



SYLLABI

Courses for Incoming Exchange Students

Bachelor PGE

Paris

SPRING 2027

Last Update: September 22, 2026

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

GEOPOLITICS OF BUSINESS 2781		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_ECO_2781	ECO

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

Prerequisites

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

Learning objectives

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

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

Democracy

Sustainable Business Models

Natural resources

Transparency and reporting, Social development

Human rights

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

Feedback
Oral Feedback after each project presentation and written feedback after the examination

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

Workload	
Number of hours	Type of course
Face to face	
16.0	Interactive courses
Independent study	

10.0	Personnal work
8.0	Collective project
Independent work	
8.0	Reading reference manuals
8.0	Research
Total	
50.0	

AMERICAN CULTURE AND CIVILIZATION 1533		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_ITC_1533	ITC

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

Prerequisites

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

Learning objectives

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

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

Labor rights

Health

Education

Diversity, equity and inclusion

Democracy

Community engagement

Human rights

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Presentation	Case study	Individual project	Individual report	Individual project	Individual project	Individual project	Participation						
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	15.0	9.0	9.0	9.0	9.0	9.0	20.0						

Feedback

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

Bibliography

Workload

Number of hours	Type of course
16.0	Interactive courses
8.0	Personnal work
5.0	Collective project
10.0	Individual project
6.0	E-learning
5.0	Research



DATA ANALYTICS FOR BUSINESS PROFESSIONALS USING EXCEL/VBA 0874

2026 - 2027

Crédit(s) ECTS : 2.0

IESEG - School of Management

Class code :

2627_SYL_OPS_0874

OPS

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

Prerequisites

This course has no prerequisites, except for a basic knowledge of Microsoft Excel

Learning objectives

- Understand the importance of computer programming in decision making (AOL 5.D, 6.C) - Automate repetitive/complex tasks using Excel VBA (AOL 3.A, 6.C) - Understand the basic programming structures in VBA (conditional statements, loops, arrays, ?) -Work in a group project and tackle a complex problem using Excel/VBA (AOL 3.A, 3.B, 5.B, 6.C)

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

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

6.A Thoroughly examine a complex business situation

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

Course description

- Review of some advanced Excel functionalities - Excel macro recorder (absolute and relative macro recording) - Referencing ranges, workbooks and worksheets - Basic VBA programming structures (variables, conditional statements, loops, arrays, ?) - Working with user forms (if time permits)

Environmental and social impacts

By improving efficiency we can reduce waste and improve sustainability.

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

Feedback

.in-class feedback on student progress

Bibliography

Excel 2016 Power Programming with VBA - Michael Alexander, Richard Kusleika

Workload	
Number of hours	Type of course
16.0	Interactive courses
10.0	Personnal work
14.0	Collective project
10.0	E-learning



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

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

Prerequisites

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

Learning objectives

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

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

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

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

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

2.C Generate sustainable solutions for organizations

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

3.B Propose creative solutions within an organization

Course description

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

Environmental and social impacts

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

Diversity, equity and inclusion

Climate change

Sustainable transformation of companies

Natural resources

Energy

Assessment

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

Feedback

In-class discussions

(i) Group project:

Students work as if they were a team of AI consultants helping finance companies leverage AI for their businesses. Students must choose a finance company that has not implemented an AI strategy and help them identify an opportunity and suggest an AI solution that enhances the company's success in its AI endeavors, keeping in mind its added value and feasibility. Several pillars must be discussed, particularly ESG considerations. Students will need to make a slide presentation and will be evaluated based on that.

(ii) Final exam with open questions.

Bibliography

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

Workload

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

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

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

Prerequisites

English Speaking, Learning and Presenting Skills

Learning objectives

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

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

5.B Construct expert knowledge from cutting-edge information

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

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

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

Course description

Environmental and social impacts

Climate warming, scarcity of resources, social disorders and geopolitical tensions (non exhaustive list!!) in addition to direct consequences on our lives start to make more and more products more difficult to source and more expensive. Sustainability and operations management are linked very closely. We will look at various concrete, actual examples all around the world.

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

Let's talk about it!

Labor rights

Transparency and reporting, Social development

Sustainable transformation of companies

Health

Natural resources

Sustainable Business Models

Energy

Circular economy

Water

Human rights

Diversity, equity and inclusion

Social development

Waste

Climate change

Metals
Scarcity, volatility, shortages
Scope 3
Raw materials
Circular economy
Waste management
Mass production
Zero waste

Assessment

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

2nd session														
Coefficient	10	60	30											

Feedback

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

Bibliography

UNICEF - SDGS - https://www.unicefusa.org/mission/sustainable-development-goals?gclid=CjwKCAiA76-dBhByEiwAA0_s9Z0AjCRRAM5X365tZX2Zx4DXhwwGI2-ig3qxhN3h04JnLJDA-PMjYhoC8VvQAvD_BwE
Sustainable Development Goals - <https://sdgs.un.org/goals>
Sustainable Development Goals - <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
OE - https://www.aveva.com/en/perspectives/blog/five-steps-for-defining-an-operational-excellence-plan/?utm_term=operational%20management&utm_campaign=G_S_A_NA_All_Campaign_Solution_Operations_Operational+Excellence+-+TOF&utm_source=adwords&utm_medium=ppc&hsa_acc=3968997322&hsa_cam=13787903238&hsa_grp=124872147255&hsa_ad=531876248639&hsa_src=g&hsa_tgt=kwd-297371389801&hsa_kw=operational%20management&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gclid=CjwKCAiA76-dBhByEiwAA0_s9XYplnaqO1JnWY_bA4s6JozBfljd0IHUOsqp-tKdpdRhoKSUZjCVRBoCYHwQAvD_BwE
ESG and CSR: <https://thesustainableagency.com/blog/esg-vs-csr/>

Workload

Number of hours	Type of course
12.0	Lecture
4.0	Interactive courses
4.0	Collective project
12.0	Individual project
10.0	Research

Team Project - Presented on Final Day by some students of the groups
Need to review and keep up updating learning before the final exam.



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

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

Prerequisites

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

Learning objectives

Understand the ecosystem of CRM organisation from a data processing point of view: customer 360° through a project study in order to practice.
Drive and manage data collection as being part of account management or global account management's responsibilities
Structure data flow owing to geographical scope of responsibilities, to enhance business intelligence and industrialize processes

Objective 1 :

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

Objective 2:

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

Objective 3:

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

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

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

5.B Construct expert knowledge from cutting-edge information

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

I Global overview and understanding of CRM usage

- What is a CRM : presentation / usage/ data
- o « paper » CRM or it CRM
- o Screenshots Sales force
- o From sales to CRM/eCRM
- CRM, Customer relationship and sales
- o Include CRM management in the sale process
- ° Focus ChatGPT and customer relationship

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

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

III From eCRM marketing to customer experience

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

Environmental and social impacts

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

Transparency and reporting, Social development

Analysing carbon emissions from energy usage and company travel

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

Assessment

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

Coefficient	50.0	40.0	10.0											
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Feedback

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

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

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

Bibliography

Livre Blanc Salesforce.com

Webinar hubspot

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

Workload

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

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

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

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

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

Each group member are to be involved equally.



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

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

Prerequisites

Course 2792 "Why Culture Matters" is a pre-requisite to enroll in this course.

Be open to difference and prepared to embrace diversity in all forms

Be prepared to challenge one's own deeply held beliefs and suspend judgement in situations where values may clash

It is essential to have attended a fundamental course on Intercultural communication to have a grasp of underlying concepts

Reconciling personal and cultural preferences for effective teamwork

Learning objectives

Have increased self-awareness of the role culture plays on our values and behaviours in the working environment

Analyse potentially conflictual situations and offer constructive and culturally sensitive insights

Assess different management styles as impacted by cultural elements and understand how these will affect team dynamics and motivation

Understand the importance of trust and how to build it in an intercultural environment

Draw constructive and culturally-sensitive conclusions from a wide variety of interactions

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

Course content and activities foster inclusion of diverse student communities

Diversity, equity and inclusion

Community engagement

Social development

Assessment

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

Feedback

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

Bibliography

Articles on My Courses

Workload

Number of hours	Type of course
16.0	Interactive courses

2.0	Collective project	
20.0	Individual project	
Total		38.0



INFLUENCE AND COMMUNITY MARKETING 3801		
2026 - 2027	Crédit(s) ECTS : 2	IÉSEG - School of Management
Class code :	2627_SYL_MKT_3801	MKT

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

Prerequisites

None

Learning objectives

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

LO1-Individual Project: Analyse the influence marketing ecosystem: identify influencer typologies (nano, micro, macro, mega), key performance metrics (reach, engagement rate, EMV), and relevant platforms for different brand objectives.

LO2-Group Project: Design and manage an influence marketing campaign: write a creative brief, select appropriate influencers, negotiate collaboration formats, and measure ROI using relevant KPIs.

LO3-Group Project: Implement community management strategies: develop editorial calendars, manage online communities, produce platform-adapted content, and monitor audience engagement.

LO4-Group Project: Evaluate ethical and sustainability dimensions of influence marketing: detect greenwashing, apply responsible disclosure practices, and integrate diversity and inclusion criteria into influencer selection.

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

Course description

This course provides students with a comprehensive understanding of influence marketing and community management in the contemporary digital landscape. Students will explore how brands identify, engage, and collaborate with influencers across platforms (Instagram, TikTok, YouTube, LinkedIn), and how they build and sustain online communities. The course combines strategic frameworks with hands-on case studies and

practical exercises, enabling students to design, execute, and evaluate influence marketing campaigns from end to end. A dedicated module addresses ethical challenges in the field, including responsible influence practices, transparency requirements, diversity and inclusion in influencer selection.

Environmental and social impacts

Environmental and social issues are key considerations that serve organizations as inputs when developing their content strategy. These elements may be found as part of the Corporate Social Responsibility (CSR) content subset of the organization's communication strategy.

Community engagement

Diversity, equity and inclusion

Corporate Social Responsibility; Influence; Persuasion; Community

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

Feedback

Feedback is provided on the following graded assessments:

- Group Campaign Pitch (GPROJ — 50%): Formative oral feedback is provided by the instructor immediately after each group's presentation during the session. Written summative feedback is provided on the returned documents.
- Individual Exam (EXAM — 40%): Written exam after the last session testing students' capacity to use what they learnt to answer business challenges.
- Participation (CONT — 10%): Formative verbal feedback is given throughout the course during in-class exercises and debates, allowing students to adjust their level and quality of engagement before the end of the course.

Bibliography

Réussir son marketing d'influence - de KERVILER - DUNOD - 2025

De Kerviler, G., Demangeot, C., & Dolbec, P. Y. (2025). Why and how consumers perform online reviewing differently. Journal of Consumer Research, 51(6), 1209-1228.

Audrezet, Alice, and Gwarlann De Kerviler. "How brands can build successful relationships with influencers." Harvard Business Review 1 (2019).

Alice Audrezet, Gwarlann de Kerviler, Julie Guidry Moulard, Authenticity under threat: When social media influencers need to go beyond self-presentation, Journal of Business Research, Volume 117, (2020)

Workload		
Number of hours		Type of course
10.0		Lecture
2.0		Directed work
8.0		Personnal work
10.0		Collective project
10.0		Individual project
Independent work		
6.0		Research
Distance learning		
4.0		remote videoconferencing
Total		50.0

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

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

Prerequisites

English at TOEFL level, bachelor level of social sciences

Learning objectives

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

3.B Propose creative solutions within an organization

4.B Compose constructive personal feedback and guidance

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

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

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

Course description

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

Environmental and social impacts

Ethical Negotiation Practices
 Respect for Diversity and Inclusion
 Social and Environmental Impact
 Stakeholder Theory
 Moral and Ethical Persuasion
 Corporate Values and Mission Alignment

Diversity, equity and inclusion

Health

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

Feedback

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

Bibliography

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

Workload	
Number of hours	Type of course
16.0	Interactive courses
6.0	Personnal work
12.0	Collective project
5.0	Individual project
8.0	Reading reference manuals
3.0	Research



UNDERSTANDING INCOME INEQUALITY IN THE 21ST CENTURY 2753

2026 - 2027

Crédit(s) ECTS : 2.0

IESEG - School of Management

Class code :

2627_SYL_ECO_2753

ECO

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

Prerequisites

Understandings of basic microeconomics and data analysis

Learning objectives

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

5.B Construct expert knowledge from cutting-edge information

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

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

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

Environmental and social impacts

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

Human rights

Labor rights

Democracy

Sustainable Business Models

Diversity, equity and inclusion

Social development

Community engagement

Sustainable transformation of companies

Education

Circular economy

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

Assessment

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

Feedback

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

Bibliography

OECD (2021), The Role of Firms in Wage Inequality: Policy Lessons from a Large Scale Cross-Country Study, OECD Publishing, Paris
 Chapters 1-3
 [Available online: <https://doi.org/10.1787/7d9b2208-en>]

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

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

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

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

Prerequisites

No prerequisites are needed.

Learning objectives

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

5.D Make effectual organizational decisions

Course description

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

Environmental and social impacts

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

Community engagement

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

Coefficient	30.0	10.0	50.0	10.0										
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Feedback

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

Further, peer evaluation will be taken into account when grading the final group project

Bibliography

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

Workload	
Number of hours	Type of course
16.0	Interactive courses
8.0	Personnal work
20.0	Collective project
6.0	Research
Total	
50.0	

IMPORT-EXPORT: SELLING AND NEGOTIATING 2777		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2777	MKT

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

Prerequisites

None

Learning objectives

Understand key issues in international trade
 Anticipate and manage risks in international operations
 Master transportation, payment and customs practices
 Acknowledge regional specificities in international trade
 Manage an international operation in a challenging environment

1.A Demonstrate an international mindset

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

1.C Communicate effectively in English

Course description

This course is a practical introduction to international trade logistics international means of payment, customs and global trade risk avoidance based on real situations and cases.

Environmental and social impacts

International trade faces a lot of criticism related to the environmental impact. As there is no way we can stop it, there are still solutions to reduce the impact of transportation by choosing carriers with sustainable practices, increasing delivery time in order to use less polluting solutions and optimize the flows of transportation, reducing paper use, and investing in new technologies.

Sustainable transformation of companies

Transport

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

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

Feedback

Both formative and summative case studies in group and a final individual test (2 case studies).

Bibliography

J.Reuvid & J.Sherlock (2011), International Trade, ICC UK

Workload

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

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

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

Prerequisites

None

Learning objectives

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

Course description

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

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

Course requirement and grading:

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

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

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

Environmental and social impacts

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

Climate change

Health

Sustainable Business Models

Sustainable transformation of companies

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

Assessment

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

Feedback

Bibliography

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

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

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

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

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

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

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

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

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

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

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

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

Workload

Number of hours	Type of course
16.0	Interactive courses
10.0	Collective project
4.0	Individual project
8.0	Reading reference manuals
8.0	Research



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

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

The current business context is characterized by uncertainty and constant disruption. In the face of continuous technological change, a climate crisis, increasing inequalities, and global competition, organizations need to rethink the way they do business internationally. The course is designed to immerse students into the theory and practice of Global Strategy in a world of relentless disruption. The course will address the fundamentals of international strategy as well as more recent trends. It will provide a set of tools and frameworks to identify major environmental shifts that affect industries, analyze opportunities and strategies for international expansion, audit organizational capabilities, and assess the sustainability of international strategies. Participants will learn by applying theoretical frameworks and through readings,

discussions, debates, short lectures, case studies and presentations.

Environmental and social impacts

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

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	Multiple choice questions	Continuous assessment	Group project	End of term exam										
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	25.0	25.0	30.0										

Feedback

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

MCQs: 20%

Final exam: 30%

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

Bibliography

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

Workload

Number of hours	Type of course
24.0	Interactive courses

16.0	Personnal work	
20	Collective project	
Total		60.0



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

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

Prerequisites

Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

Course description

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

Environmental and social impacts

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

Natural resources

Community engagement

Diversity, equity and inclusion

luxury ; brand; fashion; communication; experience; digital

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

Feedback

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

Appropriate feedback will be given on the evaluation components: formatively (with comments on assignments signaling best practices) during the course) and summatively (at the end of the course with comments on key takeaways)

Bibliography

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

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

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

Workload	
Number of hours	Type of course
16.0	Lecture

10.0	Collective project	
24.0	Individual project	
Total		50.0



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

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

Prerequisites

Basic knowledge of marketing management.

Learning objectives

This introductory course is designed to equip students with essential product management skills, combining theoretical foundations with hands-on practice. Students will be exposed to industry-standard techniques used by product managers, from product ideation and development to market launch and post-launch optimization.

Through a collaborative group project based on a real-world case study, students will demonstrate their ability to apply product management principles in a practical context. A variety of in-class exercises—both individual and group-based—will reinforce key concepts and encourage active participation and critical thinking. Assessment will be based on student contributions to discussions and the accuracy and depth of their analyses in the written case exercises.

A central focus of the course is on the application of the marketing mix (product, price, place, and promotion) across each phase of the product lifecycle. Students will learn how to adapt marketing strategies to match the changing needs and dynamics of each phase, ensuring product success in competitive markets. Assessment will be based on the quality of individual submissions, presentations, participation in exercises, and analysis presented in case studies.

By the end of the course, students will have a well-rounded understanding of the product management function and will be able to strategically analyze, develop, and manage products that create real customer and business value.

Assessment will be based on the strategic depth of their analyses and the development of solutions, as well as their creativity, in the final group project's presentation, documentation, and overall coherence.

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

1.A Demonstrate an international mindset

Course description

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

Environmental and social impacts

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

Sustainable transformation of companies

Circular economy

Assessment

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

Feedback

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

Bibliography

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

Workload

Number of hours

Type of course

16	Interactive courses	
5.0	Personnal work	
20.0	Collective project	
Independent work		
5.0	E-learning	
4.0	Research	
Total		50.0

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

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

Prerequisites

No prerequisites

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

2.C Generate sustainable solutions for organizations

Course description

The course introduces students to key theories, frameworks, and practical issues in cross-cultural marketing. It examines how culture shapes consumer behavior, market expectations, brand meanings, and international marketing strategies.

The course will cover major theoretical concepts such as cultural values, cultural dimensions, consumer identity, consumer culture theory, cross-cultural communication, and ethical considerations in international marketing. Students will learn how to critically apply these concepts to real-world marketing cases across different cultural contexts.

Session topics may include: the role of culture in marketing; cultural frameworks such as Hofstede, Hall, and related approaches; consumer culture theory; global branding and local adaptation; consumer culture and identity; digital and social media across cultures; and ethical or responsible marketing in international markets.

Overall, the course aims to help students develop a nuanced understanding of how cultural differences influence marketing decisions and how marketers can design more culturally sensitive, effective, and responsible strategies.

Environmental and social impacts

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

Diversity, equity and inclusion

Social development

National culture Marketing strategy Multicultural environments

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

Feedback

Feedback will be provided for each assessment component.

For individual assessments, students will receive summative written feedback on their use of theory, analysis, argumentation, structure, and application to cross-cultural marketing issues. Formative class-level feedback will also be provided through debriefs highlighting common strengths, areas for improvement, and best practices.

For the group project, students will receive summative group-based feedback, either written and/or oral, on the quality of the analysis, recommendations, and presentation/final output. A class debrief will provide additional formative feedback and share best practices across groups.

Peer evaluation will serve as individual feedback within the group project, focusing on teamwork, collaboration, reliability, and individual contribution, and may inform individual grade adjustments where appropriate.

Bibliography

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

Workload	
Number of hours	Type of course
16.0	Interactive courses

6.9	Personnal work
12.6	Collective project
1.5	Individual project
4.0	E-learning
4.0	Reading reference manuals
4.0	Research
Distance learning	
1.0	remote videoconferencing
Total	
50.0	

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

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

Prerequisites

None

Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

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

Environmental and social impacts

N/A

Education

Assessment

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

Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	80.0												

Feedback

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

Bibliography

Workload	
Number of hours	Type of course
25	Personnal work
25	E-learning
Total	
50	

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

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

Prerequisites

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

Learning objectives

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

Assessment: Exam & Group Project

Competencies/Skills:

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

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

Assessment: Exam & Group Project

Competencies/Skills:

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

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

Assessment: Exam

Competencies/Skills:

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

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

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

Course description

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

Environmental and social impacts

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

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

- Transparency and reporting, Social development
- Community engagement
- Diversity, equity and inclusion
- Eco-responsibility; Electronic waste; Carbon footprint; Energy optimization; Sustainable design

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

Feedback

A peer assessment on ChallengeMe will be organized for the group work.

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

Bibliography

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

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

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

Digital Marketing 2019 & 2020 – EBG éditions

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

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

ITU– Measuring the Information Society

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

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

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

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

Prerequisites

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

Learning objectives

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

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

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

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

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

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

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

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

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

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

6.A Thoroughly examine a complex business situation

1.B Successfully collaborate within a intercultural team

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

1.A Demonstrate an international mindset

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

Course description

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

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

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

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

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

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

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

Environmental and social impacts

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

Circular economy

Transparency and reporting, Social development

Human rights

Biodiversity

Climate change

Social development

Natural resources

Education

Health

Waste

Water

Sustainable Business Models

Energy

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

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam	Participation											
Nbre heure si examen écrit		2.0												
2nd session		true												
Coefficient	30	60	10.0											

Feedback

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

Bibliography

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

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

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

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

ESSENTIAL HR TOOLS FOR FUTURE MANAGERS 0338		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_HRM_0338	HRM

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

Prerequisites

None

Learning objectives

1. Understand the HR duties and the utility of HR whatever one's managerial position is and explain how an HR department is organized 2. List and explain how to train a future team with learning and development tools 3. Explain and use the full process of recruitment tools for future employee recruitments 4. Understand the role of a manager concerning diversity, social issues, prevention, psychological risks and their legal requirements 5. List and explain the HR tasks of a manager from on-boarding to departure of his/her employee, including compensation, administrative tasks, performance, feedbacks and retention issues

4.A Appraise the performance of a team

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

Course description

"Forget all your stereotypes about Human Resources (HR) and enter the concrete world of business with the best HR knowledge, tools and techniques. Whether you'll be a trader, a marketing director, an entrepreneur or many other things, you will face HR issues during your entire career. The main goal of this elective is to give you the keys to manage your daily duties with success. In doing so, this elective complements the "Introduction to Human Resources Management" course, with a practical overview of Human Resources activities (which you will face directly or indirectly in your career). Taking a participative approach, it explores a practical overview of the HR role (1); the use of training tools and learning & development strategies (2); the full process of recruitment (3); Managerial duties from on-boarding to the departure of an employee (4); Legal requirements and ethics issues (5); a wrap up and final assignment (6)."

Environmental and social impacts

Societal part of CSR

Labor rights

Human rights

Diversity, equity and inclusion

Sustainable transformation of companies

Transparency and reporting, Social development

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

Feedback

The course assessment consists of four components: (1) participation during the sessions (10%); (2) individual written assignment (45%); (3) a group assignment (45%)

Bibliography

All resources will be made available on MyCourses

Workload	
Number of hours	Type of course
16.0	Interactive courses
17.0	Collective project
17.0	Individual project



GLOBAL BRAND MANAGEMENT 0668		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_MKT_0668	MKT

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

Prerequisites

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

Learning objectives

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

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

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

Environmental and social impacts

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

vs. greenwashing or social washing.

Sustainable transformation of companies

Circular economy

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

Feedback

For the final group project (presentation), students receive direct summative feedback orally from the professor as well as written peer assessments (which do not impact their grade) during Session 4. During Sessions 1-3, feedback will be given orally by the professor during each session's group activities. Regarding group projects, students also receive peer evaluations via Challenge Me. Final exams are taken on paper and students can receive feedback upon request (the professor returns the written exams with comments and grades).

Bibliography

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

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

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

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

Workload	
Number of hours	Type of course
16.0	Interactive courses

10.0	Personnal work
10.0	Collective project
Independent work	
4.0	E-learning
4.0	Reading reference manuals
6.0	Research
Total	
50.0	

INTERNATIONAL PURCHASING AND SUPPLY MANAGEMENT 2768		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2768	MKT

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

Prerequisites

None

Learning objectives

Understand the purchasing context, interrelationships with other stakeholders, core purchasing activities, contributions to strategic and business goals.

Design and undertake a basic supplier benchmarking, comparison and selection process.

Master supplier evaluation, selection and performance improvement processes used by purchasing managers.

Undertake basic private label projects for tangible products from concept to launching.

Acknowledge future trends in purchasing.

3.B Propose creative solutions within an organization

4.B Compose constructive personal feedback and guidance

5.D Make effectual organizational decisions

1.C Communicate effectively in English

Course description

This is an introductory course to purchasing that aims at understanding the concept of purchasing and its impact on organizations. Topic content will include definition of purchasing, relationship between purchasing and strategy of the company; purchasing and supply chain. It explains also the importance and role of purchasing today, the purchasing process model, purchasing procedures, and quality. Criteria of choosing a supplier will be developed including supplier evaluation, and supplier selection / development. This course also aims at explaining the purpose of developing private label products and strategy.

Environmental and social impacts

Students have to understand that changes come from clients/purchasers, that green demand induces green supply and that the green solutions are not always more expensive but that they can turn to be more efficient and cost saving. Labor rights and ethics are also a part of the course, based on a case study and videos.

Transparency and reporting, Social development

Sustainable transformation of companies

Natural resources

Sustainable Business Models

Circular economy

Human rights

Waste

Ethics

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Continuous assessment	Case study	Case study										
Nbre heure si examen écrit		1.0	1.0	1.0										
2nd session														
Coefficient	30.0	50.0	10.0	10.0										

Feedback														
1 written assignment and 2 group projects														

Bibliography														
Purchasing and Supply Chain Management Lysons, K. and Farrington B. (2012), , 8th ed. Prentice Hal ; Guideline for the Development of Chinese Suppliers Vodicka, Matthias (2007) VDM Verlag Dr. Muller														

Workload	
Number of hours	Type of course
16.0	Lecture
20.0	Collective project
8.0	Reading reference manuals

6.0	Research
Total	50.0



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

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

Prerequisites

Students should be knowledgeable about basic concepts in statistics. Some knowledge of Marketing and Marketing Research is also recommended.

Students must have access to either a Windows or Apple laptop that can support SPSS version 29 or higher and that they can bring to class.

Learning objectives

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

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

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

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.B Propose creative solutions within an organization

5.B Construct expert knowledge from cutting-edge information

Course description

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

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

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

Environmental and social impacts

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

Transparency and reporting, Social development

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	End of term exam	Oral assessment	Group report										
Nbre heure si examen écrit		4.0												
2nd session		true												
Coefficient	25.0	25.0	20	30										

Feedback

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

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

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

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

Bibliography

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

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

regression-based approach. Guilford Publications, New York.

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

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

NUDGE MARKETING 0671		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_MKT_0671	MKT

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

Prerequisites

Principles of Marketing

Learning objectives

By the end of this course, students will acquire experience and expertise in the following:

1. Understand the growth, constraints, and trends of the nudge marketing domain (Continuous assessment).
2. Learn the fundamentals of nudging through underlying principles of consumer psychology and behavioral economics (Continuous assessment).
3. Learn to observe and analyze nudging practices from a current academic perspective (Group project).
4. Translate recent scientific findings into practical nudging insights within a consumer behavior approach and develop a capacity to present these insights with teamwork (Group project).
6. Apply and critically evaluate nudge marketing practices in real-world situations to influence consumer behavior ethically and effectively (Group project & Continuous assessment).
6. Learn best practices for nudging toward sustainable and healthy consumption in a supermarket environment (Nudging game).

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

This course focuses on nudge marketing, embedded within the domains of consumer psychology and behavioral economics. The course zooms in on the fundamentals of nudging through its main underlying psychological and behavioral principles and theories on persuasion. Special attention will be devoted to recent academic and business insights on applying nudge marketing practices in an ethical and effective way. This will include learning best practices for nudging toward sustainable and healthy consumption in a supermarket environment. Through a combination of interactive sessions, a group project, a game, and continuous assessment, students will gain a comprehensive and critical understanding of nudge marketing.

Environmental and social impacts

Students will learn about sustainability in the retail environment, as part of the nudging game in one of the course sessions. They will learn best practices of nudging towards sustainable and healthy consumption in the supermarket. The two main goals of this game will be for students to discover the (hidden) power of the supermarket environment and to learn how to push supermarkets (and consumers) in the right direction. After completing the game, students will take home three valuable takeaways, namely (1) guidelines to shop more sustainably, (2) tips & tricks to implement (but also expose) secret seducers, and (3) ways to take action in the supermarket. Further, in other course sessions, students will discuss CSR-related trends in nudge marketing, related to e.g., waste management in packaging and in stores, greenfluencing, etc.

Sustainable transformation of companies

Health

Waste

Climate change

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	true		true											
Coefficient	60.0	40.0												

Feedback

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

- Continuous assessment: Formative, oral feedback will be provided in class for pre-, in-, and post-class assignments.
- Group project, including presentation: Formative feedback is provided in class during the dedicated time for the group project and written feedback is provided after each intermediary group project assignment. After the presentation, students will receive oral feedback on their group project, as well as written feedback on the report after the course, using a grading grid. Additionally, peer assessment via ChallengeMe will be used.

Bibliography

- Ariely, D. (2010). Predictably irrational: The hidden forces that shape our decisions. Harper.
- Cadario, R., & Chandon, P. (2020). Which healthy eating nudges work best? A meta-analysis of field experiments. Marketing Science, 39(3), 459–665. <https://doi.org/10.1287/mksc.2018.1128>
- Cialdini, R. (2021). Influence, new and expanded: The essential guide to the psychology of influence and persuasion in everyday life. Harper Business.
- Kahneman, D. (2011). Thinking, fast and slow. Penguin Books.
- Thaler, R. H., & Sunstein, C. R. (2021). Nudge: The final edition. Penguin Books.

Workload	
Number of hours	Type of course
16.0	Interactive courses

12.0	Personnal work	
16.0	Collective project	
2.0	E-learning	
2.0	Reading reference manuals	
2.0	Research	
Total		50.0

CUSTOMER EXPERIENCE MANAGEMENT 4047		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_MKT_4047	MKT

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

Prerequisites

A basic understanding of marketing methods and principles. Knowledge of CRM and customer behaviour are advantageous.

Learning objectives

1. Explain customer experience from a B2C and B2B perspective.
 2. Analyse the components of experience.
 3. Describe how customer experience is managed from a business perspective, as a key function in modern day customer-facing businesses.
 4. Identify how customer experience is evaluated by businesses.
 5. Examine experiential marketing campaigns to understand how they contribute to customer experiences
 6. Identify how modern-day experiences are designed using customer journey mapping tools.
 7. Examine a firm's customer experience by describing integral components and challenges faced in its facilitation.
 8. Design a feasible and relevant customer experience solution to meet the challenges faced by the firm.
-
- 3.A Breakdown complex organizational problems using the appropriate methodology
-
- 3.B Propose creative solutions within an organization
-
- 4.C Convey powerful messages using contemporary presentation techniques
-
- 5.B Construct expert knowledge from cutting-edge information
-
- 6.A Thoroughly examine a complex business situation

Course description

This course introduces the fundamentals of Customer Experience Management, exploring the cognitive, emotional, sensorial, social and physical dimensions of customer experience, and how organisations define, implement and evaluate experiences across touchpoints and channels. Through real-world cases and a structured five-step approach to customer journey mapping, students develop the analytical and strategic skills needed to diagnose experience failures and design meaningful improvements. The course concludes with a group consulting project in which students apply course concepts to a real company of their choice.

Environmental and social impacts

Students will study the impact of the healthcare industry on the environment as part of a case study about customer experience in healthcare. We will discuss this orally, it will be a question for assessment on the case study. In addition, they will carry out an exercise on customer experience which is about advertising responsibilities related to healthcare.

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	End of term exam											
Nbre heure si examen écrit														
2nd session	true													
Coefficient	30.0	30.0	40.0											

Feedback

Student progress is supported through both formative and summative feedback. Formative feedback is embedded throughout the course via in-class exercises, case study discussions and peer critique. Summative assessment comprises a group consulting project, in-class exercises and a final examination, each designed to evaluate the precise application of course concepts to real-world experience challenges.

Bibliography

Gahler, M, Klein, J and Paul, M (2019) Measuring Customer Experiences: A Text based and pictorial scale. MSI Working Paper Series.

Homburg, C., Jozi, D., & Kuehnl, C. (2017). Customer experience management: toward implementing an evolving marketing concept. *Journal of the Academy of Marketing Science*, 45(3), 377-401.

Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of marketing*, 80(6), 69-96.

Payne, A., & Frow, P. (2013). *Strategic customer management: Integrating relationship marketing and CRM*. Cambridge University Press.

Schmitt, B. H. (2010). *Customer experience management: A revolutionary approach to connecting with your customers*. John Wiley & Sons.

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

Workload	
Number of hours	Type of course
6.0	Lecture
6.0	Interactive courses
4.0	Coaching

6.0	Personnal work	
12.0	Collective project	
6.0	Reading reference manuals	
10.0	Research	
Total		50.0



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

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

Prerequisites

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

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

Learning objectives

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

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

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

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

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

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

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

1.A Demonstrate an international mindset

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

Course description

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

Environmental and social impacts

Sustainability issues that will be covered include:

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

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

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

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

Addressing Negative Impacts: Minimizing digital waste.

Waste

Sustainable Business Models

Community engagement

Energy

Sustainable transformation of companies

Natural resources

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

Assessment

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

Feedback

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

Bibliography

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

Workload

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



SALES OPTIMIZATION 2741		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_MKT_2741	MKT

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

Prerequisites

None

Learning objectives

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

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

Course description

The course relies on sales for B2B business - B2C will be also used as example to explain tools:

- Marketing strategies to get leads: importance of identifying customer personas to use efficiently networking, lobbying, B2B exhibitions, phone prospection, influence marketing, social promotions, ads, emailing, SMS, etc.
- Building long-term sales strategy linked with long-term relationships and loyalty.
- CRM with sales pipeline management as a key success factor.
- Understand performance for salespeople: motivation, personal characteristics and aptitude, recruitment, selection, training, compensation, territory management.

The course is made of both theoretical presentations and numerous practical exercises (role plays).

Thanks to the group project, students will have to work on a sales optimization strategy for a real business case. So that they could select proper tools learnt in class applied to the real business context. They will also have to prepare role play with teacher as a buyer.

Environmental and social impacts

Sustainability will be included in the course as an asset and a need for customer requests in our world. Business cases that are involved in sustainability will be used for role plays.

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	Participation	Exercise	Presentation											
Nbre heure si examen écrit														
2nd session														
Coefficient	20	50.0	30.0											

Feedback

Participation will be evaluated during the entire interactive course: in-class participation by interacting with teacher and colleagues, commitment to in-class exercises.

Final presentation and in-class exercises will also be graded. It is a very interactive course with lots of role plays. Students will get constructive individual oral feedbacks during the entire course in order to evolve by themselves.

Bibliography

Johnston, M. W., & Marshall, G. W. (2016). Sales force management: Leadership, innovation, technology. Journal of Personal Selling & Sales Management, 36(1), 2–14. <https://doi.org/10.1080/08853134.2016.1141346>

Panagopoulos, N. G., & Avlonitis, G. J. (2008). Sales force control systems: A review and directions for future research. Journal of Personal Selling & Sales Management, 28(3), 365–385. <https://doi.org/10.2753/PSS0885-3134280307>

Moncrief, W. C., & Marshall, G. W. (2012). The evolution of the seven steps of selling. In G. Lilien & R. Grewal (Eds.), Handbook of business-to-business marketing (pp. 213–220). Edward Elgar. <https://doi.org/10.4337/9781781002445.00026>

Workload	
Number of hours	Type of course
16.0	Interactive courses

17.0	Personnal work	
17.0	Collective project	
Total		50.0



RESPONSIBLE LEADERSHIP 2361		
2026 - 2027	Crédit(s) ECTS : 2	IÉSEG - School of Management
Class code :	2627_SYL_STS_2361	STS

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

Prerequisites

Learning objectives

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

- Understand the key dimensions of responsible leadership with reference to academic writing on ethics, responsibility and accountability, so that you can come up with your own academically-informed definitions of responsibility, ethics and leadership;
- Analyse and solve business dilemmas using concepts related to responsible leadership, accountability/responsibility and business ethics, including how these relate to timely issues around inclusion, AI and future of work and contemporary movements like effective altruism;
- Apply a range of ethical theories and frameworks to consider what might be responsible practices for organizations across a variety of organizational issues.

2.C Generate sustainable solutions for organizations

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

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

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 aim of this elective module is to move beyond the tenants of Responsible Management Education (RME), underpinned by the United Nations Principles of Responsible Management Education (PRME). The RME approach has centred on “the individual nature of ethical choice and the need for reflexive questioning of one’s ethical taken-for-granted” (e.g. Cunliffe 2004, 2016). As Roscoe (2000) put it, while such reflection facilitates personal development, the approach also risks preparing “the ground for a corporate good citizen who – taking all the best decisions for all the right reasons – simply reproduces existing arrangements”. In other words, by personally reflecting on issues, we may experience personal discomfort. However, we should not equate such personal discomfort with responsible decisions.

The module’s main argument is that individual consideration of ethics outside of messy realities of organizations is overly individualised and unhelpful. Instead, we will insist on asking 3 concurrent, critical thinking-informed questions in each specific leadership situation we consider: 1) what are the assumptions we are making when determining what the right thing to do is here (and who decides what is ‘right’), 2) how does the specific context determine what might be possible or likely, and 3) what likely consequences do such choices have for a wide variety of people beyond leaders alone, which we will have to live with? We will insist that responsible choices can only be determined in relation to real circumstances and real consequences, not idealised personal intentions. We will approach responsibility as not just what can be valuably gained by making a choice, but what can be blocked or will be sacrificed. The effort of responsible leadership is hard work, and it has real individual limits too.

In this elective, students will engage in 4 thematic discussions exploring the relevance of business ethics concepts and tools in different dimensions of managerial decision-making, with the aim of learning the different (theoretical and practical) components of Responsible Leadership. These include four different topical themes, from remote work to AI and effective altruism. Each class features a timely case study and an opportunity for students to work in teams to reflect on key lessons from that case. The final individual exam gives an opportunity to demonstrate in-class learning in relation to a new related case, and clarify students' own perspective regarding responsible leadership in practice.

Environmental and social impacts
The cases we address cover the societal impact of (ir)responsible leadership decisions, from Boeing and Grok, to employers like Klarna responding to rising presence of AI by reducing human hiring.
Sustainable Business Models
Others
Transparency and reporting, Social development

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

Feedback

Team feedback is given in class following each presentation, as well as personal reflections to class. Exam feedback is also provided to each student.

Bibliography

Workload

Number of hours		Type of course
16.0		Interactive courses
4.0		Personnal work
12.0		Collective project
4.0		Individual project
Independent work		
4.0		E-learning
6.0		Reading reference manuals
4.0		Research
Total		50.0

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

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

Prerequisites

Learning objectives

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

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

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

1.C Communicate effectively in English

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

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

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Sustainable transformation of companies

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

Feedback

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

Bibliography

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

Workload	
Number of hours	Type of course
24.0	Lecture
32.0	Personnal work
19.0	Reading reference manuals



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

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

Prerequisites

Understanding of introductory concepts in strategic management and organization

Learning objectives

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

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

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

The sessions are structured in the following way:

1. Strategy of Innovation
 - a) Introduction, typologies of innovation as well as industry dynamics
 - b) Innovation strategy
 - c) Collaboration strategy for innovation
 - d) Regional aspects of innovation, such as ecosystems and clusters

2. Organization of Innovation

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

Environmental and social impacts

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

Energy

Sustainable Business Models

Sustainable transformation of companies

Assessment

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

Feedback

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

Bibliography

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

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

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

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

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

Harvard Business Review Press

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

HBS cases and articles

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

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

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

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

Prerequisites

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

Learning objectives

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

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

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

Do product portfolios have to be adjusted or production strategies?

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

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

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

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

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

Environmental and social impacts

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

Energy

Climate change

Transparency and reporting, Social development

Circular economy

Sustainable transformation of companies

Sustainable Business Models

Waste

Democracy

Sustainable Logistics; Supply Chain Efficiency

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Individual report	End of term exam	Presentation											
Nbre heure si examen écrit		1.5												
2nd session														
Coefficient	30.0	40.0	30.0											

Feedback

The assessment for this course is built of the following elements, all assessments are individual assessments:

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

40% end-of-term exam of 1.5 hours

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

Feedback will be given to students in the following forms:

- > Flipped Classroom presentations and debate: during classes on the presentations, written feedback on the presentation via mail on the presentation slides;
- > A ChallengeMe evaluation will be carried out at the end of the seminar for the case study

All marks will be communicated via AURION

Bibliography

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

sources for Flipped Classrooms and debates tba

Workload

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

Total

80.0



GEOPOLITICS 2782

2026 - 2027

Crédit(s) ECTS : 2.0

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

2627_SYL_NEG_2782

NEG

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

Prerequisites

None

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

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

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

5.B Construct expert knowledge from cutting-edge information

1.C Communicate effectively in English

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

Course description

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

Environmental and social impacts

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

Human rights

Democracy

Natural resources

Community engagement

Conflicts- Impact of political decision

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

Feedback

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

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

Bibliography

A few excerpts from key authors will be studied and delivered directly to the students in class.

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

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

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



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

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

Prerequisites

Learning objectives

- 1.C Communicate effectively in English
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 5.B Construct expert knowledge from cutting-edge information
- 6.A Thoroughly examine a complex business situation
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

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

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

Environmental and social impacts

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

Transparency and reporting, Social development

Sustainable transformation of companies

Assessment

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

Feedback

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

Bibliography

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

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

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

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

Prerequisites

None

Learning objectives

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

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

1.B Successfully collaborate within a intercultural team

3.B Propose creative solutions within an organization

6.A Thoroughly examine a complex business situation

Course description

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

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

Environmental and social impacts

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

Diversity, equity and inclusion

well-being, quality of life

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	End of term exam	Case study											
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	60	30.0											

Feedback

Oral and written feedback will be provided during the course.

Bibliography

The cases and articles will be shared by the instructor.

Workload

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



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

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

Prerequisites

None

Learning objectives

- 1.A Demonstrate an international mindset
- 1.B Successfully collaborate within a intercultural team
- 2.B Solve professional dilemmas using concepts of CSR and ethics
- 2.C Generate sustainable solutions for organizations
- 3.A Breakdown complex organizational problems using the appropriate methodology
- 3.B Propose creative solutions within an organization
- 3.C Organize change management processes
- 4.C Convey powerful messages using contemporary presentation techniques
- 5.C Employ state-of-the-art management techniques
- 5.D Make effectual organizational decisions
- 6.C Combine different skills and management disciplines in support of interdisciplinary responsibilities

Course description

The course explores the main decision-making dynamics that characterize entrepreneurial processes. The sessions will draw on theories and models from psychology, sociology, and economic behaviour analysis to understand the cognitive challenges of decisions in nascent ventures. Using applied simulations, case studies and a run-through project, the course will support you in developing

the necessary competences to assess environmental and socio-economic conditions to identify and evaluate entrepreneurial opportunities.

Environmental and social impacts

The course exposes participants to examples and situations where innovation and entrepreneurship contribute to achieving the United Nation's Sustainable Development Goals both at a local and at a global level. Participants will familiarize with strategic and managerial tools to reinvent how business can impact society and lead change through sustainable partnerships.

The course will especially aim at making a real impact on the following UN's SDGs: 8; 10; 12; 17

Diversity, equity and inclusion

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group report	Continuous assessment	Individual report											
Nbre heure si examen écrit														
2nd session														
Coefficient	30	20.0	50.0											

Feedback

Feedback will be provided to participants throughout the course and at the end.

In-class assignments are both formative and summative in nature. At the end of each activity, participants will receive group-based verbal feedback.

Final submissions will receive written specific feedback with the support of a dedicated grading sheet that will contain general and specific feedback.

Bibliography

This is an indicative reading list. A complete list is available on the course's page on MyCourses.

Key journal articles:

Dane, E. and Pratt, M.G. (2007) Exploring Intuition and Its Role in Managerial Decision Making. *Academy of Management Review* 32(1), 33-54.

Shepherd, D. A., Williams, T. A., & Patzelt, H. (2015). Thinking about entrepreneurial decision making: Review and research agenda. *Journal of management*, 41(1), 11-46.

Shepherd, D. A. and GRUBER, M. (2020). The lean startup framework: Closing the academic-practitioner divide. *Entrepreneurship Theory and Practice*.

Thomas O. (2018). Two decades of cognitive bias research in entrepreneurship: What do we know and where do we go from here?. *Management Review Quarterly*, 68(2), 107-143.

Suggested Reference Books:

Ariely, D. (2009). Predictably irrational, revised and expanded edition: The hidden forces that shape our decisions. HarperCollins

Kahneman, D. (2011), Thinking, Fast and Slow. Macmillan

MacMillan, I. C. and McGrath, R.G. (2000), The Entrepreneurial Mindset. Harvard Business School Press

Thaler, R.H. and Sunstein, C. R. (2008), Nudge. Yale University Press

Sarasvathy, S. (2009), Effectuation. Edward Elgar Publishing

Workload		
Number of hours		Type of course
16	Lecture	
10.0	Personnal work	
15.0	Collective project	
4.0	Reading reference manuals	
5.0	Research	
Total		50.0

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

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

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

Education

Diversity, equity and inclusion

Democracy

Human rights

Community 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	Group project												
Nbre heure si examen écrit	1.5													
2nd session														
Coefficient	40.0	60.0												

Feedback

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

Bibliography

Workload	
Number of hours	Type of course
16.0	Interactive courses
4.0	Personnal work
20.0	Collective project
10.0	Reading reference manuals



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

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

Prerequisites

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

Learning objectives

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

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

1.C Communicate effectively in English

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

6.A Thoroughly examine a complex business situation

Course description

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

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

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

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

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

Environmental and social impacts

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

Education

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

Feedback

Students will be assessed in several ways:

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

Bibliography

All materials and ressources will be available on IOL.

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

9.0	E-learning
Total	
	50.0



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

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

Prerequisites

None

Learning objectives

None

1.A Demonstrate an international mindset

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

Plan of the seminar

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

- IPCC Reports 2023
- Case study: COP 30
- + IPCC and Other reports

3. Geopolitics and Global Warming

Content:

- Worldwide state on play and forecast on resource shortages, climate refugees, failed States, wars on resources, and political shift towards authoritarian democracies.
- Case study: The Opening of the Arctic Sea and Trade (Subject to change)

Suggested readings:

- Satterthwaite, D. (2011). How urban societies can adapt to resource shortage and climate change. *Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences*, 369 (1942), 1762-1783.
- Sending, O. J., Øverland, I., & Hornburg, T. B. (2019). Climate change and international relations. *Journal of International Affairs*, 73(1), 183-194.
- Hinkkainen Elliott, K., & Kreutz, J. (2019). Natural resource wars in the shadow of the future: Explaining spatial dynamics of violence during civil war. *Journal of peace research*, 56(4), 499-513.
- + Other reports

4. Fossil Fuels and Renewables

Content:

- Fossil fuels, energy transition, low-carbon energy, industrial and agricultural degrowth, sustainable cities, clean transportation.
- Case study: Hydropower in China (Subject to change)

Suggested readings:

- Newell, P., & Simms, A. (2020). Towards a fossil fuel non-proliferation treaty. *Climate Policy*, 20(8), 1043-1054.
- York, R., & Bell, S. E. (2019). Energy transitions or additions?: Why a transition from fossil fuels requires more than the growth of renewable energy. *Energy Research & Social Science*, 51, 40-43.
- Zeppini, P., & Van Den Bergh, J. C. (2020). Global competition dynamics of fossil fuels and renewable energy under climate policies and peak oil: A behavioural model. *Energy Policy*, 136, 110907.
- + Other reports

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

Content:

- Impact of animal agriculture on greenhouse gas, land usage, overconsumption, and depopulation
- Case study: Fast Fashion (Subject to change)

Suggested readings:

- McCarthy, J., & Zen, Z. (2010). Regulating the oil palm boom: assessing the effectiveness of environmental governance approaches to agroindustrial pollution in Indonesia. *Law & Policy*, 32(1), 153-179.
- Cooper, L. L. (2018). A new veganism: How climate change has created more vegans. *Granite: Aberdeen University Postgraduate Interdisciplinary Journal*, 2(1), 16-24.
- Rosi, A., Mena, P., Pellegrini, N., Turrone, S., Neviani, E., Ferrocino, I., ... & Scazzina, F. (2017). Environmental impact of omnivorous, ovo-lacto-vegetarian, and vegan diet. *Scientific reports*, 7(1), 1-9.
- + Other reports

6. Demographics and Urbanism

Content:

- Overpopulation, overconsumption, demographic degrowth, birth control, birth control policies, demographic collapse.
- Case studies: China's birth control policies (Subject to change)

Suggested readings:

- Lerner, A. B. (2018). Political neo-Malthusianism and the progression of India's green revolution. *Journal of Contemporary Asia*, 48(3), 485-507.
- Maja, M. M., & Ayano, S. F. (2021). The impact of population growth on natural resources and farmers' capacity to adapt to climate change in low-income countries. *Earth Systems and Environment*, 5(2), 271-283.
- Madsen, J. B., Robertson, P. E., & Ye, L. (2019). Malthus was right: Explaining a millennium of stagnation. *European Economic Review*, 118, 51-68.
- + Other reports

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

Suggested readings:

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

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

+ Other reports

7.2 Students' works part 1

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

8 Students' works part 2

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

Environmental and social impacts

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

Biodiversity

Sustainable Business Models

Waste

Climate change

Assessment

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

Feedback

Bibliography

IPCC, Climate Change 2021: The Physical Science Basis, Summary for Policymakers (final version), 2021.

IPCC, Climate Change 2022: Impacts, Adaptation and Vulnerability, Summary for Policymakers, 2022.

IPCC, Climate Change 2022: Mitigation of Climate Change, Summary for Policymakers, 2022.

AR6 Synthesis Report: Climate Change 2023

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

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

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

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

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

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

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

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

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

Polar War, Kenneth R Rosen 2026

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

Validation works:

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



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

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

5.B Construct expert knowledge from cutting-edge information

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

1.B Successfully collaborate within a intercultural team

Course description

This course examines the various issues that individuals and families confront in managing their household finances, how these issues interact with one another, and how they affect household wealth. The course will build on basic financial principles learned in introductory finance and the basics of accounting learned in introductory financial accounting, and, after a brief review, apply this knowledge to the various problems and decisions that fall under the umbrella of wealth management. These include investment planning, insurance, banking and credit management, taxation, home purchase and financing, and retirement and estate planning. Unlike many finance courses, this course is largely applied, with only a minimal amount of theory. Numerical examples will be very important in illustrating the concepts and applications to be covered in the course. The format will be largely lecture-oriented, supplemented by case assignments and the creation of an investment portfolio for a wealth management client. The course will be of interest to all students, not only those planning a career in the wealth management industry.

Environmental and social impacts

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

Human rights

Transparency and reporting, Social development

Sustainable transformation of companies

Sustainable Business Models

Social development

Biodiversity

Labor rights

Diversity, equity and inclusion

Community engagement

Climate change

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

Assessment

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

Feedback

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

Bibliography

1. Berns, David M., Modern Asset Allocation for Wealth Management. Hoboken, NJ: Wiley, 2020.
2. Butler, Jason. Financial Times Guide to Wealth Management, 2nd edition. Edinburgh: Pearson, 2015.
3. Charupat, Nart, Huang, Huaxiong, and Milevsky, Moshe A. Strategic Financial Planning over the Life Cycle. New York: Cambridge University Press, 2012.
4. Evensky, Harold, Horan, Stephen, M., and Robinson, Thomas R. The New Wealth Management. CFA Institute Investment Series. Hoboken, NJ: Wiley, 2011.
5. Hallman, G. Victor, and Rosenbloom, Jerry S. Private Wealth Management. New York: McGraw-Hill, 2015.

Workload

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

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

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

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

Prerequisites

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

Learning objectives

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

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

Course description

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

Environmental and social impacts

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

Sustainable Business Models

Assessment

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

Nbre heure si examen écrit														
2nd session														
Coefficient	50.0	50.0												

Feedback

Bibliography

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

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

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

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

Prerequisites

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

Learning objectives

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

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

Topics covered during this course:

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

Environmental and social impacts

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

Transparency and reporting, Social development

Assessment

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

Feedback

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

Bibliography

Workload

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

Total

75.0



BANKING, INSURANCE AND REGULATION 2757		
2026 - 2027	Crédit(s) ECTS : 6.0	IESEG - School of Management
Class code :	2627_SYL_FIN_2757	FIN

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

Prerequisites

Learning objectives

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

1. understand in detail what a bank is through its annual reports for banks or insurances companies. Risk aversion and the possibility to insure independent risk will be explained to students.
2. to know the European authorities (regulation) after the financial crisis of 2008
3. understand the foundations of Basel 3 and Solvency 2.
4. understand the challenges of micro-prudential and macro-prudential regulation.
5. understand what is called capital (associated criteria) and its main function (loss absorption).
6. understand capital ratios (risk-based, leverage ratio)
7. have a global view of the Bale 3 system
8. understand in detail the role of buffers and know how to calculate some of them.
9. understand what a stress test is

1.C Communicate effectively in English

6.A Thoroughly examine a complex business situation

1.A Demonstrate an international mindset

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

Course description

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

Environmental and social impacts

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

Energy

Transparency and reporting, Social development

Natural resources

Biodiversity

Climate change

Assessment

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

Feedback

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

Bibliography

Workload

Number of hours	Type of course
25.0	Lecture

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

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

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

Prerequisites

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

Learning objectives

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

4.C Convey powerful messages using contemporary presentation techniques

Course description

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

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

Environmental and social impacts

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

Education

Social development

Labor rights
Human rights
Health
Energy
Diversity, equity and inclusion
Democracy
Climate change
Water
Waste
Natural resources

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

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

Bibliography

Workload	
Number of hours	Type of course
16.0	Interactive courses

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

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



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

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

Prerequisites

Familiarity with introductory business and economics concepts is assumed.

Learning objectives

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

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

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

1.A Demonstrate an international mindset

1.C Communicate effectively in English

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

1.B Successfully collaborate within a intercultural team

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

Course description

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

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

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

Environmental and social impacts

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

Energy

Climate change

Transparency and reporting, Social development

Natural resources

International trade, Geopolitical risk, Financial exposure, Country risk

Assessment

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

Feedback

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

Bibliography

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

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

WHEN MONEY MEETS TECH: THE ESSENTIALS OF BANKS & FINTECH 4316		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_FIN_4316	FIN

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

Prerequisites

None

Learning objectives

Session 1 — Introduction & Foundations in Banking,
 Theme: How the retail banking industry works and evolves

Session 2 — The Traditional Bank Model
 Theme: How does a traditional bank deliver its services?

Session 3 — The New Entrants (FinTechs, BigTech, Neobanks)
 Theme: What do challengers innovate, and how do they compete?

Session 4 — Strategic Recommendations for the Bank
 Theme: What should banks change to keep leadership?

2.C Generate sustainable solutions for organizations

6.A Thoroughly examine a complex business situation

Course description

Retail Financial Services are undergoing one of the deepest transformations of any industry. Driven by breakthrough technologies such as Generative AI, blockchain and advanced cybersecurity, the rise of FinTechs and BigTechs, and increasing regulatory and sustainability challenges, the sector is evolving at high speed. Banks, FinTechs, consulting firms, BigTechs and major retailers are actively recruiting talents who understand both financial services fundamentals and their digital transformation. For students interested in finance, technology and innovation, this field offers strong career opportunities and real-world impact.

This elective provides an overall description of technology-focused innovation in financial services, describing services, technologies, market trends and competitive forces.

Environmental and social impacts

This course addresses environmental and social impacts by analysing how regulation, technology and sustainability requirements are reshaping financial services. Students explore topics such as ESG and sustainable finance, green loans, impact investing, as well as cybersecurity, data protection, financial inclusion and responsible use of AI. Sustainability and social responsibility are embedded across banking activities rather than treated as standalone topics. Through hands-on case work, students assess how banks balance innovation, compliance, profitability and societal impact in a rapidly transforming financial ecosystem.

Education

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

Feedback
Written and verbal feedback after each student presentations. Students will be placed in the role of strategy consultants. Each team will be assigned one business domain among the banking value chain (payments, lending, savings & investments, and their customer segments). Their mission is to analyze your market segment, benchmark new entrants and design strategic recommendations for a leading bank.

Bibliography

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



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

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

Prerequisites

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

Learning objectives

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

2.C Generate sustainable solutions for organizations

1.C Communicate effectively in English

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

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

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

4.A Appraise the performance of a team

4.C Convey powerful messages using contemporary presentation techniques

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

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

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

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

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

Environmental and social impacts

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

Climate change

Social development

Education

Community engagement

Others

Diversity, equity and inclusion

Human rights

Health

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	10	40	50.0											

Feedback

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

Bibliography

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

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

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

Prerequisites

Students should have a

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

Learning objectives

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

At the end of the course, students:

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

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

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

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

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

5.B Construct expert knowledge from cutting-edge information

Course description

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

Environmental and social impacts

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

Dedicated Lecture Content

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

Sustainability-Themed Case Studies

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

Graded Project-Based Assessment Anchored in the UN SDGs

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

Circular economy
Sustainable transformation of companies
Natural resources

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

Feedback

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

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

Formative feedback/assessments are provided:

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

Bibliography

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

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

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

Workload	
Number of hours	Type of course
16.0	Lecture
10.0	Personnal work
20.0	Collective project
4.0	Reading reference manuals
Total	
50.0	

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

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

Prerequisites

Fundamentals of the marketing mix and marketing strategy.

Learning objectives

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

Key concepts to be mastered and used are:

- Consumer decision-making: cognition, perception, motivation
- Identity influences on consumer behavior
- Social influences on consumer behavior
- Cultural influences on consumer behavior

Learning goal 7A will be assessed based on the individual project. Learning goal 7B will be assessed based on the group project.

Course description

Successful marketing nowadays focuses on the creation of customer value and engagement within a fast-changing, increasingly digital and social marketplace. Consumer behavior is a multifaceted area that incorporates elements of psychology, sociology, anthropology, cultural studies, neuroscience, digital innovation, and many other fields that make it a vibrant, exciting and enriching field. In this course, students will have the opportunity to apply theoretical models and frameworks to practice using various tools; including short exercises and assignments, engage in active discussions, and build in depth hands-on applications.

Environmental and social impacts

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

Diversity, equity and inclusion

Sustainable transformation of companies

Sustainable Business Models

Community engagement

Climate change

Circular economy

Waste

Assessment

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

Feedback

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

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

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

Individual project: some early submissions will be selected as examples and will be discussed in class, so that all students can learn from this feedback.

Bibliography

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

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

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

Prerequisites

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

Learning objectives

At the end of the course, students will learn:

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

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

The course consists of four main chapters:

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

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

Environmental and social impacts

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

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

Climate change

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

Feedback

- Individual feedback
- Assignment/exercise feedback
- Group feedback

Bibliography

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

10.0	E-learning	
10.0	Research	
Total		50.0



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

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

Prerequisites

- Financial accounting
- Fundamentals of strategy
- Cost accounting

Learning objectives

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

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

5.B Construct expert knowledge from cutting-edge information

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

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

Course description

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

Environmental and social impacts

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

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

Transparency and reporting, Social development

Community engagement

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Multiple choice questions	Group project	End of term exam											
Nbre heure si examen écrit														
2nd session														
Coefficient	20.0	30	50.0											

Feedback

- Oral feedback during the coaching for each team
- Oral feedback after the quiz exams
- Oral feedback after the case study (within assessment)

Bibliography

Kaplan Roberts S. Norton David P. (1996), The Balanced Scorecard: Translating Strategy into Action, Harvard Business Review Press; 1st edition.

Drury C. (2015), Management and Cost Accounting, Cengage Learning EMEA; 9th edition.

Workload

Number of hours

Type of course

9.0	Interactive courses
7.0	Coaching
8.0	Personnal work
18.0	Collective project
6.0	E-learning
2.0	Research
Total	
	50.0

The course is a mix of lectures, coaching sessions and continuous assessment (quizzes and case studies). It requires the involvement of each student.

NEGOTIATING INTERNATIONAL POLITICAL AGREEMENTS 2729		
2026 - 2027	Crédit(s) ECTS : 4.0	IESEG - School of Management
Class code :	2627_SYL_NEG_2729	NEG

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

Prerequisites

Learning objectives

- Gain understanding and experience of international political conflicts across a variety of issues, including security, environment and climate
- Apply negotiation theory to international political negotiations through hands-on practical exercises
- Understand and experience the different dynamics at play in bilateral and multilateral political negotiations
- Gain understanding of the legal elements of international political agreements and apply them correctly in a simulated case
- Develop a negotiation position and strategy as a government or non-state representative in a simulated case
- Gain understanding and experience of coalition dynamics in multilateral political negotiations by developing a common negotiation position and strategy as a government representative operating with a negotiating group
- Gain understanding and experience of the process of multilateral political negotiations, for example as conducted in the United Nations

1.B Successfully collaborate within a intercultural team

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

Course description

Day 1 - Interests & coalitions
 Day 2 - Joint fact finding
 Day 3 - Option generation
 Day 4 - Deal making/Governance

Environmental and social impacts

This course deals with global environmental challenges at the political level. Students learn about the challenges of global governance and gain first hand experience as they try to negotiate their own environmental treaty.

Water

Natural resources

Community engagement

Democracy

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	Group project	Participation	Exercise	End of term exam										
Nbre heure si examen écrit				1.0										
2nd session														
Coefficient	35	10	20.0	35										

Feedback

Feedback will be provided to each group on their group project
Feedback will be provided in-class on the in-class and negotiation exercises
Student are welcome to request individual feedback on performance

Bibliography

Barbara A. Budjac Corvette. (2006). Conflict Management: A Practical Guide To Developing Negotiation Strategies. Prentice Hall.

Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks by Shafiqul Islam and Lawrence Susskind.

Workload	
Number of hours	Type of course
16	Interactive courses
5.0	Personnal work
15.0	Collective project

4.0	Reading reference manuals	
10.0	Research	
Total		50.0



CORPORATE FINANCIAL REPORTING & BUSINESS ENVIRONMENTS 2794		
2026 - 2027	Crédit(s) ECTS : 6.0	IÉSEG - School of Management
Class code :	2627_SYL_ACC_2794	ACC

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

Prerequisites

This course is intended as a follow-up on introductory classes on Financial Accounting and Financial Analysis. Prerequisites for the current course are a good understanding of the accounting information system and of the content and format of financial statements. The course is especially designed to equip students wishing to major in accounting and/or finance and that have the ambition to consult business on financial reporting environments.

Learning objectives

At the end of the course, you are expected to master the following technical aspects of financial reporting:

Know how to journalize (Debit/credit);

- Understand and apply all the steps of the accounting cycle, including preparation of three different trial balances (unadjusted, adjusted and post-closing balances)
- Understand and apply the indirect method of preparing cash flow statements;
- Know the concept of Value Added Taxes (VAT)

In addition, students should be able to read and understand financial statements of typically larger companies/groups and especially extract information that is relevant for corporate stakeholders and financial intermediaries like investors, financial analysts, credit analysts, auditors, regulators, management, and tax professionals.

1.A Demonstrate an international mindset

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

Course description

Companies invest substantially in financial reporting formats, software and technically skilled personnel to produce high quality financial statements that deliver a true and fair view of the financial position to corporate stakeholders. The current course is a comprehensive journey into the preparation process of these

financial statements and gives detailed insights in how various stakeholders benefit from high-quality reports and interpretation.

Selected topics covered during this course:

Part I

1. Understanding financial statements
2. Mastering financial input functions
3. Mastering details of the accounting cycles

Part II

4. Financial analysts and financial reporting
5. Institutional investors and financial reporting
6. Auditors and financial reporting
7. The tax function and financial reporting

Environmental and social impacts

This course develop DIVERSITY; I ensure that course materials reflect diverse perspectives, including case studies and examples from a variety of cultural and socio-economic backgrounds. This helps students understand the global impact of CSR practices.

I invite guest speakers from diverse backgrounds to share their experiences and insights on CSR in different cultural and organizational contexts. This exposes students to a broad range of viewpoints and best practices.

Transparency and reporting, Social development

Diversity, equity and inclusion

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Exercise	End of term exam	Case study									
Nbre heure si examen écrit														
2nd session														
Coefficient	10.0	15	25.0	25.0	25									

Feedback

Students are required to actively participate during the course. They will be asked to work on exercises and to comment and answer on assigned cases and they will have to prepare a group presentation on specific cases during the course. Feedback will consist of in-class advice, recommendations on additional material/practice. For feedback on the final exam, students can contact the professor to get more details on their performance.

Bibliography

I recommend to read Financial Accounting: IFRS, 2nd edition by Weygandt, Jerry J., Kimmel, Paul D., Kieso, Donald E. (2012).

Other elected course materials will be available on ieseg-online.

Workload		
Number of hours		Type of course
43.0	Interactive courses	
72.0	Personnal work	
35.0	Collective project	
Total		150.0

ARGUE LIKE A LAWYER! 2747		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_LAW_2747	LAW

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

Prerequisites

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

Learning objectives

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

- Become more effective at persuading others.
- Improve skills in persuasive speaking and writing.
- Learn how to build strong arguments and identify weak ones.
- Develop stronger analytical and critical thinking skills.
- Understand legal sources such as contracts, laws, and court decisions.
- Learn how legal experts, judges, and regulators think and make decisions.

1.C Communicate effectively in English

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

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

Course description

Course content:

- Introduction to Legal Reasoning
- Classical and Modern Rhetoric
- Argumentation Theory and Persuasion
- The Toulmin Model of Argumentation
- Visual and Structural Argumentation Mapping

Environmental and social impacts

This course enables students to deepen their understanding of the human rights and sustainability dimensions of business while strengthening their critical and analytical thinking.

Social development

Sustainable Business Models

Human rights

Democracy

Diversity, equity and inclusion

Climate change

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

Feedback

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

Bibliography

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

Workload	
Number of hours	Type of course
16.0	Lecture
8.0	Personal work
8.0	Collective project
Independent work	
4.0	E-learning

4.0	Reading reference manuals	
8.0	Research	
Distance learning		
2.0	remote seminar	
Total		50.0



INTERNATIONAL BUSINESS LAW 2773		
2026 - 2027	Crédit(s) ECTS : 3	IESEG - School of Management
Class code :	2627_SYL_LAW_2773	LAW

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

Prerequisites

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

Learning objectives

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

- Become familiar with the legal environment in which international businesses operate, including its constraints, risks, and strategic possibilities.
- Navigate the global trade legal framework and apply critical thinking to sustainability challenges in international business.
- Understand the evolving landscape of business and human rights law, including the shift from voluntary corporate social responsibility to mandatory human rights due diligence, and the growing reach of extraterritorial obligations for both states and companies.
- Analyse how national and regional sustainability legislation constrains contractual freedom in international transactions, and identify the opportunities this creates for responsible business practice.
- Select and structure international contracts and payment methods to advance business objectives while managing cross-border legal risk.
- Identify and apply the most effective methods for preventing and resolving transnational commercial disputes.

1.A Demonstrate an international mindset

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

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

Course description

Course content:

- The International Legal Environment of Business
- Legal Traditions of the World
- The European Union
- International Commercial Contracts
- The CISG and Incoterms
- International Payment Methods
- Transnational Dispute Resolution

Environmental and social impacts

This course enables students to develop a critical understanding of the legal frameworks governing sustainability and to design corporate social responsibility (CSR) strategies and contractual clauses aimed at promoting sustainability and the respect of human rights in the value chain.

Labor rights

Sustainable transformation of companies

Human rights

Sustainable Business Models

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session			true											
Coefficient	20.0	30.0	50.0											

Feedback

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

Bibliography

Required readings and other learning materials will be made available by the instructor via IESEG's online platform. The following books are suggested for reference purposes:

- Cavalieri, R. and Salvatore, V., An introduction to international contract law, 2015.
- DiMatteo, L. A., International business law and the legal environment: a transactional approach (3rd ed.), 2016.

•Wevers, H, A basic guide to international business law (5th ed.), 2021.

Workload		
Number of hours		Type of course
24.0	Lecture	
5.0	Personnal work	
10.0	Collective project	
10.0	E-learning	
16.0	Reading reference manuals	
10.0	Research	
Total		75.0

DIGITAL TRANSFORMATION 0570		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_MIS_0570	MIS

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

Prerequisites

Learning objectives

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

1. Understand how digital technologies are transforming organizations, industries, economies, and society.
2. Analyze the strategic, organizational, and managerial implications of digital transformation in contemporary business environments.
3. Evaluate the opportunities and challenges associated with emerging technologies such as artificial intelligence, automation, cloud computing, data analytics, and digital platforms.
4. Identify how organizations use digital technologies to create value, improve operations, enhance customer experiences, and support innovation.
5. Assess how digital transformation influences business models, competitive strategy, organizational change, and decision-making.
6. Examine ethical, societal, and managerial considerations related to digital transformation and the increasing use of AI-enabled technologies.
7. Apply critical thinking and problem-solving skills to real-world digital transformation challenges using case analysis, discussion, and applied activities.
8. Develop informed recommendations related to digital strategy, innovation, and organizational adaptation in rapidly changing business environments.
9. Evaluate digital transformation trends and emerging technologies within both national and international business contexts.
10. Synthesize information from multiple sources to develop a current and critical understanding of the digital economy and technology-driven organizational change.

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

4.C Convey powerful messages using contemporary presentation techniques

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

5.D Make effectual organizational decisions

Course description

This course provides an introduction to digital transformation with a focus on how emerging technologies are reshaping organizations, industries, and business strategy. Students explore topics such as artificial

intelligence, digital platforms, data analytics, automation, innovation, and organizational change through discussions, case analysis, applied activities, and real-world business examples. The course emphasizes practical application, strategic thinking, and the managerial implications of digital technologies in contemporary organizations. Students are encouraged to critically evaluate both the opportunities and challenges associated with digital transformation, including ethical, organizational, and societal considerations. AI-enabled tools and digital resources may also be integrated throughout the course to support analysis, collaboration, and decision-making. By the end of the course, students will be able to analyze digital transformation initiatives and develop informed recommendations related to technology and organizational strategy.

Environmental and social impacts

This course examines how digital transformation and emerging technologies influence organizations, society, and the broader global economy, with particular attention given to ethical, environmental, and social considerations. Students explore both the opportunities and challenges associated with technologies such as artificial intelligence, automation, cloud computing, data analytics, and digital platforms, including their potential impacts on sustainability, employment, decision-making, privacy, and organizational responsibility. The course also addresses how organizations are increasingly expected to integrate responsible and sustainable practices into their digital transformation strategies. Discussions and case analyses may include topics such as energy consumption associated with digital infrastructure, electronic waste, ethical AI, cybersecurity, digital inclusion, workforce transformation, and the societal implications of technology-driven change. In addition, students are encouraged to critically evaluate how digital technologies can be used to support innovation, improve efficiency, enhance communication, and contribute to long-term organizational and societal value creation. Through applied activities and discussions, the course promotes awareness of the broader responsibilities associated with the adoption and management of digital technologies in contemporary business environments.

Transparency and reporting, Social development
Democracy
Social development
Education
Energy
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	End of term exam	Case study	Presentation	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	40.0	30.0	20.0	10.0										

Feedback

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

Bibliography

Workload

Number of hours		Type of course
16.0		Interactive courses
20.0		Personnal work
4.0		E-learning
5.0		Reading reference manuals
5.0		Research
Total		50.0

ETHICS IN FINANCE 3649		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3649	FIN

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

Prerequisites

Basic knowledge in finance (financial institutions and financial markets' organisation, investment and financing products from both retail and investment banking)

Learning objectives

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

- Demonstrate an international mindset and explain the major intellectual theories of ethics as a basis for the analysis and resolution of ethical dilemmas in finance
- Solve professional dilemmas using concepts of CSR and ethics
- Understand how to manage interactions with those who oppose doing the right thing
- Generate sustainable solutions for organizations
- Relate ethical principles to the financial theory of the firm, stakeholder theory, takeovers, corporate social responsibility and governance, international businesses, machine learning and artificial intelligence
- Critically describe why and how you should use your power as a financial intermediary to influence other corporations to be ethical
- Apply CFA code of ethics and standards of professional conduct

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

4.A Appraise the performance of a team

4.B Compose constructive personal feedback and guidance

4.C Convey powerful messages using contemporary presentation techniques

5.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

Trust is fundamental to smooth functioning of finance and financial markets. And, to build trust, ethics plays an extremely prominent role. Ethical practices infuse trust among people and investors so that they recognize that markets are safe, fair, and robust to manipulations, so that they function efficiently. Moreover,

ethics in finance is reflective of the finance professionals' (both in corporate finance and investments) integrity that can benefit not only the market participants, but also all other stakeholders. Thus, ethics is also relevant to instilling investors' confidence in international financial markets.

To introduce the students to this importance of ethics in finance, this course will cover key concepts, definitions, issues, and general theories of business and finance ethics. The emphasis will be on real-world examples, scandals, and controversies that have impacted the public confidence in capital markets. The focus will be on providing students with uneasy questions and ethical dilemmas that will eventually leave them more aware of ethical issues faced by finance professionals not only in their work-lives, but also their day-to-day lives. The ideas discussed in this course will be useful to students in their future workplaces as a more practical perspective is presented through the CFA Institute Code of Ethics and Standards of Professional Conduct.

Environmental and social impacts
This course explores the intersection of finance with environmental and societal impacts by introducing ethical theories and decision-making frameworks, while also partially examining corporate social responsibility (CSR) and sustainability. The course covers regulatory frameworks, market ethics, and the roles of financial institutions, and addresses the impact of technology and global perspectives. Practical applications, including case studies, help students navigate ethical dilemmas and promote sustainable and socially responsible financial practices.
Community engagement
Social development
Diversity, equity and inclusion
Sustainable transformation of companies
Climate change
Education
Human rights
Labor rights

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

Feedback
Regular feedback during classes.
Additional detailed feedback given after the final project presentations.

Bibliography

Required readings:

Bhidé, Amar. 2010. "The Judgment Deficit." Harvard Business Review. September: 44-53.
 Shefrin, H. & M. Statman, "Ethics, fairness and efficiency in financial markets", Financial Analyst Journal, Nov./Dec.1993.
 Sharp Paine, L., "Managing for organizational integrity", Harvard Business School Review, March/April 1994.
 Taleb, Nassim N., Daniel Goldstein, and Mark W. Spitznagel. 2009. "The Six Mistakes Executives Make in Risk Management." Harvard Business Review, October: 78-81.

+ others short texts that will be sent during classes

General background reading:

In Finance:

Argandona, Antonio (Jan 2012): Three ethical dimensions of the financial crisis. Working paper IESE Business Schools.
 Bhidé, Amar. 2010. A Call for Judgment: Sensible Finance for a Dynamic Economy. New York: Oxford University Press.
 Boatright, John, Ethics in Finance (Third edition). Oxford, Blackwell, 2014.
 Boatright, John (Ed.), Finance Ethics: Critical Issues in Theory and Practice, Malden, Wiley, 2011.
 Boatright, John R. 2011. "Risk Management and the Responsible Corporation: How Sweeping the Invisible Hand?" Business and Society Review, 116: 145-170.
 De Bruin, Boudewijn. 2015. Ethics and the Global Financial Crisis. Why Incompetence is Worse than Greed. Cambridge University Press.
 Duska, Ronald F. Ethical Issues in Financial Services - chp.10. First published: 11 August 2017.
<https://doi.org/10.1002/9781405164771.ch10>
 Group of Thirty (G30) 2016. Banking Conduct and Culture. A Call for Sustained and Comprehensive Reform. Washington D.C.
 Hendry, John, 2013. Ethics and Finance. An Introduction. Cambridge University Press.
 Ho, Karen (2009): Liquidated. An ethnography of Wall-Street. Duke University Press.
 Ho, Karen (2009): Disciplining investment bankers, disciplining the economy: Wall-Street's institutional culture of crisis and the downsizing of "Corporate America". American Anthropologist. Pp.177.
 Lewis, Michael. 2014. Flash Boys. A Wall Street Revolt. New York: Norton & Company
 O'Hara, Maureen, 2016. Something for Nothing. Arbitrage and Ethics on Wall Street. New York: Norton & Company.
 Power, Michael. 2007. Organized Uncertainty. Oxford: Oxford University Press.
 Schiller, Robert (2012): Finance, Stewardship and our goals. Princeton University.
 Tett, Gillian. 2009. Fool's Gold. New York: Free Press.
 Trevino, Linda, Gary R. Weaver, and Scott J. Reynolds. 2006. "Behavioral Ethics in Organizations: A Review. Journal of Management 32: 951-990.

On ethics:

Aristotle: The nicomachean ethics.
 Bauman, Zygmunt (1991): The modernity of Holocaust. Polity Press.
 Nussbaum, Martha; Sen, Amartya (1993). The quality of life. Oxford England New York: Clarendon Press Oxford University Press.
 Nussbaum, Martha (1995). Poetic justice: the literary imagination and public life. Boston, Massachusetts: Beacon Press.
 Nussbaum, Martha (2010). Not for profit: why democracy needs the humanities. Princeton, N.J: Princeton University Press.
 Palazzo, Guido, Krings, Francisca, Hoffrage, Ulriche (2011): Ethical Blindness. Journal of Business Ethics.
 Smith, Adam (1759): The Theory of Moral Sentiments.

CFA Institute materials (cases and publications): www.cfainstitute.org

Workload

Number of hours

Type of course

4.0	Lecture	
10.0	Interactive courses	
2.0	Coaching	
8.0	Personnal work	
12.0	Collective project	
14.0	Research	
Total		50.0

INTERNATIONAL HRM 2769		
2026 - 2027	Crédit(s) ECTS : 3	IESEG - School of Management
Class code :	2627_SYL_HRM_2769	HRM

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

Prerequisites

Students have successfully taken the introductory course in HRM.

Learning objectives

- Understand the complexity deriving from managing people in a multinational company.
- Comprehend the aim of and applied HRM tools and the different approaches that multinational companies might adopt.
- Properly and ethically use the main methodologies related to every HR operational system in an international context.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

3.A Breakdown complex organizational problems using the appropriate methodology

Course description

The International HRM course is centred on how MNCs manage expatriates in dealing with trans-national operations. In particular, the course is built around the following HRM operational systems: staffing, recruitment and selection, performance assessment, compensation, and training.

Environmental and social impacts

This course highlights issues related to pay equity, representation of minority groups, gender equality, and fair and just HR practices. The material and exercises suggested in the course as well as the assignments are designed to help students evaluate the challenges to diversity, equity, and equalities in global organizations and develop sustainable long-term solutions.

Social development

Human rights

Diversity, equity and inclusion

Labor rights

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
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Type d'épreuve	Group project	Participation	End of term exam											
Nbre heure si examen écrit			3.0											
2nd session			true											
Coefficient	45	10	45											

Feedback

The feedback to be provided to students is indeed meant to reinforce their team based and individual learning process and related performances. Providing formal and written feedback to each student is of great importance for the effectiveness of the learning process of students. It is suggested to provide to students three levels of feedback:

1. (Optional) A general written feedback to the entire cohort in which the overall trend of the class is synthesized in relation to each dimension of the assessment system;
2. A specific written feedback related to the teamwork tasks (in addition to the oral feedback given during the presentation);
3. A specific written feedback related to the individual exam.

Finally, students are invited to contact their instructor in order to plan a meeting if necessary.

Bibliography

Dowling, Festing & Engle. International Human Resources Management. Thomson,
Case studies, articles
and slides are selected by the instructors and available on IESEG online.

Workload

Number of hours	Type of course
16.0	Lecture
8.0	Interactive courses
34.0	Personnal work
14.0	Collective project
3.0	Individual project



PRIVATE EQUITY 3799		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_FIN_3799	FIN

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

Prerequisites

Learning objectives

Course Learning Objectives:

1. Foundational Understanding: Analyze the private equity ecosystem, including different types of private equity funds, fund structures, and investment strategies.
2. Valuation & Investment Criteria: Evaluate private equity investments based on valuation techniques, financial modeling, and due diligence processes.
3. Deal Execution & Management: Understand the deal-making process, including term sheets, legal documentation, and portfolio company management.
4. Exit Strategies & Performance Measurement: Identify various exit strategies used by private equity firms and assess their performance measurement techniques.

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

6.A Thoroughly examine a complex business situation

Course description

Day 1: Introduction to Private Equity

- Overview of Private Equity: Evolution, historical context, and current market trends.
- Types of Funds: Buyout, growth equity, venture capital, distressed, mezzanine, etc.
- Fund Structures & Participants: Limited partners, general partners, and other stakeholders.

Day 2: Investment Process & Valuation Techniques

- Sourcing & Screening Deals: Finding potential investments and initial screening criteria.
- Valuation & Financial Modeling: Understanding common valuation techniques, including DCF, comparable companies, and precedent transactions.
- Due Diligence: Financial, operational, and legal due diligence for potential deals.

Day 3: Deal Execution & Portfolio Management

- Deal Execution: Negotiating and structuring deals, term sheets, and legal documentation.
- Leverage & Financing: Role of leverage in private equity transactions, debt structuring, and risk management.
- Portfolio Company Management: Operational improvements, monitoring, and reporting.

Day 4: Exit Strategies & Case Studies

- Exit Strategies: IPOs, secondary buyouts, trade sales, and recapitalization.
- Performance Measurement: IRR, multiples, benchmarking, and reporting to LPs.
- Practical Case Studies: Real-world examples illustrating the challenges and successes in different stages of the PE lifecycle.

Testing Features:

1. Final Exam (40% of Total Grade):

- Duration: 2 hours
- Format: Short-answer questions, essays, and numerical problem-solving. Focuses on applying knowledge gained in practical scenarios.

2. Group Case Study Analysis (60% of Total Grade):

- Students will be divided into groups and given a case study to analyze.
- Deliverables: A comprehensive report and presentation.
- Assessment Criteria: Clarity of analysis, application of course concepts, creativity in solution proposals, and presentation skills.

Grading Criteria:

- Final Exam: 40%
- Group Case Study: 60%
- Total: 100%

Expected Student Workload:

- Contact Hours (16 hours): Classroom time for lectures, discussions, and case studies.
- Self-Study & Preparation (34 hours): Readings, preparation for case studies, research, and review for exams.

This expanded structure provides a more in-depth understanding of private equity and aligns with the workload requirements for 2 ECTS.

Environmental and social impacts

This course incorporates environmental and societal impacts by emphasizing the importance of ESG (Environmental, Social, and Governance) criteria in investment decisions. Students learn how private equity firms assess the environmental footprint of target companies and measure their social responsibility practices. They explore the growing trend of impact investing, where funds prioritize investments in businesses that contribute positively to environmental sustainability and social welfare.

Additionally, through case studies and practical projects, students analyze how private equity firms can influence portfolio companies to adopt more sustainable practices. This includes reducing emissions, improving energy efficiency, and fostering diversity and inclusion in the workforce. The course reflects evolving trends by covering the rise of green finance, regulatory pressures for responsible business, and investor demand for transparent ESG reporting.

By understanding these developments, students can make informed decisions that align financial returns with broader societal and environmental goals, preparing them for the changing landscape of private equity investing.

Biodiversity

Circular economy

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												
Nbre heure si examen écrit	2.0													
2nd session														
Coefficient	60.0	40.0												

Feedback

1. Written Feedback on Assessments:

I will try to provide detailed comments on final exam answers and group case studies, highlighting strengths and areas for improvement.

2. Group Feedback Sessions:

I will try to organize feedback sessions after major assessments, such as the final exam or case studies to discuss common mistakes or misconceptions and encourage students to share their perspectives and learn from each other.

3. Peer Feedback:

I will try to encourage students to provide feedback to one another on group projects or presentations. Peer review fosters critical thinking and helps them learn from different viewpoints.

4. Formative Quizzes:

I will try to use short quizzes during the course to assess understanding of fundamental concepts. Provide immediate feedback so that students can identify knowledge gaps early and focus their studies.

Bibliography

1. Textbooks and General References:

- Private Equity at Work: When Wall Street Manages Main Street by Eileen Appelbaum and Rosemary Batt
A comprehensive analysis of how private equity impacts companies and their stakeholders.

- Private Equity: History, Governance, and Operations by Harry Cendrowski, James P. Martin, Louis W. Petro, and Adam A. Wadecki
A detailed overview of the private equity industry, governance, and key operations.

- Private Equity Accounting, Investor Reporting, and Beyond by Mariya Stefanova and Anne-Gaelle Carlton
A practical guide to private equity fund accounting and reporting.

2. Valuation and Investment Strategies:

- Investment Valuation: Tools and Techniques for Determining the Value of Any Asset by Aswath Damodaran

An essential text covering various valuation methods.

- Private Equity Operational Due Diligence: Tools to Evaluate Liquidity, Valuation, and Documentation by Jason Scharfman
Offers practical insights on due diligence and risk assessment.

3. Case Studies and Practical Examples:

- Private Equity in Action: Case Studies from Developed and Emerging Markets by Claudia Zeisberger, Michael Prah, and Bowen White

Provides practical examples through case studies in different markets.

- Mastering Private Equity Set: A Complete Guide to the PE Industry by Claudia Zeisberger, Michael Prah, and Bowen White

Contains strategies, case studies, and advice on navigating the private equity landscape.

4. Research Papers and Industry Reports:

- Global Private Equity Report by Bain & Company

Offers annual insights into private equity trends and market performance.

- Various research papers by the European Private Equity and Venture Capital Association (EVCA) and Institutional Limited Partners Association (ILPA)

Provide in-depth analyses on private equity trends, governance, and investor behavior.

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



SUSTAINABILITY FROM FILMS TO FIRMS 2790		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_STS_2790	STS

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

Prerequisites

Learning objectives

1. Analyse the scientific relevance and realism of sustainability stories and situations depicted in movies.
2. Explain the role cinema assumes in discourse, science and policy formation and business practices concerning sustainability.
3. Assess and critique cinema as a tool for influence, communication, and political action in the digital media age.
4. Speak fluently in the vocabulary of sustainability, and learn to articulate the various dimensions of sustainability for creating a clear discourse.

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

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

Course description

This course covers some of the themes of sustainability (i.e., climate change, natural resources, international governance, human rights, equity), through the cinematic lens, including both fiction and nonfiction. We will consider documentaries, re-creations of actual events and of course, good old fashioned Hollywood blockbusters.

The course aims to provide students with skills to “read” films that deal with these issues and explore how these challenges are portrayed and have evolved (or not) over time. A second theme focuses on the role of business and how companies have been represented and perceived in film, hence, the good, the bad, the ugly.

We will discuss issues such as how does one make a compelling, critical, and entertaining film about climate change, natural resource stress and corporate responsibility? How is scientific knowledge utilized and integrated into movies? Are companies portrayed with accuracy or, weaponized?

As we consider complex questions of ethics, propaganda, and performance, we will also interrogate our own responses: what does it mean to be a spectator of media? How can we use the models offered by a range of

media practitioners and artists to inspire and prod us to think in new ways?
Ultimately, the class will be fun, interesting, inspiring, and occasionally paradigm shifting as we delve into how film has played a role in driving change and influencing policy on some of today's thorniest issues.
No doubt, cinema presents fascinating contradictions for study and discussion.

Environmental and social impacts

This course is dedicated to sustainability, and will touch upon many (if not all) related topics. Focus will be given to environmental dimensions.

Sustainable transformation of companies

Democracy

Water

Circular economy

Energy

Sustainable Business Models

Natural resources

Human rights

Biodiversity

Climate change

Waste

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Participation	Group project	Individual project	End of term exam										
Nbre heure si examen écrit				1.0										
2nd session														
Coefficient	20	25.0	25.0	30.0										

Feedback

20% In-classroom participation, engagement & interaction
Your participation grade will consist of an aggregate of:

1. This course is highly interactive and involves brainstorming, debate, and active mapping exercises. You will be assessed on level of engagement and preparation as well as quality of analysis and contribution during class discussion. Students learn more (and have more fun) when they take responsibility for their own journey; lean-in, folks.
2. There are at least 3 films assigned prior to the start of the course. Students will be asked questions about these films and asked to respond in either written short-form answers or direct questioning during class.

25% Individual project / Mapping exercise.

Students are asked to conduct a mapping exercise and submit this on the Friday of the week following the end of the class. This will be explained in detail during the class.

25% Team Pitch

Students will work in a small team throughout the course to build and extend the concepts we cover into a film pitch. This will include a speedy synopsis of the idea, zooming in on theme, genre, logline and title. From here you will summarize the characters, plot and premise. Your team will pitch the idea during the last segment of class.

30% Final exam

1-hour written exam, short questions about specific topics and questions addressed during the course.

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For all these, feedback will be given both during the class, on demand and after the course within the grade table.

Bibliography

- 1- Honest Truths: Documentary Filmmakers on Ethical Challenges, Center for Social Media, http://archive.cmsimpact.org/sites/default/files/Honest_Truths_-_Documentary_Filmmakers_on_Ethical_Challenges_in_Their_Work.pdf
- 2- Documentary Impact : Social Change Through Storytelling / Panicaro Foundation, https://s3.amazonaws.com/assets.hotdocs.ca/doc/HD14_Documentary_Impact_Report.PDF
- 3- <https://films.nationalgeographic.com>
- 4- Svoboda, M. (2016). Clifi on the screen(s): patterns in the representations of climate change in fictional films. Wiley Interdisciplinary Reviews: Climate Change, 7(1), 43-64. [https://climateadvocacylab.org/system/files/Cli-fi%20on%20the%20screen\(s\)%20Svoboda.pdf](https://climateadvocacylab.org/system/files/Cli-fi%20on%20the%20screen(s)%20Svoboda.pdf)

Workload

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

Total

50.0

**SUSTAINABLE FINANCIAL PERFORMANCE 3800**

2026 - 2027

Crédit(s) ECTS : 2

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

2627_SYL_FIN_3800

FIN

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

Prerequisites

Knowledge of basic concepts in finance, accounting, financial statement analysis and algebra.

Learning objectives

2.C Generate sustainable solutions for organizations

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

4.C Convey powerful messages using contemporary presentation techniques

6.A Thoroughly examine a complex business situation

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

3.B Propose creative solutions within an organization

Course description

For decades, sustainable development was largely dismissed as irrelevant to financial outcomes or worse, seen as a drag on profitability. That view has fundamentally shifted. Over the last twenty years, environmental, social, and governance (ESG) factors have proven to be material drivers of both financial performance and long-term business viability.

This course equips students with a rigorous understanding of sustainability within a financial context. It traces the evolution from shareholder primacy to a broader stakeholder model, and examines how sustainability considerations now shape corporate strategy, asset allocation, and risk management.

Topics covered include:

-The theoretical and ecosystem foundations of sustainability and financial performance

- How sustainability creates or destroys value, and its integration into financial valuation
- Sustainable financial instruments, risks, and reporting frameworks (including ESG and financial reporting)
- Sustainability data, ratings, and the challenge of greenwashing and social washing
- Sustainable and finance strategies: integration, stewardship, screening, and investment
- The sustainability backlash, stakeholder pressures, and emerging market perspectives

By the end of the course, students will be able to critically assess sustainability claims, evaluate ESG-related risks and opportunities, and apply sustainable finance frameworks to real-world financial decisions.

Environmental and social impacts

This course is focused on assessing the relationship between sustainability and financial performance. It evolves around this relationship by looking into the related theories on sustainable finance, strategies and instruments used for engaging in sustainable finance, sustainability data and reporting, sustainable finance risk management and finally the context of emerging markets.

Transparency and reporting, Social development

Climate change

Sustainable transformation of companies

Democracy

Social development

Diversity, equity and inclusion

sustainable finance, sustainability

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Continuous assessment	Group project	End of term exam											
Nbre heure si examen écrit			2.0											
2nd session														
Coefficient	15.0	25.0	60.0											

Feedback

Feedback shall be provided on :

1. The continuous assessment (quiz) through written feedback for the whole class.
2. Individual feedback shall be provided on the group project submitted.
3. Written exams through written feedback for the whole class.

Bibliography

Aybars, A., Ataünal, L., & Gürbüz, A. O. (2019). ESG and Financial Performance: Impact of Environmental, Social, and Governance Issues on Corporate Performance. In H. Dinçer, & S. Yüksel (Ed.), Handbook of Research on Managerial Thinking in Global Business Economics (pp. 520-536). IGI Global. <https://doi.org/10.4018/978-1-5225-7180-3.ch029>

Walker, T., & Gramlich, D. (2026). The Palgrave Handbook of Sustainable Finance (1st ed. 2026.). Springer Nature Switzerland. <https://doi.org/10.1007/978-3-031-98736-6>

Gaganis, C. (Ed.). (2023). Sustainable Finance and ESG: Risk, Management, Regulations, and Implications for Financial Institutions (1st ed. 2023.). Springer International Publishing. <https://doi.org/10.1007/978-3-031-24283-0>

La Torre, M., & Leo, S. (Eds.). (2023). Contemporary Issues in Sustainable Finance: Exploring Performance, Impact Measurement and Financial Inclusion (1st ed. 2023.). Springer International Publishing. <https://doi.org/10.1007/978-3-031-22539-0>

Goel, R., Gautam, D., & Natalucci, F. (2022). Sustainable Finance in Emerging Markets: Evolution, Challenges, and Policy Priorities. International Monetary Fund.

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

COMMAND & CARE: PEOPLE MANAGEMENT IN OPERATIONS 3803		
2026 - 2027	Crédit(s) ECTS : 2	IÉSEG - School of Management
Class code :	2627_SYL_OPS_3803	OPS

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

Prerequisites

no prerequisite but a management experience would be appreciated

Learning objectives

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

4.A Appraise the performance of a team

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

5.D Make effectual organizational decisions

Course description

This course prepares future managers for real-life situations: those where they need to deliver difficult messages, resolve conflicts, re-motivate a team, or demonstrate leadership under pressure.

Through roleplays, TV show clips, real-world case studies, and direct exchanges, students will build a strong managerial posture and learn to manage human relations effectively in demanding operations environments (industry, logistics, HR, sales, administration, public sector, etc.).

The course was designed by Tim Marty (former IÉSEG student and Operations Manager), who brings over twenty years of experience across various sectors and organizations, including twelve years at Amazon as a management specialist.

Environmental and social impacts

This course is helping managers to take the right decision and the right posture when dealing with their people's issue. Thus bringing a tremendous help on employees to increase their moral, behaviour, and ability to develop itself in a collective dynamic.

Human rights

Education

Diversity, equity and inclusion

Labor rights

Social development

management, people, human resources, leading

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Group project	Case study	Individual report	Participation										
Nbre heure si examen écrit														
2nd session														
Coefficient	30.0	30	30	10.0										

Feedback

Bibliography

Workload	
Number of hours	Type of course
16.0	Lecture
6.0	Personnal work
2.0	Collective project
2.0	Individual project
Independent work	
12.0	Reading reference manuals

Distance learning	
4.0	remote videoconferencing
Total	
	42.0



RESILIENT LEADERSHIP IN INTERCULTURAL CONTEXTS 2740		
2026 - 2027	Crédit(s) ECTS : 2.0	IÉSEG - School of Management
Class code :	2627_SYL_ITC_2740	ITC

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

Prerequisites

- Responsibility Seminar (or equivalent)
- Diversity Cluster (or equivalent)
- Why Culture Matters (or equivalent)
- Dealing with Cultural Diversity (or equivalent)
- Pre-Course Reading

Learning objectives

- To identify how global managers create frameworks that are clear enough to be understood, flexible enough to deal with diversity, and robust enough to maintain agreed standards while achieving final outcomes.
- To offer future managers an “resilience toolkit” of best practice when leading, motivating and managing multi-cultural teams.
- To map the creation of a corporate culture that sets limits on behaviour and practice, without crossing boundaries of law, ethnicity, religion, gender orientation and generation.
- To discuss mechanisms for speedy and effective dispute resolution.
- To demonstrate the fact that organisations that adopt such practices will perform better in the 21st Century than those that fail to evolve.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

Course description

This course is designed for students who are interested in developing a 21st Century leadership style that is truly international. Most large organisations reflect the cultural mores of the country from which they originate. French multinationals tend to look and feel French; US corporations are recognisably American in the way that they behave. It's a fact that has led to accusations of cultural imperialism in the past and will undoubtedly be increasingly outdated as we move forward. The main question I seek to answer is this, "how can strong leadership be provided without accusations of dictatorship (benign or otherwise)?"

Environmental and social impacts

This course on resilient leadership addresses the discipline's impact on society and the environment by highlighting the role of leaders in navigating complex, systemic challenges—including those related to climate change, inequality, and social disruption. It reflects the growing shift in leadership studies toward ethical responsibility, long-term thinking, and sustainable impact. By focusing on adaptive strategies, inclusive decision-making, and systems thinking, the course equips learners to lead in ways that are not only effective, but also socially and environmentally conscious.

Diversity, equity and inclusion

Assessment

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

Feedback

Feedback will be given individually and as a group in class and via email when necessary.

Bibliography

Milton Bennett, Developmental Model of Intercultural Sensivity (<https://www.idrinstitute.org/dmis/>)
 Daniel Goleman, Emotional Intelligence
 Fons Trompenaars, Conflict Resolution across Cultures
 Roger Fischer & William Ury, Getting to Yes
 Michael Porter & Mark Kramer, Creating Shared value (<https://hbr.org/2011/01/the-big-idea-creating-shared-value>)

Workload

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

STRATEGIC GOVERNANCE OF STARTUPS AND SMEs : OPTIMIZATION THROUGH EXTERNAL ADVICE 4064		
2026 - 2027	Crédit(s) ECTS : 2	IÉSEG - School of Management
Class code :	2627_SYL_ENT_4064	ENT

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

Prerequisites

Learning objectives

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

1. Understand the unique governance challenges faced by startups and SMEs.
2. Apply theoretical frameworks such as principal-agent theory, resource dependency theory, and socioemotional selectivity theory.
3. Identify and analyze common strategic pitfalls in small businesses.
4. Develop strategies to optimize governance and decision-making.
5. Evaluate the role of external advice in strategic governance.

1.C Communicate effectively in English

2.C Generate sustainable solutions for organizations

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

3.C Organize change management processes

4.C Convey powerful messages using contemporary presentation techniques

5.D Make effectual organizational decisions

6.A Thoroughly examine a complex business situation

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

Course description

Course Description

This course focuses on the strategic governance of startups and small and medium-sized enterprises (SMEs). It explores the unique challenges faced by these businesses and the importance of external advice in optimizing strategic decision-making. Students will learn about common pitfalls, theoretical frameworks, and practical applications through case studies and interactive sessions.

Course Structure

The course takes place in four 4-hour sessions over four days. Each day focuses on different aspects of strategic governance:

Day 1: The context and challenges of strategic governance in startups and SMEs

Day 2: Theoretical frameworks for strategic governance

Day 3: Advice structures and their impact on strategic decision-making

Day 4: Strategic thinking and planning with external advice

Detailed Schedule

Day 1: The context and challenges of strategic governance in startups and SMEs

Introduction & interactive start

What makes governance in small businesses unique?

Typologies & strategic pitfalls

Case discussion: "The overworked entrepreneur"

Day 2: Theoretical frameworks for strategic governance

Principal-agent & principal-principal problems

Resource dependency & socioemotional selectivity

Constructive conflict & diverse perspectives

Application: Analysis of a fictive board

Day 3: Advice structures and their impact on strategic decision-making

Overview of advice structures

Advice seeking, taking, or leaving

Family firms & advice

Case discussion: Family business with an advisory board

Day 4: Strategic thinking and planning with external advice

Strategic thinking requires strategic planning

Innovation and entrepreneurship over time

Objectives of the family business

Final case + reflection

Environmental and social impacts

This course, "Strategic Governance of Startups and SMEs," addresses the environmental and social impacts of business decisions by emphasizing responsible governance and the integration of sustainability principles. Through case-based learning and interactive exercises, students explore the ethical dimensions of strategic decision-making, including the well-being of employees, sustainable growth, and ethical leadership. The course reflects the transformation in the discipline towards stakeholder-oriented governance models, preparing students to build governance structures that support sustainable innovation and inclusive leadership. By recognizing and overcoming cognitive biases, students are equipped to make responsible and inclusive decisions, aligning with IÉSEG's mission to educate ethical pioneers of change and promote creative solutions for responsible organizations.

Sustainable transformation of companies

Diversity, equity and inclusion

Transparency and reporting, Social development

Assessment

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

2nd session														
Coefficient	10.0	45.0	45.0											

Feedback

Bibliography

Workload	
Number of hours	Type of course
4.0	Lecture
12.0	Interactive courses
8.0	Collective project
16.0	Individual project
5.0	Reading reference manuals
5.0	Research
Total	
50.0	

MANAGEMENT OF STRESS 2724		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2724	HRM

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

Prerequisites

None

Learning objectives

To study concept of stress and well-being in the context of work

- To understand the factors of stress
- To give tools to students to cope with stress
- To help them to keep some distance and to think about the notion of well-being at work and elsewhere

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

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

2.C Generate sustainable solutions for organizations

3.B Propose creative solutions within an organization

3.C Organize change management processes

4.B Compose constructive personal feedback and guidance

6.A Thoroughly examine a complex business situation

Course description

Management of stress can be useful to keep some distance regarding difficult situations. Due to the global context (ecological situation, corona crisis, war in Ukraine), such course can help students to care more about their emotions and themselves in general.

Some periods like exams and the search of a job can be delicate to cope with. This course (6 sessions in total) is focused on well-being and tools to deal with stress.

Some topics like happiness, emotions to manage, balance between work and private life, change management, choice of lifestyle and technics directly linked with stress are detailed (see syllabus).

Environmental and social impacts

This course will deal with eco-anxiety but also about impact of higher pace in our life and how to deal with more uncertainty (tools and methods to help).

Climate change

Education

Health

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

Feedback

Feedback in course but also individual written feedback

Bibliography

Regarding references, we will use the studies of psychologists, sociologists, medical researchers and even philosophers (e.g. work of Martin Seligman, Llona Boniwell, Christophe André, Frederic Lenoir and Fabrice Midal).

Workload	
Number of hours	Type of course
0.0	Lecture
16.0	Interactive courses
12.0	Personnal work
12.0	Collective project
7.0	Individual project



PRODUCT INNOVATION 4607		
2026 - 2027	Crédit(s) ECTS : 2	IESEG - School of Management
Class code :	2627_SYL_MKT_4607	MKT

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

Prerequisites

Design Thinking, Marketing Research

Learning objectives

- Understand the critical role of innovation for companies and the opportunities and challenges (linked to exam)
- Understand the New Product Development Process in entrepreneurial environment (linked to in-class exercises, project)
- Develop business acumen and creative problem solving (linked to final project)

3.B Propose creative solutions within an organization

4.C Convey powerful messages using contemporary presentation techniques

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

Course description

This course is designed for entrepreneurial-minded students who want to learn how to take an active role into product and innovation design.

For the students that are eager to work hands on during class and after class as well (to develop own solo project) High workload disclaimer

In today's fast-paced business environment, developing the ability to create customer-driven innovations is crucial for entrepreneurial success. Over 6 sessions, students will develop their own individual project to present at class closure. By working on dynamic international teams, they will work from initial idea generation through consumer understanding, prototyping to final pitch presentation.

The course adopts a hands on and an entrepreneurial perspective, combining foundational innovation theory with practical frameworks including Lean Startup, Effectual Logic, Business Model Innovation, and Human-Centric Design. Students will learn to structure creative processes, validate assumptions with real users, and present compelling innovation recommendations.

This experiential learning approach emphasizes collaboration, creative problem-solving, and real-world application, making it ideal for students pursuing entrepreneurial paths or innovation roles.

It will cover the following aspects:

1. Innovation process and customer driven value creation: Outlook Innovation theory and main concepts, different innovation methods: traditional, Lean, Effectual, Innovation types.
2. New Idea generation and Ideation process: From idea to Pitch
3. Expressing an idea as a business model: Creatively leveraging main pillars to address value proposition drivers, and revenue model strategies
4. Developing Product Market fit: Value Proposition design
5. Prototyping, Storyboarding the visual customer journey as narrative development and early stage feedback
6. Pitching and presenting recommendations of product innovation decision

Environmental and social impacts

This course will invite students to take an action on creating value for people, society and companies at the same time. The path is through innovative solutions which can be used in an international context (not country specific)

Climate change

Social development

Community engagement

Diversity, equity and inclusion

Circular economy

Sustainable Business Models

Sustainable Business Models, Social Development (Bottom of Pyramid),

Assessment

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

Feedback

This course will use a sequence of group exercises that will be done both in-class with a capstones individual project that will be shared on peer to peer review towards the end of the course

Regarding the final exam, students will receive summative feedback in the form of individual written assessment grids.

Bibliography

"Osterwalder, A. and Pigneur, Y. (2011) Business Model Generation.
 Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures.
 Value proposition design: Osterwalder, A. and Pigneur, (2015)
 Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses
 Read, S., Sarasvathy, S., Dew, N., and Wiltbank, R. (2017) Effectual Entrepreneurship"

Workload

Number of hours		Type of course
16		Lecture
18.0		Personnal work
6.0		Collective project
Independent work		
10		Research
Total		50.0

CONFLICT MANAGEMENT IN ORGANIZATIONS 2763		
2026 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2763	HRM

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

Prerequisites

There are no prerequisites for this course. Students with no previous negotiation experience will have the chance to learn the basics of negotiation, while students with some negotiation experience will have the chance to review basic negotiation concepts. In all cases, the student must fully commit to the course's in-class role-playing exercises, including the previous preparation for each activity and active participation in class discussions about the exercises.

Learning objectives

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

- (1) identify the most appropriate method of conflict resolution in different business and workplace relations and how to apply them in real-world situations.
- (2) understand how different conflict management methods can be used together in building an Integrated Conflict Management System.

1.B Successfully collaborate within a intercultural team

3.A Breakdown complex organizational problems using the appropriate methodology

3.B Propose creative solutions within an organization

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

Course description

This course offers an overview of key conflict resolution methods used in organizational settings and helps students critically evaluate their strengths, limitations, and ethical implications.

After a review of basic distributive and integrative negotiation concepts, the course introduces and compares methods such as negotiation, mediation, arbitration, and litigation. It also touches on other approaches, including open-door policies, grievance procedures, and the role of organizational ombuds. The course concludes with a discussion on Integrated Conflict Management Systems and how organizations may combine methods for more sustainable and inclusive outcomes.

The course relies heavily on role-playing exercises, allowing students to experience the dynamics of each method and reflect on real-world applications. Lectures and class discussions support these activities by offering theoretical grounding and debriefing insights.

Students who have previously taken negotiation courses should note that the early sessions include a review of core concepts to ensure all participants are equipped to engage with the more advanced conflict resolution strategies introduced later in the course.

Environmental and social impacts

Through this course, the student will learn to manage conflict in diverse organizational and cultural contexts, considering the interests of third parties and the broader consequences of conflict resolution strategies. Students are encouraged to critically assess how ADR methods—such as mediation, arbitration, and litigation—can both reflect and reshape existing power imbalances, influence access to justice, and affect

whose voices are heard in conflict resolution processes. The course explores how structural elements of these methods—such as confidentiality, authority, voluntariness, and procedural design—can either reinforce or mitigate social inequalities and organizational hierarchies. The course also introduces the idea of integrated conflict management systems, encouraging students to reflect on how multiple methods might be combined to support fairness and accountability. These reflections help students understand the broader social implications of conflict resolution practices, especially in relation to labor rights, stakeholder equity, and inclusive organizational cultures. They also illustrate how ethical and inclusive conflict resolution systems contribute to long-term organizational trust, resilience, and governance—key elements of sustainable business models.

Labor rights
Diversity, equity and inclusion
Sustainable Business Models
Human rights

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

Feedback

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

Bibliography

The following books are recommended for those willing to study more in-depth the topics covered in the course:

- Roche, William K., Paul Teague, and Alexander JS Colvin, eds. The Oxford handbook of conflict management in organizations. Oxford University Press, 2014
- Ury, William, Jeanne M Brett, and Stephen B Goldberg. Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict. San Francisco: Jossey-Bass, 1988.

Workload	
Number of hours	Type of course

6.0	Lecture	
10.0	Interactive courses	
6.0	Personnal work	
16.0	Collective project	
4.0	Reading reference manuals	
8.0	Research	
Total		50.0

MANAGING LEARNING AND DEVELOPMENT IN ORGANIZATIONS 2725		
2026 - 2027	Crédit(s) ECTS : 6.0	IESEG - School of Management
Class code :	2627_SYL_HRM_2725	HRM

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

Prerequisites

It is helpful, but not necessary, when student have some prior knowledge about human resource management and organizational behavior. The course will teach some new concepts but emphasizes the practical management of learning and development in organizations. For those students who wish to refresh, or did not take prior courses in this area, the professor will provide some optional material for preparation for class.

Learning objectives

At the end of this course, students will be able to solve various practical problems relating to the management of learning in organizations.

- 1.B Successfully collaborate within a intercultural team
- 3.B Propose creative solutions within an organization
- 4.B Compose constructive personal feedback and guidance
- 5.C Employ state-of-the-art management techniques

Course description

Organizations' success and longevity depends on the ability to learn. Learning here refers to processes that help discovery of new knowledge, processes that lead to capturing knowledge in repositories such as systems and culture, and processes that lead to the effective use of knowledge. Underlying the ability for individuals, teams, and organizations to learn, is the effective management of learning and development by individual employees, teams, and the organization as a whole.

The overarching purpose of this course it to teach skills in the management of learning and development in and of organizations.

To this end, throughout the course, students are confronted with new knowledge in short online/e-learning modules that are completed before class-meetings with a small individual assignment. In class, students work in teams to apply this knowledge to practical problems in managing learning and development.

Environmental and social impacts

Topics relating to learning in teams also address diversity. Topics relating to learning from observing others (socialization) also address gender socialization.

Diversity, equity and inclusion

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

Feedback

For every topic, there is an individual online preparation that includes an assessment to be completed at the start of the class meeting. Students each time/topic get feedback on their score on this assignment to let them know how they are doing overall.

In class, teams of students work together on a practical management problem. The groups receive formative (non-evaluative) feedback on an initial presentation of their work. They can work on this assignment in the days following the meeting, submit, and receive their assessment.

A final paper students write individually, reflects on the learning processes they have witness throughout the course (their own and their teams'). Feedback is given on this paper in the form of a grade that reflects how well the reflection tied into the concepts and management problems learned in the course.

Bibliography

The course will tackle 10 topics in learning and development. Each topic will include 1-2 basic articles, most often 1 scientific article and 1 more practical article like Harvard Business Review. There will be additional suggested reading for those who are interested to dive into a topic further.

Workload	
Number of hours	Type of course
37.0	Interactive courses
50.0	Collective project
13.0	Individual project
50.0	E-learning

The e-learning component, before most of the classes, contains a short individual assessment completed on paper in class, which is an important part of the preparation for in-class activities, and is therefore weighted heavily in the final grade (continuous assessments).



ART, LUXURY AND TRADE 2756		
2026 - 2027	Crédit(s) ECTS : 2.0	IÉSEG - School of Management
Class code :	2627_SYL_DEV_2756	DEV

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

Prerequisites

Curiosity and interest for art, fashion and artistic culture.

Learning objectives

Art, Luxury and Trade is an interdisciplinary course covering the areas of:

- The emergence and establishment of the art market (Renaissance to the present day) – with an emphasis on the contemporary art market (actors, prices, particularities, latest trends, legal frameworks, etc.)
 - The Valuation and Pricing of Contemporary Artworks (How to become an “emerging” or an “established” artist / How is the artist’s rating built)
 - Fashion history (from the 17th century to the 1960s): establishment of the French luxury goods trade; how Paris and France strongly influenced the fashion history.
 - Art and management in the luxury sector: links between history of art and luxury products
 - General knowledge of the fashion sector and its creators.
 - Actors and professionals of the art market (general presentation of the sector and some career possibilities)
- This intensive course will give you an overview of these different questions, offering basic elements to invite you to explore a particular aspect of this field on your own, within the framework of more in-depth group presentations.

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

4.C Convey powerful messages using contemporary presentation techniques

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

4.A Appraise the performance of a team

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.C Communicate effectively in English

5.B Construct expert knowledge from cutting-edge information

6.A Thoroughly examine a complex business situation

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

Course description

Presentation of the course (plan for the sessions)

Intensive course: Fours sessions, from Monday to Thursday, usually in March or April (Lille or Paris)

Monday :

1. Course Presentation / The Art Market
2. The Art Market and the Luxury Market
3. The Actors of the Art Market

Tuesday :

1. The Actors of the Art Market
2. Fashion History: 17th and 18th c.
3. Oral Group Presentations

Wednesday :

1. The Making of Value and Prices
2. Fashion History (19th and 20th c.)
3. Oral Group Presentations

Thursday : 1 to 3. Oral Group Presentations: presentations of projects on an artistic or a luxury trade
(a precise artist, brand and their trade)

Environmental and social impacts

We discuss the environmental considerations of fashion and luxury companies.

Social development

Sustainable transformation of companies

Natural resources

Sustainable Business Models

Labor rights

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		1.5												
2nd session														
Coefficient	60.0	40.0												

Feedback

Oral feedback after the group presentations.

I send the correction of the final test (on Wiseflow) after the exam, with the detailed scale.

Bibliography

First of all, take a look at the PDFs uploaded on MyCourses: they will give you the main elements of the course and will be essential for your revisions.

Additional bibliography:

G. Adam , La face cachée du marché de l'art, Paris, 2017

S. Cavaliero, F. Elkaïm, C. Pirot de Corbion, « Les métiers du marché d'art », Paris, 2013.

M-A. De Boisdeffre et H. Chayette, Les 100 mots du marché de l'art, Paris (PUF, Que sais-je ?), 2014

R. Moulin, Le marché de l'art. Mondialisation et nouvelles technologies, Paris, 2003

J. N. Kapferer, V. Bastien, The Luxury strategy : break the rules of Marketing to build Luxury brands, 2012.

Workload

Number of hours	Type of course
16.0	Interactive courses
10.0	Personnal work
10.0	Collective project
2.0	Reading reference manuals
2.0	Research
Total	
40.0	

POST-GROWTH AND DEGROWTH: INNOVATIVE PATHWAYS TO SUSTAINABLE SOCIETIES 4438		
-	Crédit(s) ECTS : 2	IÉSEG - School of Management
Class code :	2627_SYL_STS_4438	STS

Level	Year	Semester	Campus	Language of instruction
Bachelor	-	S6	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														
Nbre heure si examen écrit														
2nd session														
Coefficient														

Feedback

Bibliography

Workload	
Number of hours	Type of course
Total	

INTRODUCTION TO DATA SCIENCE 2325		
2024 - 2025	Crédit(s) ECTS : 1	IÉSEG - School of Management
Class code :	2425_SYL_MIS_2325	MIS

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

Prerequisites

None

Learning objectives

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

1. Visualize data using Tableau
2. Source data using SQL
3. Analyze data using python
4. Recall basic machine learning concepts

1.A Demonstrate an international mindset

1.C Communicate effectively in English

3.A Breakdown complex organizational problems using the appropriate methodology

4.C Convey powerful messages using contemporary presentation techniques

5.B Construct expert knowledge from cutting-edge information

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

Course description

This course explores introductory topics in data analytics including data visualization with Tableau, data sourcing using SQL, data analysis with python, and a short introduction to Machine Learning.

Environmental and social impacts

Assessment

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

Feedback

Students receive automated feedback on each of the quizzes they take throughout the course.

Bibliography

None

Workload

Number of hours		Type of course
Independent study		
25	Individual project	
Independent work		
25	E-learning	

Total	50
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FRENCH AS FOREIGN LANGUAGE (LEVEL 1) 3457			
2027 - 2027	Crédit(s) ECTS : 2.0	IÉSEG - School of Management	
Class code :	2627_SYL_LAN_FRE_3457	LAN_FRE	

Level	Year	Semester	Campus	Language of instruction
	-	NA	L_P	French

Prerequisites

None

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an elementary level BEGINNER +. At the end of the course, students should reach BEGINNER + level.

[Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type.

Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives,

.

Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.]

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

1.B Develop their personal intercultural skills

Course description

Students will work on the 4 skills : listening, reading, speaking and writing .

We will study the following thematic : Introducing himself-herself/ Buying in food shops/ Ordering and take away in a restaurant

Environmental and social impacts

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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	Crédit(s) ECTS : 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

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) 3459		
2027 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3459	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	-	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

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

- give their opinion on a variety of subjects;
- present their personal and/or professional projects.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

This A2+/B1- level course aims to enable international students to meet the communicative needs encountered in their daily life in France. In-class and out-of-class activities will enable students to develop their skills in the four language activities (listening, speaking, reading, and writing), with a focus on speaking and interaction.

Environmental and social impacts

Approche interculturelle

Diversity, equity and inclusion

Assessment

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



BIEN PRONONCER LE FRANCAIS 0521		
2026 - 2027	Crédit(s) ECTS : 1	IÉSEG - 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.

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

14.83	Interactive courses	
8.34	Personnal work	
1.83	E-learning	
Total		25



FRENCH AS FOREIGN LANGUAGE (LEVEL 4) 3460		
2027 - 2027	Crédit(s) ECTS : 2.0	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3460	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	-	NA	L_P	French

Prerequisites

Niveau 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

2.C Generate sustainable solutions for organizations

4.A Appraise the performance of a team

1.A Analyse and evaluate the factors and cultural variables influencing relationships, communication and

1.A Demonstrate an international mindset

1.A Demonstrate an international mindset

1.A Successfully manage an intercultural team

1.B Develop their personal intercultural skills

1.B Successfully appreciate various forms of diversity in society

1.B Successfully collaborate within a intercultural team

1.C Successfully engage with diverse world views and collaborate within an intercultural team

Course description

Themes on Society and 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

Education

Diversity, equity and inclusion

Assessment

Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	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
31.5	Personnal work
2.0	E-learning
Total	
	50.0



ATELIER INTERCULTUREL DE CONVERSATION 3318		
2026 - 2027	Crédit(s) ECTS : 1	IESEG - School of Management
Class code :	2627_SYL_LAN_FRE_3318	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	-	NA	L / P	French

Prerequisites

Students with A2 level in French.

Learning objectives

Be more at ease to participate on a number of formal and unformal conversations.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

The intercultural conversation workshop aims to help participants becoming more comfortable initiating and engaging in conversations in French.

Students are offered numerous opportunities to converse, both in and outside of the classroom, on a variety of topics such as their experience in France, fashion, and the world of tomorrow.

Sessions takes place in a motivating and supportive environment to help build confidence and encourage speaking.

The exchange situations will allow participants to share and reflect on each other's cultural habits and practices.

Environmental and social impacts

Waste
Climate change
Social development
Community engagement
Education
Biodiversity
Diversity, equity and inclusion
Health

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) 3458		
2027 - 2027	Crédit(s) ECTS : 2.0	IÉSEG - School of Management
Class code :	2627_SYL_LAN_FRE_3458	LAN_FRE

Level	Year	Semester	Campus	Language of instruction
	-	NA	L_P	French

Prerequisites

LEVEL 1 : Can understand and use familiar, everyday expressions and very simple statements aimed at satisfying concrete needs. Can introduce themselves or someone and ask questions about them - for example, where they live, their relationships, what belongs to them, etc. - and can answer the same type of questions. Can communicate in a simple way if the interlocutor speaks slowly and distinctly and is cooperative.

Learning objectives

The course objective is to improve the writing and the speaking student skills. The CEFR skills : READING/SPEAKING/ UNDERSTANDING will be worked in order to give students the necessary tools to reach an INTERMEDIATE level.

1.A Demonstrate an international mindset

1.B Successfully collaborate within a intercultural team

Course description

Students will work on the 4 skills : listening, reading, speaking and writing. The classroom learning activities will focus on the general theme Mon semestre en France, covering subtopics such as accomodation, adapting to a new environment (Lille or Paris), and communicating with French people.

Environmental and social impacts

The course has societal impacts, it promotes social and cultural integration. Topics such as introducing oneself, healthcare, shopping and navigating in a city environment help students understand the local culture. Environmental impacts are also addressed through content such as daily life, interacting with the population and city, they encourage learners to maintain sustainable habits (such as the use of eco-friendly transport)

Diversity, equity and inclusion

Assessment														
Element noté	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Type d'épreuve	Exercise	Exercise	Exercise	Participation	Oral assessment									
Nbre heure si examen écrit														
2nd session														
Coefficient	15.0	15.0	15.0	15.0	40.0									

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
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