.
- Measure interest rate risk using appropriate tools such as duration and assess its implications for investment strategies.
- Apply the basic principles of credit analysis, including understanding capital structure, credit ratings, seniority, and recovery rates.
- Explain the securitization process and evaluate the role and structure of asset-backed securities.
- Understand the mechanics, rationale, and financial implications of leasing as a source of long-term corporate funding.
- Describe the main features and role of sustainability-linked bonds and green bonds in fixed-income markets.

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

5.D Make effectual organizational decisions

Course description

This course provides a comprehensive overview of fixed-income securities and long-term debt capital markets. Its primary objective is to equip students with a solid foundation in the analysis, valuation, and risk assessment of fixed-income instruments, with a particular focus on bonds. Emphasis is placed on the tools and concepts most relevant to managers and investors operating in these markets.

This course develops students' ability to understand yield calculations, value various types of bonds, and assess the associated risks. Students will explore key segments of the fixed-income universe, including government, corporate, and asset-backed securities, as well as instruments with embedded features.

As part of the coverage of bond markets, the course includes a focused discussion on sustainability-linked, climate, and green bonds. This section explores how these instruments are structured, certified, and assessed using established frameworks such as the ICMA Green Bond Principles. The discussion will also emphasize the distinction between harmful and transition-supportive assets and highlight the role of public and development banks—such as the European Investment Bank or the World Bank—in financing projects with environmental and social objectives.

Major topics include:

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

Upon completion of the course the student should be equipped with the ability to demonstrate a thorough working knowledge of the analysis of fixed income securities, including basic characteristics of bonds in alternative sectors, valuation tools, and the factors that influence bond yields and risk. The student should be able to estimate risk and returns for fixed income investments, analyse fixed income securities with unique features, and value fixed income investments with embedded options. Students should have a working knowledge of sustainability-linked bonds. Finally, students should be able to describe and evaluate the main long-term corporate financing option available.

The course combines theoretical content with hands-on learning through real-world case studies and exercises using Bloomberg data and analytics. The content is closely aligned with the fixed-income component of the CFA Level I curriculum and other professional finance certifications.

Environmental and social impacts

The course will include a dedicated focus on sustainability-linked and green bonds, introducing students to the structure and functioning of these fast-growing segments of the fixed-income market. This section will cover foundational concepts, market mechanisms, and strategic considerations, with the aim of equipping students to critically understand and evaluate sustainable finance instruments in professional contexts.

Topics will include:

- definitions and distinctions between sustainability-linked, green, and climate bonds;
- the range of issuers (corporations, sovereigns, and supranational institutions);
- the evolution of the green bond market;
- key standards and frameworks (e.g., ICMA Green Bond Principles, Climate Bonds Standard);
- the roles and responsibilities of issuers, investors, underwriters, and rating agencies.

In line with IÉSEG's commitment to sustainability, particular attention will be devoted to distinguishing between harmful and transition-supportive assets, examining how green bonds are structured, certified, and assessed using taxonomies and classification frameworks. The role of Public Investment and Development Banks—such as the European Investment Bank and the World Bank—will also be explored, especially in the context of sovereign and supranational issuance aimed at supporting environmental and social objectives.

Students will engage with these themes through case studies (using Bloomberg), fostering an applied and critical understanding of real-world sustainable bond issuance.

Transparency and reporting, Social development

Sustainable transformation of companies

Sustainable Business Models

Climate change

Natural resources

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												
Nbre heure si examen écrit														
2nd session		true												
Coefficient	30.0	70.0												

Feedback

A robust feedback policy will be implemented in alignment with the IÉSEG Teaching & Learning Strategy. Immediate feedback will be provided on exercises and projects to reinforce learning. The aim is to create an environment where students are encouraged to practice and apply what they have learned, while feeling supported, motivated, and equipped with the tools necessary for their academic and professional development.

Bibliography

Berk, J. and DeMarzo, P., Corporate Finance, 6th Edition, Pearson
 Pettit, B.S., Fixed Income Analysis, 3rd Edition, Wiley

Workload	
Number of hours	Type of course
13.0	Lecture
11.0	Interactive courses
20.0	Personnal work
11.0	Collective project
20.0	Reading reference manuals

Total

75.0



SUSTAINABLE VALUE: FRAMEWORKS, STRATEGY & PERFORMANCE 3789		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_STS_3789	STS

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

Prerequisites

Learning objectives

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

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

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

- o The course explores how business can advance problem-solving on some of the most challenging sustainability issues facing business.
- o The 'point of entry' assumes that the student has a fundamental understanding and awareness around the themes of sustainability (i.e., climate, water, and natural resource stress; access and affordability to energy, food, medicines; sourcing and labor dilemmas from low-wage countries).
- o The approach will be to first set the context and then,
- o Move to explore three business approaches that provide pathways for business to contribute solutions towards more sustainable principles and practices. These three approaches include:
 - the sustainable value framework (Hart),
 - Sustainable Development Goals (UN).

- Materiality mapping.

o We will deepen the focus, exploring how sustainability challenges are managed by a few industries critical in the global economy. These sectors control vast resources and have significant impacts on air, water, waste, raw materials use and the communities and labor in which they operate. These include: agribusiness/fertilizers; apparel/textiles; buildings/cement.

Environmental and social impacts

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

Sustainable transformation of companies

Transparency and reporting, Social development

Waste

Sustainable Business Models

Water

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Continuous assessment												
Nbre heure si examen écrit														
2nd session														
Coefficient	50	50												

Feedback

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

The assessment will be based on the following:

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

Bibliography

Workload

Number of hours

Type of course

30	Personnal work
20	Individual project
Total	
50	



THE ENTREPRENEURIAL EXPERIENCE I 3713		
2026 - 2027	ECTS Credit(s): 3	IÉSEG - School of Management
Class code :	2627_SYL_ENT_3713	ENT

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

Prerequisites

Learning objectives

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

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	Participation	Group project											
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	10.0	60.0											

Feedback

Bibliography

Workload	
Number of hours	Type of course
Face to face	
24	Interactive courses
5	Personnal work
40	Collective project
6	Individual project



THE CONSULTING PROCESS 3700		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3700	STS

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

Prerequisites

Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

Session 1 - Conscious Business, Organisations and Consulting

Introduction and purpose of the course

Review syllabus

Four tenets of conscious business

Impact of consciousness on sustainability

Explore the use of consultants within (conscious) organisations

Required Reading, Video, and Online Resources:

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

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

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

Suggested Reading, Video, and Online Resources:

Henry, T. (n.d.). What is Conscious Capitalism? [Video]. <https://www.arette-mgt.com/?wix-vod-video-id=290d96e6e7f744acb86cefb09d2af4c2&wix-vod-comp-id=comp-jtff6odi>

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

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

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

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

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

Group Activities

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

Individual Engagement

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

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

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

Session 2 - Consulting Roles and Conscious Organisational Culture

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

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

Concept of self-managing teams

Consulting roles and corresponding values

Workshop: Develop shared values

Required Reading, Video, and Online Resources:

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

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

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

Suggested Reading, Video, and Online Resources:

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

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

Individual Assignment

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

Journal entries about Mindfulness Practice.

Group Activity

Developing Shared Values.

Session 3 - Consulting Slide Writing

Presentation structuring

Slide creation

Practical tips

Case Studies

Group Assignment

For sessions 4 to 7, students will work in assigned groups to present chapters from Block (2023), applying the consulting slide approach. The goal is to use the principles of presentation structuring and slide writing that we have covered so far. Additionally, we will discuss the humble consulting perspective.

Only half of the class is preparing the slides for the next session. The other half read the assigned chapters and write down 3-5 discussion questions based on the material. These questions should encourage reflection and discussion. Instructions are given in the course slides.

Individual Assignment

Journal entries about Mindfulness Practice.

Optional Reading:

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

Session 4 - Entry, Listening and Contracting

Types of projects and project cycles

Trusting and Open Level Two Relationships

First client meetings

Assignment strategy and plan

Proposal development

Consulting contract

Service Quality

Required Reading, Video, and Online Resources:

Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 4-6.

Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapters 1-4.

Weiss, Alan. (2005). Why good clients turn bad. *Consulting to Management*, 16(1), March 2005, 25-27.

Individual Assignment

Journal entries about Mindfulness Practice.

Session 5 - Discovery and Dialogue

Diagnosis

Data gathering techniques

On-site interaction

Proposal development

Required Reading, Video, and Online Resources:

Block, Peter. (2023). *Flawless Consulting: A Guide to Getting Your Expertise Used*. San Francisco: Jossey-Bass/Pfeiffer. Chapters 10-12.

Schein, Edgar. (2013). *Humble Consulting: How to Provide Real Help Faster*. Berrett-Koehler Publishers. Chapters 4-5.

Hagerty, Michael R. (1997). A powerful tool for diagnosis and strategy. *Journal of Management Consulting*, 9(4), November, 16-25.

Weiss, Alan. (2006). Consultant, heal thyself. *Consulting to Management*, 17(2), June 2006, 10-12.

Bonner case, www.flawlessconsulting.com

Individual Assignment

Journal entries about Mindfulness Practice.

Session 6 - Analysis and Decision to Act

Developing and gathering alternatives

Presenting action proposals to the client
Work plans and project costing
Storylining

Required Reading, Video, and Online Resources:

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

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

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

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

Individual Assignment

Journal entries about Mindfulness Practice.

Session 7 - Engagement, Implementation and Evaluation

Management of projects
Presentations and communicating with clients
Implementing your recommendations
Ongoing client contact and service
Team effectiveness
Time for withdrawal
Final reporting
Evaluation

Required Reading, Video, and Online Resources:

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

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

Suggested Reading, Video, and Online Resources:

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

Individual Assignment

Journal entries about Mindfulness Practice.

Session 8 - Consulting Presence and Mindful Action

Presence and Mindful Action
Qualities and Behaviors of a Conscious Leader
Building courageous leadership skills via the Dare to Lead workshop

Workshop

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

Required Reading, Video, and Online Resources:

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

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

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

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

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

Yousafzai, M. (September 19, 2022). Malala Yousafzai at the Transforming Education Summit. United Nations. [Video]. <https://youtu.be/VxfV3dOTjIk> (5 minutes)

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

Suggested Reading, Video, and Online Resources:

Currie, G., Gulati K., Sohal A., Spyridonidis, D., & Busari, J. O. (2022). Distributing systems level leadership to address the COVID-19 pandemic. *BMJ Leader* 6(1), 39–44. <https://doi.org/10.1136/leader-2020-000280>

Sengupta, S. S. (2021). Level-5 integral leadership styles: Transcendence of mind. *IUP Journal of Organizational Behavior*, 20(2), 7–24.

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3940068

Individual Assignment

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

Journal entries about Mindfulness Practice.

Session 9 - Final Consulting Project Presentations

Final presentations on consulting projects

Submit presentations and reports

Environmental and social impacts

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

Environmental Impact

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

Social Impact

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

Transformation in the Discipline

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

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

Education

Community engagement

Diversity, equity and inclusion

Social development

Sustainable Business Models

Transparency and reporting, Social development

Corporate Social Responsibility (CSR)

Mindfulness in Business

Ethical Leadership

Conscious Capitalism

Organizational Culture

Sustainability in Consulting

Consulting Process Frameworks

Intercultural Competence

Team Collaboration

Reflective Practice

Assessment

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

Feedback

See course presentation

Bibliography

See course presentation

Workload

Number of hours	Type of course
14.0	Lecture
10.0	Interactive courses

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

BUSINESS RELATIONSHIPS AND MULTIPARTY NEGOTIATION 3745		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_NEG_3745	NEG

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

Prerequisites

Students should have followed some foundational courses on negotiation

Learning objectives

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

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

4.B Compose constructive personal feedback and guidance

Course description

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

Main Topics:

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

Environmental and social impacts

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

Social development

Diversity, equity and inclusion

Sustainable Business Models

Community engagement

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

Feedback

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

Bibliography

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

Workload

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

22.0	E-learning
11.0	Reading reference manuals
Total	
	75.0



DERIVATIVES & REAL OPTIONS 3675		
2026 - 2027	ECTS Credit(s): 3	IÉSEG - School of Management
Class code :	2627_SYL_FIN_3675	FIN

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

Prerequisites

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

Learning objectives

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

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

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

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

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

Course description

This course is an elementary but exhaustive introduction to the field of financial derivatives products and their wide-ranging applications:

1. Introduction to derivatives markets (OTC vs. organized markets, central vs. bilateral clearing, clearinghouses, margin accounts, short-selling, regulation of derivatives)

2. Introduction to derivatives instruments (payoffs, specification, design) and sustainability-linked derivatives.
3. Forward and futures contracts; mechanics of futures markets.
4. Options markets; properties of equity options.
5. Basics of interest rates (central bank rates, overnight vs. OIS rates, interbank vs. new reference rates); interest rate futures contracts (Eurodollar, SOFR)
6. Pricing European-style equity options (Black-Scholes-Merton model). Extension to options on dividend-paying stocks.
7. Applications of option pricing to the capital structure of firms (Merton's model).
8. Option-like securities for corporate finance purposes (warrants, rights issues, convertible bonds, employee stock options).
9. Introduction to real options for capital investment appraisal.
10. Forward rate agreements (FRAs) and Interest rate swaps (IRS).
11. Foreign exchange (FX) markets; cross-currency derivatives.
12. Options on corporate bonds, stock indices, futures contracts, and currencies.

Environmental and social impacts

This course aims to show students how derivative markets play an essential role in the transition to a sustainable economy by highlighting how derivative instruments:

- enable greater amounts of capital to be channeled toward sustainable investments;
- provide tools to hedge against weather and climate risks;
- help market participants hedge risks related to environmental, social, and governance (ESG) factors; and
- foster transparency, price discovery, and market efficiency.

The course also critically examines the various economic functions of derivative instruments, such as hedging, arbitrage, and speculation.

In addition, it shows how a real-options approach contributes to a longer-term perspective in financial decision-making by valuing strategic flexibility in the face of economic, technological, and environmental uncertainty, such as carbon taxes, emissions standards, and green subsidies.

Finally, viewed from the combined perspective of social welfare and long-term thinking, the course examines major derivatives-related mishaps, including large losses incurred by financial institutions, rogue trading episodes, and the role of derivatives in the 2007–2008 financial crisis. It also discusses the lessons that derivatives users, including financial institutions and non-financial corporations, can draw from these episodes.

Energy

Sustainable transformation of companies

Sustainable Business Models

Natural resources

Climate change

Assessment

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

Coefficient	40.0	60.0																		
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Feedback

For each learning objective of the course:

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

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

Bibliography

Mandatory reference book:

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

Reference book for the Corporate Finance topics:

- Berk and DeMarzo (2017) Corporate Finance 4th Ed. Pearson.

Reference book:

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

Workload

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

Total

75.0

**BUSINESS CYCLES & LEGISLATION 3662**

2026 - 2027

ECTS Credit(s): 3

IESEG - School of Management**Class code :**

2627_SYL_ACC_3662

ACC

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

Prerequisites

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

Learning objectives

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

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

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

1.A Demonstrate an international mindset

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

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

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Sustainable transformation of companies

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

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

Feedback

Students will get immediate oral feedback on their group case studies.
To the extent possible, course will be structured around Q&A sessions.

Bibliography

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

Workload

Number of hours	Type of course
24.0	Lecture
35.0	Personnal work

16.0	Reading reference manuals	
Total		75.0



TOTAL QUALITY MANAGEMENT 3761		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_OPS_3761	OPS

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

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

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

Education

Waste

Sustainable transformation of companies

Circular economy

Sustainable Business Models

Natural resources

Climate change

Community engagement

Diversity, equity and inclusion

Energy

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

Assessment

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

Feedback

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

Bibliography

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

Workload

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

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

SUSTAINABILITY CONSULTING 3699		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_3699	STS

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

Prerequisites

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

Learning objectives

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

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

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

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

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

Course description

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

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

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

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

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

Environmental and social impacts

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

Sustainable transformation of companies

Climate change

Circular economy

Biodiversity

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Midterm exam	Group project	Participation											
Nbre heure si examen écrit	1.0													
2nd session														
Coefficient	40.0	40.0	20.0											

Feedback

Feedback is provided for the mid-term exam individually

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

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

Bibliography

- Ghouse. Why is the Green Shift a Strategic Imperative? California Management Review 2025. Available at: <https://cmr.berkeley.edu/assets/documents/pdf/2025-07-leading-the-green-shift-strategic-levers-for-managers-driving-sustainable-business-transformation.pdf>
- Gond, J. P., Brès, L., & Mosonyi, S. (2024). Consultants as discreet corporate change agents for sustainability: Transforming organizations from the outsidein. *Business Ethics, the Environment & Responsibility*, 33(2), 157-169.
- Strueber, R., Boojihawon, D. K., & Bryson, J. R. (2025). Identifying Corporate Innovative Sustainability Strategies in Consultancy Reports: A Systematic (Grey) Literature Review. *Business Strategy and the Environment*, 34(6), 6754-6772.
- O'Rourke (2025). Can "Sustaining Innovation" Deliver Sustainability? Amazon's Innovation Processes on Corporate Decarbonization.
- EcoAct. What is a Double Materiality Assessment and why is it key for CSRD Compliance? April 16, 2024. Available at: <https://eco-act.com/blog/double-materiality-assessment/>.
- Embedded Strategies for the Sustainability Transition. 2020. <https://embeddingproject.org/pub/resources/EP-Embedded-Strategies-for-the-Sustainability-Transition.pdf>

Workload	
Number of hours	Type of course
24.0	Interactive courses
10.0	Personnal work
30.0	Collective project
7.0	Reading reference manuals
Outside training	
4.0	Company visit
Total	
	75.0

PERSONAL DATA PROTECTION & MANAGEMENT 3774		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_LAW_3774	LAW

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

Prerequisites

Good knowledge of English.

Learning objectives

The aim of this course is to grasp the following notions:

- Give you an understanding of the concept of "personal data"
- Familiarize you with the legal regime applying to personal data management
- Use basic notions about the application of the legal regime within a work environment

At the end of this module you will be able to:

- Know the legal regime which applies to personal data protection of EU members and to anyone who has EU users/customers.
- Identify common flaws in processing personal data and know how to avoid them
- Determine when you should seek legal counsel for dealing with personal data either ex ante or ex post
- Be familiar with basic data controlling rules
- Be able to work individually or in a team to apply the legal rules to concrete scenarios

To do so, the course includes the following:

- An overview of our personal habits on social media and suggestions on how to improve on them in terms of the protection of our personal data
- An in-depth analysis of the General Data Protection Regulation key concepts and regulatory points
- Real-life illustrations of the above-mentioned concepts using the media, court and CNIL decisions and concrete workplace case studies
- Drafting recommendations for documents protecting personal data
- Basic precautions which should be implemented systematically in the workplace

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Education

Transparency and reporting, Social development

Human 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	Written exam												
Nbre heure si examen écrit		1.0												
2nd session														
Coefficient	40.0	60.0												

Feedback

The format in which feedback given is at the discretion of the professor.

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

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

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

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

Bibliography

Mandatory Reading

- General Data Protection Regulation (Regulation (EU) 2016/679) <https://eur-lex.europa>.

eu/eli/reg/2016/679/oj/eng

- EDPB Official Guidelines, Recommendations, and Best Practices Regarding the GDPR: https://www.edpb.europa.eu/our-work-tools/general-guidance/guidelines-recommendations-best-practices_en

Supplemental Reading

- Densmore Russell, Privacy Program Management Third Edition, IAPP, (2022).

- Ustaran Eduardo, European Data Protection Third Edition, IAPP, (2023).

- Van Alsenoy Brendan, Data Protection Law in the EU: Roles, Responsibilities and Liability, Intersentia (2019).

Workload	
Number of hours	Type of course
16.0	Lecture
8.5	Personnal work
17.0	Collective project
8.5	Research
Total	
	50.0

BUSINESS MODEL DEVELOPMENT IN NEW VENTURES 3781		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_ENT_3781	ENT

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

Prerequisites
Learning objectives

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

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

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

5.B Construct expert knowledge from cutting-edge information

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

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

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

Course description

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

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

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

Environmental and social impacts

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

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

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	Participation	Presentation											
Nbre heure si examen écrit														
2nd session														
Coefficient	60.0	10.0	30.0											

Feedback

The instructor expects students to actively participate and behave responsibly in the course sessions. The student is assessed on the course based on three components: class participation (10%), group project (60%), and group presentation (30%).

Bibliography

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

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

Workload

Number of hours	Type of course
16.0	Interactive courses

5.0	Personnal work
25.0	Collective project
4.0	Research
Total	
50.0	



ENVIRONMENTAL MANAGEMENT 4050		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_STS_4050	STS

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

Prerequisites

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

Learning objectives

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

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

Course description

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

This course introduces a set of key environmental issues (e.g. climate change adaptation, biodiversity impact, GHG footprint) and their potential management. By combining theoretical knowledge, applied methods and tools, and specific examples and cases, students will learn how to approach the complexity of

environmental challenges in managerial contexts, including via critical analysis. The course aims to equip students with specialized and practical knowledge to address environmental issues in organizational settings, with a focus on transforming knowledge into actionable strategies.

Environmental and social impacts

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

Natural resources

Biodiversity

Energy

Sustainable Business Models

Sustainable transformation of companies

Transparency and reporting, Social development

Water

Waste

Climate change

Circular economy

Assessment

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

Feedback

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

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

Bibliography

Bibliography and other references

Session #1

- Planetary Health Check 2024, report, <https://www.planetaryhealthcheck.org>
- “Breaking Boundaries: The Science of Our Planet”, 2021 [documentary, Netflix]

Session #2

- CarbonBrief (2018), Explainer: How ‘Shared Socioeconomic Pathways’ explore future climate change, <https://www.carbonbrief.org/explainer-how-shared-socioeconomic-pathways-explore-future-climate-change/>

Session #3

- Banque de France (2021), A “Silent Spring” for the Financial System? Exploring Biodiversity-Related Financial Risks in France, working paper, https://publications.banque-france.fr/sites/default/files/medias/documents/wp826_0.pdf

Session #4

- https://fr.wikipedia.org/wiki/Bilan_carbone
- https://en.wikipedia.org/wiki/Carbon_accounting
- Methodological Guide to Bilan Carbone®. <https://www.bilancarbonate-methode.com/methode-bilan-carbone-r-en>

Session #5

- ADEME (2024), Prospective - Transition(s) 2050 - Summary - new edition 2024, report, https://bibliothec.ademe.fr/index.php?controller=attachment&id_attachment=5707

Session #6

- Korhonena et al (2018) “Circular Economy: The Concept and its Limitations” - https://mycourses.ieseg.fr/pluginfile.php/519355/mod_folder/content/0/Session%206/Korhonena_et_al_2018_Circular%20Economy%20-%20The%20Concept%20and%20its%20Limitations.pdf

Workload	
Number of hours	Type of course
12.0	Interactive courses
12.0	Directed work
40.0	Personnal work
10.0	Reading reference manuals
6.0	Research

Total

80.0

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



NEGOTIATION SKILLS & WORKPLACE CONFLICT 3786		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_NEG_3786	NEG

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

Prerequisites

None

Learning objectives

- 1.A Demonstrate an international mindset
- 4.B Compose constructive personal feedback and guidance
- 5.D Make effectual organizational decisions
- 6.B Synthesize multifaceted information from various sources across different functional fields

Course description

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

Environmental and social impacts

This course on Negotiation Skills and Conflict Management is at the forefront of integrating contemporary transformations within the discipline, particularly concerning environmental and social issues. By addressing the environmental impacts of organizational conflicts and the social implications of conflict management

practices, this course prepares students to navigate and resolve disputes in a manner that promotes sustainability and social responsibility. It reflects a holistic approach to conflict management, ensuring that future leaders can foster healthy workplaces while considering broader societal and environmental contexts. This progressive focus equips students with the necessary skills to contribute positively to both their organizations and the world at large.

Health

Diversity, equity and inclusion

Sustainable Business Models

Social development

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

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Written exam												
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	20	80												

Feedback

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

Bibliography

- Edmondson, A. C., & Bransby, D. P. (2023). Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 55-78.
- Folger, J., Poole, M. S., and Stutman, R. K. (2017). *Working through conflict: Strategies for relationships, groups, and organizations*. Routledge.
- Tjosvold, D., Wong, A. S. H., and Feng Chen, N. Y. (2014). Constructively Managing Conflicts in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 545-568.

Workload

Number of hours	Type of course
16	Interactive courses

20	Personnal work
14	Reading reference manuals
Total	
	50



APPLIED CONFLICT MANAGEMENT AND DISPUTE RESOLUTION 3744		
2026 - 2027	ECTS Credit(s): 3	IÉSEG - School of Management
Class code :	2627_SYL_NEG_3744	NEG

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

Prerequisites

There are no formal prerequisites for this course. However, the course is designed to build on foundational knowledge of negotiation and will be particularly beneficial for students who have completed an introductory course in negotiation (e.g., Business Negotiation) or who have previous practical experience in negotiation contexts.

Learning objectives

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

- Diagnose conflict dynamics and escalation patterns in organizational and professional settings using appropriate analytical frameworks.
- Evaluate how emotions, power asymmetries, and ethical considerations shape conflict processes and resolution outcomes.
- Compare alternative dispute resolution mechanisms and justify strategic process choices beyond direct negotiation.
- Apply mediation principles and intervention techniques to manage impasse and restore communication between disputing parties.
- Design conflict management strategies for repeated or systemic disputes in organizations.

6.A Thoroughly examine a complex business situation

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

Dealing with conflict involves emotions, power imbalances, damaged relationships, and situations where negotiation may be a first step but is often not enough. This course develops practical skills for understanding, managing, and resolving conflict in organizational and professional settings. Moving beyond negotiation techniques, it focuses on how conflicts emerge and escalate, how power dynamics and emotions

shape outcomes, and how alternative dispute resolution (ADR) processes can be used strategically. Through interactive simulations (role plays), real case discussions, and applied exercises, students learn how mediation and other ADR mechanisms work in practice, and how they can be used alongside and beyond negotiation to manage complex and diverse disputes.

Main topics

- Conflict dynamics, escalation, and diagnosis
- Power, emotions, and ethics in conflict situations
- Alternative dispute resolution (ADR) mechanisms and strategic process choice
- Mediation roles, processes, and techniques
- Managing impasse and repeated disputes in organizations

Environmental and social impacts

This course primarily addresses the social dimension of sustainability by focusing on how organizations manage conflict, power asymmetries, voice, fairness, and repeated disputes. Effective conflict management contributes to healthier workplaces, stronger inclusion, and more sustainable organizational relationships by reducing destructive escalation and improving the quality of decision-making processes.

The course also reflects broader transformations in management practice related to diversity, equity, inclusion, ethics, stakeholder engagement, and responsible leadership. By examining mediation, ADR pathways, and conflict systems, students develop capabilities that support psychologically safe, fair, and socially responsible organizations. These competencies are increasingly critical in contexts shaped by social change, institutional accountability, and complex stakeholder demands.

Diversity, equity and inclusion

Human rights

Social development

Community engagement

Conflict diagnosis
 Strategic ADR process choice
 Mediation
 Repeated disputes

Assessment

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

Feedback

Students will receive continuous feedback throughout the course on practical activities, simulations, and role plays conducted in each session. Performance and outcomes will be analyzed during structured debriefings, where theoretical concepts are revisited and discussed based on students' own behaviors, decisions, and intervention choices.

Group presentations will also be followed by feedback from both the professors and classmates, encouraging reflection, peer-review processes, and the development of constructive analytical and presentation skills.

Bibliography

Reading materials, cases, articles, and other mandatory references relevant to each session will be provided to students throughout the course. These materials are selected to support the specific learning objectives, simulations, and applied exercises of each session.

In addition, the following books are suggested as complementary references for students who wish to deepen their understanding of conflict management, mediation, and alternative dispute resolution. These books are recommended but not mandatory:

- Rahim, M. A. (2023). *Managing conflict in organizations* (5th ed.). Routledge.
- Moore, C. W. (2014). *The mediation process* (4th ed.). Jossey-Bass.

The following additional references may also be useful for specific topics addressed during the course:

- Blake, S., Browne, J., & Sime, S. (2016). *A practical approach to alternative dispute resolution*. Oxford University Press.
- Roche, W. K., Teague, P., & Colvin, A. J. S. (2014). *The Oxford handbook of conflict management in organizations*. Oxford University Press.

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

Total

75.0



SALES AND OPERATIONS PLANNING (S&OP) 2079

2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_OPS_2079	OPS

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

Prerequisites

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

Learning objectives

- 1.C Communicate effectively in English
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 4.A Appraise the performance of a team
- 5.A Predict how business and economic cycles could affect organizational strategy
- 5.B Construct expert knowledge from cutting-edge information
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.A Thoroughly examine a complex business situation

Course description

Understand the content of operations management and develop skills to improve efficiency of these operations
Master the different steps and tools of a project (business or quality)
Build and analyse sales forecast to take adequate decisions on sales organization
Apply the concepts of supply chain management to take the best process decisions based on forecasts
Develop appropriate strategies to improve company's performance

Understand the links between metrics, forecasts and strategies

Environmental and social impacts

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

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	Continuous assessment	Group project	Individual project											
Nbre heure si examen écrit														
2nd session														
Coefficient	20	30	50											

Feedback

Small exercises and cases during courses

Bibliography

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

Workload

Number of hours	Type of course
10	Lecture

6	Interactive courses	
4	Personnal work	
5	Collective project	
9	Individual project	
3	E-learning	
3	Reading reference manuals	
Total		40

ACCOUNTING, REPORTING AND REGULATION 3660		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_ACC_3660	ACC

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

Prerequisites

Fundamentals of financial accounting should be mastered:

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

Learning objectives

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

Conceptual framework

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

Basics about business combinations and consolidation

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

Investment property versus tangible assets

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

Provisions (IAS 37) vs contingent liabilities

Employee Benefits (IAS 19 and IFRS 2)

Financial instruments (IFRS 9)

Revenue Recognition (IFRS 15)

Environmental and social impacts

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

Education

financial reporting

Assessment

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

Feedback

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

Bibliography

Workload

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

Total

75.0



DATA INSIGHTS 3721		
2026 - 2027	ECTS Credit(s): 3	IESEG - School of Management
Class code :	2627_SYL_MKT_3721	MKT

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

Prerequisites

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

Learning objectives

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

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

Course description

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

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

Environmental and social impacts

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

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	Case study	Group project										
Nbre heure si examen écrit		2.0												
2nd session														
Coefficient	15.0	50.0	10.0	25.0										

Feedback

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

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

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

Students will be evaluated based on:

- Continuous assessment: in-class assignments (graded) (15%) + homework which is not graded on content, only on submission (vs. not) (specifically, if not submitted, we will deduct grades from the graded assignments) + panel data case study (10%)
- Group project: students will execute the SPSS analysis of real business data. Deliverables include a written management report and an in-class group presentation (25%)
- Final exam (50%)

Bibliography

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

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

Workload

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

NUDGE MARKETING 4508		
2026 - 2027	ECTS Credit(s): 2	IESEG - School of Management
Class code :	2627_SYL_MKT_4508	MKT

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

Prerequisites

Learning objectives

Course description

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 report											
Nbre heure si examen écrit														
2nd session														
Coefficient		40	30											

Feedback

Bibliography

Workload

Number of hours	Type of course
16	Lecture
Total	0

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

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 exercises



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	Personal 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 informal conversations.

1.A Demonstrate an international mindset

1.B Successfully collaborate within an 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 take 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