

GEST2M

2014 - 2015

Master [120] in Management

At Louvain-la-Neuve - 120 credits - 2 years - Day schedule - In frenchDissertation/Graduation Project : **YES** - Internship : **optional**Activities in English: **YES**Activities on other sites : **optional**Organized by: **Louvain School of Management (LSM)**Programme code: **gest2m** - European Qualifications Framework (EQF): 7**Table of contents**

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GEST2M - Introduction

Introduction

Introduction

This master prepares you for management positions in private and public organisations. It develops your abilities to:

1. integrate the theories and concepts of management for their effective and controlled application in a professional universe;
2. situate organisations in their socio-economic and institutional context, in order to understand the interdependencies between organisation and environment and translate them into management decisions;
3. integrate the realities of international competition into "socially responsible" management practices.

-->  [List of course materials](#)

-->  [Brochure Master in Management 120](#)

--> [The Master in Management, "Financial Management Track" and the double degree LSM-ICHEC](#)

Your profile

You:

- have a bachelor degree in economics and/or management and you wish to strengthen your managerial skills;
- you wish to be enterprising and transform initiatives into economic or social realities;
- you seek decision-making and managerial positions;
- you strive for excellence in national and international management.

Your future job

Entrepreneurial ability, the capacity to transform initiatives into economic realities, to organise these activities and ensure their continuity, to find the necessary resources and adequately combine them: these are the skills that one expects from those wishing to assume responsibilities in the management of companies.

Our graduates can be found in the highest corporate management positions, as well as in consultancy, auditing, banking, industry (production and operations management) and environmental management.

Your programme

During the course of this master, you will develop the skills necessary for mastering the complex and varied realities that companies encounter in the knowledge economy.

- You will learn to model and formalise management problems and situations;
- you will integrate the technological processes and master their application in the industrial world;
- you will strengthen your language skills by taking a part of the courses in English;
- you will be able to take a quarter of courses in one of the 130 partner universities;
- you will have the possibility, exclusive in Belgium, to be selected to complete your programme with the degree of Master's in International Management (CEMS);
- you will be able to have the opportunity to take the second master year abroad either within the framework of the IB (International Business) programme which provides for an exchange stay in a university partner and the performance of a 6-month traineeship in a company outside the European Union, or by applying for a double degree organised with our partner universities;
- you will be able to integrate the specialisation in "entrepreneurship" (CPME training) or that in environmental management;
- you will be able to expand your choice of options thanks to the offer in the areas of expertise on the two campuses of the LSM.

GEST2M - Teaching profile

Learning outcomes

1. A profile of the graduate

The Master in Management prepares the graduate to meet the challenge of **becoming a socially responsible professional with a transversal approach to the management professions.**

The **Master in Management** is a programme that develops the transversal skills and expertise necessary for management functions in public or private, national or international, commercial or non-commercial organisations.

At the end of this programme (including an optional company work placement and foreign exchange), the graduate will have developed the skills and knowhow that will allow him to master the complex and varied issues that organisations encounter in management of occupations, skills and processes, whether at a strategic, tactical or operational level. He will also be specialised in one or more management functions: human management, marketing, finance, accounting, operations and logistics, e-business, etc.

At the end of this programme, the graduate will be:

Responsible:

He is capable of implementing socially responsible management practices in private or public organisations while taking account of the issues of international competition.

A professional:

- He will have assimilated management theories and concepts for efficient, expert use in a professional setting;
- He is capable of locating organisations in their socio-economic and institutional context, understanding the interdependences between the organisation and the environment, and translating them into management decisions;
- He will have developed in-depth skill in key management functions and their international aspects;
- He is capable of handling a wide variety of management problems, taking into account diverse economic, social and political environments.

Aware of the responsibility inherent to his profession, the graduate will have acquired the mindset of a critical participant, capable of making decisions in organisational environments by putting **ethical and socially responsible management values** at the centre of his concerns. He will have adopted an approach of continuous development that will allow him to be a professional demonstrating flexibility, capable of adapting and evolving positively in his environment.

2. The competency framework

At the end of this programme, the graduate is capable of:

Introduction

The exit profile of the Master in Management graduate is specified by the LSM competency framework (www.lsmcompetencyframework.be), with in particular:

- an academic education centred on training in economics and management, with a transversal approach to management functions.
- priority given to the following skills:
 - Acting as a socially responsible participant,
 - Mastering knowledge,
 - Acting in an international and multicultural context.
- a possibility of developing some of these skills in greater depth through his choice of options, tracks, thesis, work placement and exchange.

On successful completion of this programme, each student is able to :

1. Corporate citizenship

Act consciously, aware of their responsibilities, placing human and ethical considerations at the very heart of their thinking and actions.

- 1.1. Demonstrate independent reasoning, look critically and consciously at acquired knowledge (both academic and common sense) and managerial practices, in light of emerging circumstances and their outcomes.
- 1.2. Decide and act by incorporating ethical and humanistic values, integrity, respect for the laws and conventions, solidarity and civic action, and sustainable development.
- 1.3. Decide and act responsibly, while taking into account the social, economic and environmental, sometimes antinomic, outcomes in the short, medium and long term, for the various stakeholders.

2. Knowledge and reasoning

Master an active and integrated command of a multidisciplinary body of knowledge (content, methods, models, conceptual frameworks) essential to act expertly in the various areas of management.

- 2.1. Master the core knowledge of each area of management.
- 2.2. Master highly specific knowledge in one or two areas of management: advanced and current research-based knowledge and methods.
- 2.3. Articulate the acquired knowledge from different areas of management.

- 2.4. Activate and apply the acquired knowledge accordingly to solve a problem.
- 2.5. Contribute to the development and advancement of the management field.

3. A scientific and systematic approach

Analyze and resolve problems in multidisciplinary and complex management situations using a scientific and systematic approach.

- 3.1. Conduct a clear, structured, analytical reasoning by applying, and eventually adapting, scientifically based conceptual frameworks and models, to define and analyze a problem.
- 3.2. Collect, select and analyze relevant information using rigorous, advanced and appropriate methods.
- 3.3. Consider problems using a systemic and holistic approach: recognize the different aspects of the situation and their interactions in a dynamic process.
- 3.4. Perceptively synthesize the essential elements of a situation, demonstrating a certain conceptual distance, to diagnose and identify pertinent conclusions.
- 3.5. Produce, through analysis and diagnosis, implementable solutions in context and identify priorities for action.

4. Innovation and Entrepreneurship

Innovate, develops entrepreneurial capacities and lead change.

- 4.1. Identify new opportunities, propose creative and useful ideas; in situations that require new strategic approaches, break with existing models and paradigms, promote progress and change.
- 4.2. Undertake, develop and implement ideas around a new product, service, process or organizational structure, having evaluated the risks and remain pragmatic.
- 4.3. Integrate, collaborate and actively drive forward collective actions for change, and diffuse for social awareness.
- 4.4. Reflect on and improve the content, processes and goals of professional practices.

5. Work effectively in an international and multicultural environment

Work as an interface between stakeholders with different rationales, belief systems, training, nationalities, cultures...

- 5.1. Understand the inner workings of an organization: develop a global approach and integrate the internal logic used, within the organization.
- 5.2. Position and understand the functioning of an organization, in its local and international socio-economic dimensions and identify the associated strategic issues and operational decisions.
- 5.3. Understand and establish their own role and scope for action, in the overall operation of the organization, while liaising with the various internal and external stakeholders.

6. Teamwork and leadership

Integrate and work in a team; exercise enlightened leadership within the group.

- 6.1. Work in a team: join in and collaborate with team members. Be open and take into consideration the different points of view and ways of thinking, manage differences and conflicts constructively, accept diversity.
- 6.2. Exercise enlightened leadership skills: unite and motivate different team members, identify, draw on and develop their skills and talents, guide them towards achieving a common goal, while adapting to time constraints and the changing environment.

7. Project management

Define and manage a project to completion, taking into account the objectives, resources and constraints that characterize the project environment.

- 7.1. Analyse a project within its environment and define the expected outcomes: identify what is at stake, the required outcomes and the environmental constraints; clearly define the project objectives and associate the performance indicators.
- 7.2. Organize, manage and control the process: structure and schedule the tasks, identify and allocate human and material resources, coordinate, delegate and supervise the tasks; take into account the anticipated constraints and risks.
- 7.3. Make decisions and take responsibility for them in an uncertain world: take initiatives and act, anticipate and be proactive, show discernment and good judgment and be prepared to make quick decisions, taking into account multiple factors and uncertainties; accept the risks and consequences of decisions.

8. Communication and interpersonal skills

Communicate, converse effectively and convincingly with the stakeholders.

- 8.1. Express a clear and structured message, both orally and in writing in their mother tongue, in English and ideally, in a third language, adapted to the audience and using context specific communication standards.

- 8.2. Interact and discuss effectively and respectfully with diverse stakeholders (supervisors, peers, colleagues, clients ...) in face-to-face and group contexts, using both verbal and nonverbal communication skills: demonstrate the ability to listen, empathize, be assertive, provide and accept constructive criticism.
- 8.3. Convince and negotiate: understand the needs and viewpoints of others, put forward their reasoning in an appropriate, relevant and convincing manner, able to bring out points of agreement, even in antagonistic situations.

9. Personal and professional development

Display self-knowledge and independence, able to adapt quickly to new situations and involve positively.

- 9.1. Independent self-starter: set priorities, anticipate and plan work activities within time constraints, rigorous, structured and thorough, even in changing, uncertain environments or crisis.
- 9.2. Self-awareness and self-control: be aware of and manage their own emotions, able to be objective about their work and behaviour, and recognize their own strengths and weaknesses, accept them and use them in a professional manner.
- 9.3. Self-motivation: be capable of creating a project in line with their own values and aspirations, confident and motivated in managing the implementation of the project, and persevere in difficult situations.
- 9.4. Quick study, lifelong learner: quickly and independently assimilate new information and skills needed to evolve in their professional environment, learn from successes and errors in the spirit of lifelong learning.

Programme structure

The 120 Master's degree in Management includes the following four elements:

- 1. Core subjects worth 30 credits**, including the dissertation (20 credits), a course on corporate social responsibility (5 credits) as well as a seminar on topical issues in economics and management (5 credits).
- 2. A professional focus worth 30 credits**, with in-depth study of the distinctive disciplines of the engineer: quantitative methods, technology, information systems, innovation and project management. The professional focus also includes a work placement (10 credits) which may be linked to an issue dealt with in the dissertation.
- 3. Two option courses worth 15 credits**, each made up of three courses. These option courses enable students to specialise in one or two fields of management, either in a particular discipline or in a multidisciplinary field. Certain option courses are entirely or partly in English whilst others are only in French. The language of the course title indicates the language of instruction. Students may take any of the option courses which are available at the campuses of the Louvain School of Management : Louvain-la-Neuve and Mons. In all, over 20 different option courses are available to students in business engineering at the Louvain School of Management.
- 4. An international exchange worth 30 credits**, during which students have the opportunity to take courses in one of the 130 universities who are partners of the Louvain School of Management. Students who do not wish to go abroad may instead take an option course worth 15 credits and 3 courses worth 5 credits each.

The first year of the Master's degree is devoted exclusively to courses in the professional focus and the core subjects, in addition to the two option courses. In the second year, students may do their international exchange in the first semester as the second semester is devoted to the work placement and the dissertation.

The Louvain School of Management also provides students on the 120 hours Masters programmes five different areas of training which can be accessed after they have been selected:

- **Community of European Management Schools (CEMS) Master in International Management (MIM)**

The Louvain School of Management is the sole partner in Belgium of this network which, for the last few years, has brought together the best European management schools and various partners from outside Europe.

This elite programme is designed to train future leaders of multinational and global companies.

- **Inter-faculty programme : Creation of Small and Medium Enterprises (CPME - Création des Petites et Moyennes Entreprises)**

This programme brings together students from different faculties at UCL and provides them with the analytical tools to help them understand business processes, start or take on businesses of different kinds and to develop business projects within existing organisations.

- **International Business programme (IB)**

This programme is designed for students who wish to pursue an international career. Through an exchange of courses and a 6-month work placement abroad in a multinational company, it promotes an open-minded approach, intercultural awareness, adaptability and pro-activity, all of which are vital for work in an international context.

• Double degree

By gaining 60 credits from courses at UCL, 60 credits from one of the following partner universities and a dissertation worth 20 credits common to both institutions, students are awarded two degrees, one from the Catholic University of Louvain and the other from the partner university:

- [Aalto University](#) (Helsinki, Finland)
- [Universität zu Köln](#) (Cologne, Germany)
- [Egade](#) (Mexico)
- [Norwegian School of Economics and Business Administration](#) (Bergen, Norway)
- [Universida de NOVA de Lisboa](#) (Lisbon, Portugal)
- [Vytautas Magnus University](#) (Kaunas, Lithuania)

• The Master in Management , "Financial Management Track" and the double degree LSM-ICHEC -->

NOTE:

If you hold a second cycle university degree or a Bachelor degree equivalent to the Master in Management degree (i.e. minimum 240 credits), you can **access directly the second year of the Master 120 in Management**. This program will include, depending on the credits accorded, a **minimum of 60 and a maximum of 75 credits. For further information ->**

Whatever the focus or the options chosen, the programme of this master shall totalize 120 credits, spread over two years of studies each of 60 credits.

[> Core courses](#) [en-prog-2014-gest2m-liag220t.html]

[> Professional focus](#) [en-prog-2014-gest2m-liag200s]

Options courses

- > [GEST Options - 1st Term](#) [en-prog-2014-gest2m-liag905r.html]
 - > [LLN - Finance 1 : Asset Management](#) [en-prog-2014-gest2m-liag261o.html]
 - > [LLN - Finance 2 : Governance and control](#) [en-prog-2014-gest2m-liag212o.html]
 - > [MONS - Asset Management](#) [en-prog-2014-gest2m-mgesm203o.html]
 - > [LLN - Strategic Marketing](#) [en-prog-2014-gest2m-liag210o.html]
 - > [MONS - Marketing Decisions](#) [en-prog-2014-gest2m-mgesm201o.html]
 - > [MONS - Marketing Communication](#) [en-prog-2014-gest2m-mgesm210o.html]
 - > [LLN - Human Resources and organisations 1](#) [en-prog-2014-gest2m-liag250o.html]
 - > [LLN - European Business I](#) [en-prog-2014-gest2m-liag231o.html]
 - > [LLN - Economics of Strategy and Innovation](#) [en-prog-2014-gest2m-liag282o.html]
 - > [MONS - Audit & Accounting I](#) [en-prog-2014-gest2m-mgesm205o.html]
 - > [MONS - Audit & Accounting IV](#) [en-prog-2014-gest2m-mgesm213o.html]
 - > [MONS - Audit & Accounting III](#) [en-prog-2014-gest2m-mgesm212o.html]
- > [Interuniversity Mobility Option - 1st Term](#) [en-prog-2014-gest2m-liag105r.html]
 - > [NAMUR - Management Services 1 : Functional Aspects](#) [en-prog-2014-gest2m-niag238o.html]
 - > [ICHEC - North-South development and Management](#) [en-prog-2014-gest2m-biag237o.html]
 - > [ICHEC - Taxation](#) [en-prog-2014-gest2m-biag239o.html]
- > [GEST Options - 2nd Term](#) [en-prog-2014-gest2m-liag904r.html]
 - > [LLN - Ethics in Business : Corporate Social Responsibility \(CSR\)](#) [en-prog-2014-gest2m-liag263o.html]
 - > [LLN - Finance 3 : Corporate Finance](#) [en-prog-2014-gest2m-liag213o.html]
 - > [LLN - Finance 4 : Risk Management](#) [en-prog-2014-gest2m-liag214o.html]
 - > [LLN - Special Issues Marketing](#) [en-prog-2014-gest2m-liag260o.html]
 - > [MONS - Marketing 2 : Marketing & Consumer Marketing](#) [en-prog-2014-gest2m-mgesm202o.html]
 - > [LLN - Management Research](#) [en-prog-2014-gest2m-liag350o.html]
 - > [MONS - Finance 2 : Risk Management](#) [en-prog-2014-gest2m-mgesm204o.html]
 - > [LLN - Innovation 2 : Innovation in the Knowledge Economy](#) [en-prog-2014-gest2m-liag227o.html]
 - > [LLN - Human Resources and organisations II](#) [en-prog-2014-gest2m-liag251o.html]
 - > [LLN - European Business II](#) [en-prog-2014-gest2m-liag232o.html]
 - > [LLN - E-Business](#) [en-prog-2014-gest2m-liag253o.html]
 - > [LLN - Sourcing and Procurement : GSK Biologicals Partnership](#) [en-prog-2014-gest2m-liag252o.html]
 - > [LLN - International Business](#) [en-prog-2014-gest2m-liag254o.html]
 - > [MONS - Audit & Accounting II](#) [en-prog-2014-gest2m-mgesm206o.html]
 - > [MONS - Supply Chain : Logistics and Transportation](#) [en-prog-2014-gest2m-mgesm209o.html]
- > [Interuniversity Mobility Option - 2nd Term](#) [en-prog-2014-gest2m-liag104r.html]
 - > [NAMUR - Management Services 2 : Cross-cutting aspects](#) [en-prog-2014-gest2m-niag249o.html]
- > [LLN - Entrepreneurship - CPME](#) [en-prog-2014-gest2m-liag221o.html]
- > [Exchange or COURSES](#) [en-prog-2014-gest2m-liag112o.html]

Special programs

- > [Master in International Management \(CEMS MIM\)](#) [en-prog-2014-gest2m-liag231r.html]
- > [LLN - Track CFA : Financial Management](#) [en-prog-2014-gest2m-liag235r.html]

GEST2M Detailed programme

Programme by subject

CORE COURSES [30.0]

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Mandatory △ Courses not taught during 2014-2015 ⊕ Periodic courses taught during 2014-2015 | <ul style="list-style-type: none"> ⊗ Optional ⊖ Periodic courses not taught during 2014-2015 ‡ Two years course |
|--|--|

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Core subjects of 30 credits, including a master's thesis (20 credits), a course on Corporate Social Responsibility (5 credits) as well as a course on Philosophical Approach of Strategy and Innovation (5 crédits) or the Seminar of Business English (5 credits)

Year
1 2

○ 1 course among : (5 credits)

● LLSMS2298	Philosophical Foundations of Strategy and Innovation (in French)	Luc de Brabandere	30h	5 Credits	2q	x
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○ Activities linked to the master's thesis (20 credits)

● LLSMD2901	Final Master's Thesis	N.		18 Credits		x
● LLSMD2094	Master's Thesis Seminar <small>The seminar sessions are spread over the two year-master but will be credited in Master 2. As from the 1st year of master, you must register on iCampus (https://icampus.uclouvain.be) mandatory sessions already taking place in the Master 1.</small>	Anne-Laure Bartier, Chantal de Moerloose, Robert Peirce	30h	2 Credits		x

○ Corporate social responsibility (5 credits)

1 course among :

⊗ LLSMS2098	Corporate Social Responsibility (in French)	Thierry Bréchet, Carlos Desmet (compensates Valérie Swaen), Valérie Swaen	30h	5 Credits	1q	x
⊗ LLSMS2099	Corporate Social Responsibility (in English)	Ina Aust-Gronarz	30h	5 Credits	1q	x
⊗ LESPO2212	Social responsibility in Economic life	N.	15h	5 Credits	1q △	x

PROFESSIONAL FOCUS [30.0]

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Mandatory △ Courses not taught during 2014-2015 ⊕ Periodic courses taught during 2014-2015 | <ul style="list-style-type: none"> ⊗ Optional ⊖ Periodic courses not taught during 2014-2015 ‡ Two years course |
|--|--|

Click on the course title to see detailed informations (objectives, methods, evaluation...)

The professional focus worth 30 credits is based on advanced study of the distinctive disciplines in management : Strategy, Finance, Management Control, Marketing and Human Resources. The professional focus also provides students with the opportunity to complete an internship worth 10 credits.

o Management functions (20 credits)

Students must choose 4 courses from the following list of the 5 management functions. They should choose at least 2 in English. Please note that certain courses may not be chosen with certain options.

⌘ Management Control (5 credits)

⌘ LLSMF2001	Management Control (in French) <i>This course may not be chosen with LLSMF 2016 - Performance Management</i>	Yves De Rongé	30h	5 Credits	1q	X	
⌘ LLSMS2101	Management Accounting (in English)	Gerrit Sarens	30h	5 Credits	2q	X	

⌘ Finance (5 credits)

⌘ LLSMF2000	Advanced Finance (in French)	N.	30h	5 Credits	1q Δ	X	
⌘ LLSMS2100	Advanced finance (in English)	Sophie Béreau, Leonardo Iania	30h	5 Credits	1q	X	

⌘ Strategy (5 credits)

⌘ LLSMF2003	Advanced Strategic Management (in French)	Régis Coeurderoy	30h	5 Credits	2q	X	
⌘ LLSMS2103	Advanced Strategic Management (in English)	Guilhem Bascle	30h	5 Credits	2q	X	

⌘ Marketing (5 credits)

⌘ LLSMF2002	Advanced Marketing (in French)	Valérie Swaen	30h	5 Credits	2q	X	
⌘ LLSMS2102	Advanced Marketing (in English)	Valérie Swaen	30h	5 Credits	2q	X	

⌘ Human Resources (5 credits)

⌘ LLSMF2004	Advanced Human Resources Management (in French)	Michaël Dubois, Evelyne Léonard	30h	5 Credits	2q	X	
⌘ LLSMS2104	Advanced Human Resource Management (in English)	Ina Aust-Gronarz	30h	5 Credits	1q	X	

o Internship OR courses to be chosen (10 credits)

For students in Master 120 in Management, the internship is optional. The students who do not choose the internship, will take 2 courses for a total of 10 credits, among: a) the courses which will not have been selected in the options already followed in Master 1 and/or b) among the list of course below.

⌘ Internship (10 credits)

○ LLSMD2915	Stage avec accompagnement	N.		8 Credits			X
○ LLSMD2095	Séminaire d'accompagnement du stage	Nathalie Delobbe, Thomas Périlleux (coord.), Mathieu Van Vyve	15h	2 Credits	2q		X

⌘ IB Internship (10 credits)

It's compulsory for selected IB Students to register to the IB internship which is exclusively reserved to them.

○ LLSMD2916	International Internship	N.		8 Credits			X
○ LLSMD2914	International Internship's Coaching	Christophe Lejeune	30h	2 Credits	2q		X

⌘ Elective courses - 2nd term (10 credits)

⌘ LLSMF2007	Change Management (in French)	Mélanie Latiers (compensates Alain Vas), Alain Vas	30h	5 Credits	2q	X	X
⌘ LLSMF2008	Business Law (in French)	Henri Culot	30h	5 Credits	2q	X	X
⌘ LLSMF2011	Knowledge Management (in English)	Françoise de Viron	30h	5 Credits	2q	X	X
⌘ LLSMS2003	Brand Management (in English)	Isabelle Schuiling	30h	5 Credits	2q	X	X

						Year	
						1	2
⊗ LLSMS2006	Strategic Communication(in English)	Jacques François	30h	5 Credits	2q	x	x
⊗ LLSMS2007	E-Marketing	Anne-Cécile Jeandrain	30h	5 Credits	2q	x	x
⊗ LLSMS2014	Entrepreneurial finance (in English)	Philippe Grégoire	30h	5 Credits	2q	x	x
⊗ LLSMS2019	Risk Management of Financial Institutions (Part 1) (in English)	Luc Henrard	30h	5 Credits	2q	x	x
⊗ LLSMS2063	Industrial Relations in Europe (in English)	Maria Jepsen (compensates Evelyne Léonard), Evelyne Léonard, Philippe Pochet (compensates Evelyne Léonard)	30h	5 Credits	2q	x	x
⊗ LLSMS2071	Organizational Behaviour (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	x
⊗ LLSMS2073	Human Resources Strategic Management (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	x
⊗ LLSMS2096	Supply Chain Management (in English)	Pierre Semal	30h	5 Credits	2q	x	x
⊗ LLSMS2374	Economics of the Internet (in English)	Paul Belleflamme	30h	5 Credits	2q	x	x

OPTIONS [30.0]

During the **first year of the Master's** programme, students have the opportunity to **specialize** in one or two functional or multidisciplinary areas in management by taking **2 option courses worth 15 ECTS** each: one in the first semester and one in the second. They can select option courses offered by both of our campuses: Louvain-la-Neuve and Mons. Students' mobility from one campus to another has been taken into account by concentrating at least three courses from a single option on a single day in the week.

- [Elective courses semester 1](#)
- [Elective courses semester 2](#)
- [Interuniversity Mobility Option - 1st Term](#)
- [Interuniversity Mobility Option - 2nd Term](#)

Students selected for the interdisciplinary **CPME programme** (oriented "small and middle business starting up") must take the **30 ECTS** of the CPME specialization, instead of the 2 option course worth 15 ECTS.

- [Entrepreneuriat - CPME](#)

Student selected during the first year for an exchange programme, will take 30 ECTS during their term abroad (1st semester of the second year). Students who do not take part in an exchange programme must take 30 ECTS at the LSM and they can choose among a dedicated portfolio.

Selected students have the possibility of being admitted to one of LSM international programmes:

- Student selected during the first year for the CEMS-MIM programme, will follow a dedicated programme which includes one (or even two) semester abroad in one of the CEMS partner School, a Business Project and an internship abroad. (LSM is the only Belgian School to offer the CEMS-MIM programme.)

- Students selected during the first year for one of the LSM double degree programmes, will spend their second year studying at the partner university, thereby gaining a double degree.

- Students selected for the International Business programme will spend their second year abroad (outside the EU): one semester studying in a partner university

and one semester doing an internship in an international company.

- [Exchange or courses to choose](#)
- [CEMS](#)
- [Double degree](#)
- [International Business \(IB\)](#)

GEST Options - 1st Term

- > [LLN - Finance 1 : Asset Management](#) [en-prog-2014-gest2m-liag261o]
- > [LLN - Finance 2 : Governance and control](#) [en-prog-2014-gest2m-liag212o]
- > [MONS - Asset Management](#) [en-prog-2014-gest2m-mgesm203o]
- > [LLN - Strategic Marketing](#) [en-prog-2014-gest2m-liag210o]
- > [MONS - Marketing Decisions](#) [en-prog-2014-gest2m-mgesm201o]
- > [MONS - Marketing Communication](#) [en-prog-2014-gest2m-mgesm210o]
- > [LLN - Human Resources and organisations 1](#) [en-prog-2014-gest2m-liag250o]
- > [LLN - European Business I](#) [en-prog-2014-gest2m-liag231o]
- > [LLN - Economics of Strategy and Innovation](#) [en-prog-2014-gest2m-liag282o]
- > [MONS - Audit & Accounting I](#) [en-prog-2014-gest2m-mgesm205o]
- > [MONS - Audit & Accounting IV](#) [en-prog-2014-gest2m-mgesm213o]
- > [MONS - Audit & Accounting III](#) [en-prog-2014-gest2m-mgesm212o]

Interuniversity Mobility Option - 1st Term

- > [NAMUR - Management Services 1 : Functional Aspects](#) [en-prog-2014-gest2m-niag238o]
- > [ICHEC - North-South development and Management](#) [en-prog-2014-gest2m-biag237o]
- > [ICHEC - Taxation](#) [en-prog-2014-gest2m-biag239o]

GEST Options - 2nd Term

- > [LLN - Ethics in Business : Corporate Social Responsibility \(CSR\)](#) [en-prog-2014-gest2m-liag263o]
- > [LLN - Finance 3 : Corporate Finance](#) [en-prog-2014-gest2m-liag213o]
- > [LLN - Finance 4 : Risk Management](#) [en-prog-2014-gest2m-liag214o]
- > [LLN - Special Issues Marketing](#) [en-prog-2014-gest2m-liag260o]
- > [MONS - Marketing 2 : Marketing & Consumer Marketing](#) [en-prog-2014-gest2m-mgesm202o]
- > [LLN - Management Research](#) [en-prog-2014-gest2m-liag350o]
- > [MONS - Finance 2 : Risk Management](#) [en-prog-2014-gest2m-mgesm204o]
- > [LLN - Innovation 2 : Innovation in the Knowledge Economy](#) [en-prog-2014-gest2m-liag227o]
- > [LLN - Human Resources and organisations II](#) [en-prog-2014-gest2m-liag251o]
- > [LLN - European Business II](#) [en-prog-2014-gest2m-liag232o]
- > [LLN - E-Business](#) [en-prog-2014-gest2m-liag253o]
- > [LLN - Sourcing and Procurement : GSK Biologicals Partnership](#) [en-prog-2014-gest2m-liag252o]
- > [LLN - International Business](#) [en-prog-2014-gest2m-liag254o]
- > [MONS - Audit & Accounting II](#) [en-prog-2014-gest2m-mgesm206o]
- > [MONS - Supply Chain : Logistics and Transportation](#) [en-prog-2014-gest2m-mgesm209o]

Interuniversity Mobility Option - 2nd Term

> NAMUR - Management Services 2 : Cross-cutting aspects [en-prog-2014-gest2m-niag249o]
 > LLN - Entrepreneurship - CPME [en-prog-2014-gest2m-liag221o]
 > Exchange or COURSES [en-prog-2014-gest2m-liag112o]

GEST OPTIONS - 1ST TERM

LLN - FINANCE 1 : ASSET MANAGEMENT [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Incompatible with the option "Asset Management" at Mons.

						Year		
						1	2	
<input type="radio"/>	LLSMS2213	Equity & Fixed Income (in English)	Bruno Colmant, Leonardo Iania	30h	5 Credits	1q	x	
<input type="radio"/>	LLSMS2012	National and International Markets (in French)	Hervé Van Oppens	30h	5 Credits	1q	x	
o 1 course among: (5 credits)								
<input checked="" type="radio"/>	LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x	
<input checked="" type="radio"/>	LLSMS2215	Derivative Securities	Leonardo Iania	30h	5 Credits	1q	x	

LLN - FINANCE 2 : GOVERNANCE AND CONTROL [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

3 courses among :

						Year		
						1	2	
<input checked="" type="radio"/>	LLSMS2090	Auditing (in English)	Gerrit Sarens	30h	5 Credits	1q	x	x
<input checked="" type="radio"/>	LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x	x
<input checked="" type="radio"/>	LLSMS2018	European Corporate Governance (in English) <i>In case of course schedule overlap, the choice of this course does not allow you to choose the course LLSMF2016 - Pilotage de la performance.</i>	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q	x	x
<input checked="" type="radio"/>	LLSMF2016	Performance Management (in French) <i>May not be taken with LLSMF2001 - Management Control In case of course schedule overlap, the choice of the course LLSMF2016 does not allow you to choose the course LLSMS2018 - Pilotage de la performance.</i>	Yves De Rongé	30h	5 Credits	1q	x	x
<input checked="" type="radio"/>	LLSMF2009	Taxation (in French)	Marcel Gérard	30h	5 Credits	1q	x	x

MONS - ASSET MANAGEMENT [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Incompatible with the option "Finance 1 : Asset Management" at Louvain-la-Neuve.

							Year	
							1	2
<input type="radio"/> MGEST2168	Equity Valuation	Mikael Petitjean	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MGEST2170	Fixed Income Analysis	Isabelle Platten, Frédéric Vrins	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MGEST2164	Derivative Securities	Isabelle Platten	30h+0h	5 Credits	1q	x	x	

LLN - STRATEGIC MARKETING [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

							Year	
							1	2
<input type="radio"/> LLSMS2000	Studies and markets models (in French)	Nicolas Kervyn de Meerendré, Marie-Paule Kestemont	30h	5 Credits	1q	x	x	
o 2 courses among :								
<input type="radio"/> LLSMS2001	Consumer's behaviour (in French)	Gordy Pleyers, Valérie Swaen	30h	5 Credits	1q	x	x	
<input type="radio"/> LLSMS2002	International Marketing (in French)	Nicolas Lambert (compensates Isabelle Schuiling), Isabelle Schuiling	30h	5 Credits	1q	x	x	
<input type="radio"/> LLSMS2004	Business to Business marketing (in English)	Baudouin Meunier	30h	5 Credits	1q	x	x	

MONS - MARKETING DECISIONS [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

							Year	
							1	2
<input type="radio"/> MGEST2125	Distribution	Caroline Ducarroz, Nadia Sinigaglia	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MGEST2126	Price Management (BASF Partnership)	Caroline Ducarroz, Nadia Sinigaglia	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MGEST2131	Product and Innovation - BASF Partnership	Claude Pecheux	30h+0h	5 Credits	1q	x	x	

MONS - MARKETING COMMUNICATION [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

							Year	
							1	2
<input type="radio"/> MCOMU2202	Marketing Communications	Claude Pecheux	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MCOMU2203	Processus de création publicitaire	Marc Soumillion	30h+0h	5 Credits	1q	x	x	
<input type="radio"/> MCOMU2204	Methodology of the marketing communication	Michael Friedman	30h+0h	5 Credits	1q	x	x	

LLN - HUMAN RESOURCES AND ORGANISATIONS 1 [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

							Year	
							1	2
<input type="radio"/> LLSMS2070	Organizational Diagnostic (in French)	Evelyne Léonard, Anne Rousseau (compensates Evelyne Léonard)	30h	5 Credits	1q	x	x	
<input type="radio"/> LLSMS2072	Clinical Sociology of work (in French)	Thomas Périlleux	30h	5 Credits	1q	x	x	
<input type="radio"/> LLSMS2074	Contemporary Issues in Human Resources (in French)	Farid Ben Hassel, null SOMEBODY, Laurent Taskin	30h	5 Credits	1q	x	x	

LLN - EUROPEAN BUSINESS I [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

							Year	
							1	2
<input type="radio"/> LLSMS2060	European Economic Policy (in English)	Jean-Christophe Defraigne, Didier Reynders (compensates Jean-Christophe Defraigne), Didier Reynders	30h	5 Credits	1q	x		
<input type="radio"/> LLSMS2061	Corporate Strategy in Europe (in English)	Benoît Gailly	30h	5 Credits	1q	x		
o 1 course among :								
<input type="circle-x"/> LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x		
<input type="circle-x"/> LLSMS2018	European Corporate Governance (in English)	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q	x		
<input type="circle-x"/> LECON2864	Regulation: Theory and Practice At Namur University (UNamur)	N.	30h	5 Credits	1q	x		

LLN - ECONOMICS OF STRATEGY AND INNOVATION [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

3 courses among :

						Year		
						1	2	
<input type="radio"/>	LECON2372	Economics of Competition Policy	Elisabeth Van Hecke	30h	5 Credits	1q	x	
<input type="radio"/>	LLSMS2041	Economics of Innovation (in English)	Paul Belleflamme	30h	5 Credits	1q	x	
<input type="radio"/>	LECON2864	Regulation: Theory and Practice <i>At Namur University (UNamur)</i>	N.	30h	5 Credits	1q	x	
<input type="radio"/>	LECON2370	Industrial Organization and Competition Policy <i>Prerequisite : LECGE1330 - Industrial Organization or equivalent course.</i>	Mathieu Parenti	30h	5 Credits	1q	x	

MONS - AUDIT & ACCOUNTING I [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year		
						1	2	
<input type="radio"/>	MGEST2136	Contrôle interne et gestion des risques	Bénédicte Vessié	45h+0h	5 Credits	1q	x	x
<input type="radio"/>	MGEST2138	Fichiers comptables et contrôle des comptabilités informatisées	Dominique Helbois	45h+0h	2 Credits	1q	x	x
<input type="radio"/>	MGEST2140	Droit comptable	Yvan Stempniewsky	45h+0h	4 Credits	1q	x	x

Specific course - 1 course among :

Students who choose "Audit & Accounting I" option must take the course "Règles d'évaluation" except students holding a Bachelor in Accounting who have to take "Fiscalité internationale".

<input type="radio"/>	MGEST2139	Règles d'évaluation	Anne-Catherine Provost	30h+15h	4 Credits	1q	x	
<input type="radio"/>	MGEST2151	Fiscalité internationale	Frédéric Janssen	30h+15h	4 Credits	1q	x	

MONS - AUDIT & ACCOUNTING IV [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Option for students enrolled in Audit (programme worth 135 credits)

						Year		
						1	2	
<input type="radio"/>	MDROI2144	Droit de l'entreprise en difficulté	Raphaël Gevers	30h+0h	5 Credits	2q	x	x
<input type="radio"/>	MQANT1325	Gestion de données informatisées	François Fouss	30h+15h	4 Credits	1q	x	x
<input type="radio"/>	MGEST2220	Impôt des sociétés	Jean Thilmány	30h+0h	6 Credits	1q	x	x

MONS - AUDIT & ACCOUNTING III [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Prerequisites : "Audit & Accounting I and II

Year

1 2

						1	2
● MGEST2209	Aspects légaux et normatifs du contrôle	Alain Williaume	30h+0h	3 Credits	1q		x
● MGEST2210	Audit et compétences professionnelles	Bénédicte Vessié	60h+0h	6 Credits	1q		x
● MGEST2211	Déontologie des professions comptables	Alain Williaume	30h+0h	3 Credits	1q		x
● MGEST2212	International Standards on Auditing	Bénédicte Vessié	30h+0h	3 Credits	1q		x

INTERUNIVERSITY MOBILITY OPTION - 1ST TERM

All options available in the interuniversity mobility framework with ICHEC can only be followed in Master 2.

NAMUR - MANAGEMENT SERVICES 1 : FUNCTIONAL ASPECTS [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

						1	2
● NELMS2413	Marketing des services et des loisirs	N.	30h	5 Credits	1q	x	x
● NELMS2414	Service Management and Operations	N.	30h	5 Credits	1q	x	x
● NELMS2415	Gestion des relations interpersonnelles	N.	30h	5 Credits	1q	x	x

ICHEC - NORTH-SOUTH DEVELOPMENT AND MANAGEMENT [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

						1	2
● LPEDV2210	Gestion de projets Nord-Sud	N.	60h	5 Credits	1q		x
● LPEDV2220	Spécificités de la gestion dans les pays du Sud	N.	60h	5 Credits	1q		x
● LPEDV2230	Economie et politiques de développement	N.	60h	5 Credits	1q		x

ICHEC - TAXATION [15.0]

- Mandatory Optional
 Courses not taught during 2014-2015 Periodic courses not taught during 2014-2015
 Periodic courses taught during 2014-2015 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
<input type="radio"/> LFISC2210	Fiscalité des entreprises	N.	60h	5 Credits	1q		x
<input type="radio"/> LFISC2220	Impôt sur le revenu des personnes physiques	N.	60h	5 Credits	1q		x
<input type="radio"/> LFISC2230	Principles of international taxation of Enterprises	N.	60h	5 Credits	1q		x

GEST OPTIONS - 2ND TERM

LLN - ETHICS IN BUSINESS : CORPORATE SOCIAL RESPONSABILITY (CSR) [15.0]

- Mandatory Optional
 Courses not taught during 2014-2015 Periodic courses not taught during 2014-2015
 Periodic courses taught during 2014-2015 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
<input type="radio"/> LLSMS2222	Advanced Seminar in Corporate Social Responsibility (in English)	Ina Aust-Gronarz, Mikael Petitjean, Valérie Swaen, Claude Verstraete	30h	5 Credits	2q	x	x

o 2 courses among :

<input checked="" type="checkbox"/> LECON2340	Economy and society	Isabelle Ferreras	30h	5 Credits	2q	x	x
<input checked="" type="checkbox"/> LSPRI2225	Publics policies of Sustainability in the European Union	David Aubin	30h	5 Credits	2q	x	x
<input checked="" type="checkbox"/> LFSA2202	Ethics and ICT	Maxime Lambrecht, Olivier Pereira	30h	5 Credits	2q	x	x
<input checked="" type="checkbox"/> LCPME2005	Social Entrepreneurship	Sophie Bacq	30h	5 Credits	2q	x	x

LLN - FINANCE 3 : CORPORATE FINANCE [15.0]

- Mandatory Optional
 Courses not taught during 2014-2015 Periodic courses not taught during 2014-2015
 Periodic courses taught during 2014-2015 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
<input type="radio"/> LLSMS2010	Corporate Finance (in French)	Ilham Riachi	30h	5 Credits	2q	x	x
o 2 courses among: (10 credits)							
<input checked="" type="checkbox"/> LLSMS2013	Empirical Finance (in English) <i>Prérequis : cours en finance d'entreprise.</i>	Sophie Béreau	30h	5 Credits	2q	x	x
<input checked="" type="checkbox"/> LLSMS2014	Entrepreneurial finance (in English)	Philippe Grégoire	30h	5 Credits	2q	x	x
<input checked="" type="checkbox"/> LLSMF2008	Business Law (in French)	Henri Culot	30h	5 Credits	2q	x	x

LLN - FINANCE 4 : RISK MANAGEMENT [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Incompatible with the option "Risk Management" at Mons.

Year

1 2

<input type="radio"/> LLSMS2019	Risk Management of Financial Institutions (Part 1) (in English)	Luc Henrard	30h	5 Credits	2q	x	x
<input type="radio"/> LLSMS2020	Risk Management of Financial Institutions (Part 2) (in English)	Luc Henrard	30h	5 Credits	2q	x	x

1 course among: (5 credits)

<input type="checkbox"/> LDROP2032	Law of Financial Products <i>Restricted Access</i>	Matthieu Duplat, Gaëtane Schaecken Willemaers	30h	5 Credits	2q	x	x
<input type="checkbox"/> LDROP2033	Banking Law <i>Restricted Access</i>	André-Pierre André- Dumont, Denis Philippe	30h	5 Credits	2q	x	x
<input type="checkbox"/> LLSMS2108	International Financial Management (in English)	Denis Knaepen	30h	5 Credits	2q	x	x
<input type="checkbox"/> LLSMS2212	Portfolio Management (in English)	Christophe Dispas	30h	5 Credits	2q	x	x

LLN - SPECIAL ISSUES MARKETING [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

<input type="radio"/> LLSMS2005	Advanced research methods in Marketing (in French)	Marie-Paule Kestemont	30h	5 Credits	2q	x	x
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2 courses among :

<input type="checkbox"/> LLSMS2003	Brand Management (in English)	Isabelle Schuiling	30h	5 Credits	2q	x	x
<input type="checkbox"/> LLSMS2006	Strategic Communication(in English)	Jacques François	30h	5 Credits	2q	x	x
<input type="checkbox"/> LLSMS2007	E-Marketing	Anne-Cécile Jeandrain	30h	5 Credits	2q	x	x

MONS - MARKETING 2 : MARKETING & CONSUMER MARKETING [15.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
 Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

<input type="radio"/> MGEST2145	Advanced Topics in Consumer Research	Michael Friedman	30h+0h	5 Credits	2q	x	
<input type="radio"/> MGEST2127	Comportement du consommateur	Claude Pecheux, Ingrid Poncin	30h+0h	5 Credits	2q	x	

						Year	
						1	2
○ MGEST2128	Méthodes et modèles en marketing	Caroline Ducarroz, Claude Pecheux (coord.)	30h+0h	5 Credits	2q	x	

LLN - MANAGEMENT RESEARCH [15.0]

- Mandatory
 △ Courses not taught during 2014-2015
 ⊕ Periodic courses taught during 2014-2015
- ☒ Optional
 ⊖ Periodic courses not taught during 2014-2015
 †† Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

This option is designed to prepare students who eventually wish to do a doctorate.

						Year	
						1	2
○ LLSMA2001	Epistemology of management (in English)	Matthieu de Nanteuil	30h	5 Credits	2q	x	x
○ LLSMA2002	Quantitative Research Methods (in English)	Philippe Chevalier, Assaad El Akremi	30h	5 Credits	2q	x	x
○ LLSMA2004	Qualitative Research Methods (in French)	Alain Decrop, Laurent Taskin	30h	5 Credits	2q	x	x

MONS - FINANCE 2 : RISK MANAGEMENT [15.0]

- Mandatory
 △ Courses not taught during 2014-2015
 ⊕ Periodic courses taught during 2014-2015
- ☒ Optional
 ⊖ Periodic courses not taught during 2014-2015
 †† Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
○ MGEST2160	Risk Management and Financial Institutions	Isabelle Platten	30h+0h	5 Credits	2q	x	
○ MGEST2161	Portfolio Management	Catherine D'Hondt, Mikael Petitjean	30h+0h	5 Credits	2q	x	

○ Specific courses - 1 course among : (5 credits)

Les étudiants du track "Financial Management" doivent prendre le cours MGEST2141A. Tous les autres étudiants doivent prendre le cours MGEST2163.

☒ MGEST2141A	IAS & IFRS - Partie I	N.	30h	5 Credits	2q	x	
☒ MGEST2163	Trading and Exchanges	Catherine D'Hondt, Rudy De Winne (coord.)	30h+0h	5 Credits	2q	x	

LLN - INNOVATION 2 : INNOVATION IN THE KNOWLEDGE ECONOMY [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
● LLSMS2374	Economics of the Internet (in English)	Paul Belleflamme	30h	5 Credits	2q	x	x

o 2 courses among :

⊗ LLSMS2115	E-Management (in English)	Olivier de Broqueville	30h	5 Credits	2q	x	x
⊗ LLSMF2011	Knowledge Management (in English)	Françoise de Viron	30h	5 Credits	2q	x	x
⊗ LDROP2102	In-depth study of questions on intellectual property rights	Alain Strowel	30h	5 Credits	2q	x	x
⊗ LDROP2101	Economic Aspects of Intellectual Property	Dominique Kaesmacher, Alain Strowel, François Wéry	30h	5 Credits	2q	x	x
⊗ LLSMF2107	Strategic Management of Information Systems (in English)	Philippe Guillaume, Jean Vanderdonckt	30h	5 Credits	2q	x	x

LLN - HUMAN RESOURCES AND ORGANISATIONS II [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

3 courses among :

						Year	
						1	2
⊗ LLSMS2073	Human Resources Strategic Management (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	x
⊗ LLSMS2071	Organizational Behaviour (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	x
⊗ LLSMS2075	Awareness of group dynamics (in French) <i>Restricted access. Selection at the beginning of the academic year. See iCampus for access conditions.</i>	Patrice Gobert, Pierre Meurens	30h	5 Credits	2q	x	x
⊗ LLSMF2007	Change Management (in French)	Mélanie Latiers (compensates Alain Vas), Alain Vas	30h	5 Credits	2q	x	x
⊗ LLSMS2063	Industrial Relations in Europe (in English)	Maria Jepsen (compensates Evelyne L'éonard), Evelyne Léonard, Philippe Pochet (compensates Evelyne L'éonard)	30h	5 Credits	2q	x	x

LLN - EUROPEAN BUSINESS II [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

3 courses among :

							Year	
							1	2
⊗ LLSMS2065	Seminar in Cross Cultural Competences and Management (in English) <i>CEMS and IB students have priority on this course. Restricted access for European Business students, only with the approval of the Professor : see iCampus for access conditions.</i>	Ina Aust-Gronarz , Marie-Thérèse Claes , Sunita Malhotra (compensates Ina Aust-Gronarz), Sunita Malhotra	30h	5 Credits	2q	x	x	
⊗ LLSMS2062	European Business (in English)	Eric Cornuel	30h	5 Credits	2q	x	x	
⊗ LLSMS2063	Industrial Relations in Europe (in English)	Maria Jepsen (compensates Evelyne Léonard), Evelyne Léonard , Philippe Pochet (compensates Evelyne Léonard)	30h	5 Credits	2q	x	x	
⊗ LLSMS2064	European Public Affairs (in English)	Jean-Christophe Defraigne	30h	5 Credits	2q	x	x	
⊗ LECON2042	Globalization, firms and trade	Mathieu Parenti	30h	5 Credits	2q	x	x	

LLN - E-BUSINESS [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

3 courses among :

							Year	
							1	2
⊗ LLSMF2011	Knowledge Management (in English)	Françoise de Viron	30h	5 Credits	2q	x	x	
⊗ LLSMS2007	E-Marketing	Anne-Cécile Jeandrain	30h	5 Credits	2q	x	x	
⊗ LLSMS2115	E-Management (in English)	Olivier de Broqueville	30h	5 Credits	2q	x	x	
⊗ LLSMS2096	Supply Chain Management (in English)	Pierre Semal	30h	5 Credits	2q	x	x	
⊗ LLSMF2107	Strategic Management of Information Systems (in English)	Philippe Guillaume , Jean Vanderdonckt	30h	5 Credits	2q	x	x	

LLN - SOURCING AND PROCUREMENT : GSK BIOLOGICALS PARTNERSHIP [15.0]

- Mandatory
 △ Courses not taught during 2014-2015
 ⊕ Periodic courses taught during 2014-2015
- ✘ Optional
 ⊖ Periodic courses not taught during 2014-2015
 † Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
● LLSMS2036	Supply Chain Procurement (in English)	Per Joakim Agrell, Constantin Blome	30h	5 Credits	2q	x	x
● LLSMS2037	Sourcing Strategy (in English)	Constantin Blome, Antony Paulraj	30h	5 Credits	2q	x	x
● LLSMS2038	Procurement organisation and scope (in English)	Constantin Blome, Andreas Norrman	30h	5 Credits	2q	x	x

LLN - INTERNATIONAL BUSINESS [15.0]

- Mandatory
 △ Courses not taught during 2014-2015
 ⊕ Periodic courses taught during 2014-2015
- ✘ Optional
 ⊖ Periodic courses not taught during 2014-2015
 † Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

This option is only available for students selected for "IB programme". This option is compulsory for IB Students as well as exchange and the IB Internship.

						Year	
						1	2
● LLSMS2065	Seminar in Cross Cultural Competences and Management (in English) <i>CEMS and IB students have priority on this course. Restricted access for European Business students</i>	Ina Aust-Gronarz, Marie-Thérèse Claes, Sunita Malhotra (compensates Ina Aust-Gronarz), Sunita Malhotra	30h	5 Credits	2q	x	

● IB Courses to be chosen (10 credits)

Students choose 2 courses among IB courses OR 1 course among the IB courses and 1 opening course from the list.

✘ LLSMS2111	International Business (in English)	Christophe Brognaux, Sunita Malhotra, Frédéric Pouchain	30h	5 Credits	2q	x	
✘ LLSMS2108	International Financial Management (in English)	Denis Knaepen	30h	5 Credits	2q	x	
✘ LLSMS2109	International Marketing Management (in English)	Isabelle Schuiling	30h	5 Credits	2q	x	
✘ LLSMS2062	European Business (in English)	Eric Cornuel	30h	5 Credits	2q	x	

● Opening Courses

✘ LASI2302	Analysis of contemporary Chinese society	Paul Servais	30h	5 Credits	2q ⊕	x	
✘ LASI2303	Analysis of contemporary Japanese society	Kanako Goto	30h	5 Credits	2q	x	
✘ LEUSL2031	European economic policies	Marcel Gérard	30h	5 Credits	2q	x	
✘ LDVLP2640	Socio-economic analysis of the Arab world	Vincent Legrand	30h	5 Credits	2q	x	
✘ LLSMS2063	Industrial Relations in Europe (in English)	Maria Jepsen (compensates Evelyne Léonard), Evelyne Léonard, Philippe Pochet (compensates Evelyne Léonard)	30h	5 Credits	2q	x	

MONS - AUDIT & ACCOUNTING II [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Prerequisites : "Audit & Accounting I" option.

Year

1 2

							1	2
● MDROI2143	Droit des sociétés approfondi et gouvernance d'entreprise	Werner Derijcke	30h+0h	3 Credits	2q	x		
● MGEST2141	IAS and IFRS	Yvan Stempniewsky	45h+0h	6 Credits	2q	x		
● MGEST2142	Normes comptables internationales de consolidation	Bénédicte Vessié	45h+0h	6 Credits	2q	x		

MONS - SUPPLY CHAIN : LOGISTICS AND TRANSPORTATION [15.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

							1	2
● MGEST2240	Transport and mobility	Bart Jourquin	30h+0h	5 Credits	2q	x		
● MGEST2241	Supply Chain Management	Jean-Sébastien Tancrez	30h+0h	5 Credits	2q	x		
● MGEST2242	Modélisation des systèmes de transport	Bart Jourquin	30h+0h	5 Credits	2q	x		

INTERUNIVERSITY MOBILITY OPTION - 2ND TERM**NAMUR - MANAGEMENT SERVICES 2 : CROSS-CUTTING ASPECTS [15.0]**

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

							1	2
● NELMS2416	Services research	N.	30h	5 Credits	2q	x	x	
● NELMS2417	Droit des services et de la distribution	N.	30h	5 Credits	2q	x	x	
● NELMS2418	Gestion de la Relation Client (GRC)	N.	30h	5 Credits	2q	x	x	

LLN - ENTREPRENEURSHIP - CPME [30.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

This option, which must be taken in its entirety, is worth 30 credits. It takes the form of a specialization in entrepreneurship which brings together all the multidisciplinary training in creating a small or medium-sized business. Students who choose this option must do their master's thesis within this particular framework. Access to this option is strictly limited to students selected based on their application form : see www.uclouvain.be/cpme.

Year

1 2

o CPME Activities (20 credits)

● LCPME2001	Entrepreneurship Theory (in French)	Frank Janssen	30h+20h	5 Credits	1q	x	x
● LCPME2002	Managerial, legal and economic aspects of the creation of a company (in French)	Régis Coeurderoy, Yves De Cordt	30h+15h	5 Credits	1q	x	x
● LCPME2003	Business plan of the creation of a company (in French)	Frank Janssen	30h+15h	5 Credits	2q	x	x
● LCPME2004	Advanced seminar on Entrepreneurship (in French)	Frank Janssen	30h+15h	5 Credits	2q	x	x

o Courses to be chosen (10 credits)

2 courses among:

⊗ LLSMS2080	International Entrepreneurship (in English)	Frank Janssen	30h+30h	5 Credits	2q	x	x
⊗ LLSMS2081	Strategic Management of Start ups (in English)	Bartholomeus Kamp, Bryan Toney	30h+30h	5 Credits	2q	x	x
⊗ LLSMS2014	Entrepreneurial finance (in English)	Philippe Grégoire	30h	5 Credits	2q	x	x
⊗ LCPME2005	Social Entrepreneurship	Sophie Bacq	30h	5 Credits	2q	x	x

EXCHANGE OR COURSES

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Students who are not doing an exchange must follow a programme worth 30 credits, at LSM, made up of one of the following : 2 options of 15 credits OR 1 option worth 15 credits and 1 option in Business language OR 1 option of 15 credits and 3 courses (3X5 credits) to be chosen from : a) courses not previously chosen in the option already taken in Master 1 and/or b) from the courses listed below.

Year

1 2

⊗ LLN - Business communication in German (15 credits)

Only for students who are not doing an exchange in the first term of Master 2. Attention, some of these courses take place during both terms and can be incompatible with a part of the programme.

● LMULT2412	Oral business communication techniques in German	Hedwig Reuter	22.5h +30h	6 Credits	1 + 2q	X
● LMULT2213	Reading comprehension and vocabulary extension: economic and commercial texts in German	Marie-Luce Collard	22.5h	4 Credits	1q	X
● LMULT2411	Economic, legal, social and political issues in German-speaking countries	Henri Bouillon	30h+15h	5 Credits	1 + 2q	X

⊗ LLN - Business communication in English (15 credits)

Only for students who are not doing an exchange in the first term of Master 2. Attention, some of these courses take place during both terms and can be incompatible with a part of the programme.

● LMULT2422	Oral business communication techniques in English	Sylvie De Cock	22.5h +30h	6 Credits	1 + 2q	X
● LMULT2223	Reading comprehension and vocabulary extension: economic and commercial texts in English	Sylvie De Cock	22.5h	4 Credits	1q	X
● LMULT2421	Economic, legal, social and political issues in English-speaking countries	Guido Latre	30h+15h	5 Credits	1 + 2q	X

⊗ LLN - Business communication in Dutch (15 credits)

Only for students who are not doing an exchange in the first term of Master 2. Attention, some of these courses take place during both terms and can be incompatible with a part of the programme.

● LMULT2432	Oral business communication techniques in Dutch	Anne Goedgezelschap	22.5h +30h	6 Credits	1 + 2q	X
● LMULT2233	Reading comprehension and vocabulary extension: economic and commercial texts in Dutch	Jean-Pierre Colson	22.5h	4 Credits	1q	X
● LMULT2431	Economic, legal, social and political issues in Dutch-speaking countries	Philippe Hilgsmann, Matthieu Sergier	30h+15h	5 Credits	1 + 2q	X

⊗ Elective Courses - 1st term (15 credits)

If a single option has been chosen, students may complete their programme with 3 optional courses (3X5 credits = 15 credits) to be chosen from : a) courses not previously chosen in the option already taken in Master 1 and/or b) from the courses listed below.

⊗ LLSMF2009	Taxation (in French)	Marcel Gérard	30h	5 Credits	1q	X
⊗ LLSMF2016	Performance Management (in French) <i>Incompatible with LLSMF2001 - Management Control.</i>	Yves De Rongé	30h	5 Credits	1q	X
⊗ LLSMS2000	Studies and markets models (in French)	Nicolas Kervyn de Meerendré, Marie-Paule Kestemont	30h	5 Credits	1q	X
⊗ LLSMS2001	Consumer's behaviour (in French)	Gordy Pleyers, Valérie Swaen	30h	5 Credits	1q	X
⊗ LLSMS2002	International Marketing (in French)	Nicolas Lambert (compensates Isabelle Schuiling), Isabelle Schuiling	30h	5 Credits	1q	X
⊗ LLSMS2012	National and International Markets (in French)	Hervé Van Oppens	30h	5 Credits	1q	X
⊗ LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	X

						Year	
						1	2
⊗ LLSMS2018	European Corporate Governance (in English)	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q		x
⊗ LLSMS2050	Environmental Management (in French)	Daniel Tyteca	30h	5 Credits	1q		x
⊗ LLSMS2060	European Economic Policy (in English)	Jean-Christophe Defraigne, Didier Reynders (compensates Jean-Christophe Defraigne), Didier Reynders	30h	5 Credits	1q		x
⊗ LLSMS2061	Corporate Strategy in Europe (in English)	Benoît Gailly	30h	5 Credits	1q		x
⊗ LLSMS2072	Clinical Sociology of work (in French)	Thomas Périlleux	30h	5 Credits	1q		x
⊗ LLSMS2074	Contemporary Issues in Human Resources (in French)	Farid Ben Hassel, null SOMEBODY, Laurent Taskin	30h	5 Credits	1q		x
⊗ LLSMS2090	Auditing (in English)	Gerrit Sarens	30h	5 Credits	1q		x
⊗ LSPRI2040	Public Management: Strategies, Organization and Management Control	Christian de Visscher	30h	5 Credits	1q		x

Alternatives

- > [Master in International Management \(CEMS MIM\)](#) [en-prog-2014-gest2m-liag231r]
 > [LLN - Track CFA : Financial Management](#) [en-prog-2014-gest2m-liag235r]

MASTER IN INTERNATIONAL MANAGEMENT (CEMS MIM) [144.0]

- Mandatory
 Courses not taught during 2014-2015
 Periodic courses taught during 2014-2015
- Optional
 Periodic courses not taught during 2014-2015
 Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

The CEMS Master in International Management (CEMS MIM) contains a total of 144 credits minimum: 65 credits in Master 1 and 79 credits in Master 2. For more information, visit www.uclouvain.be/276950. Only students who have successfully the CEMS selection can follow this programme.

Year

1 2

o CEMS/SG - Core Courses (25 credits)

A Core Courses of 25 credits, including a master's thesis (20 credits) and a course of Corporate Social Responsibility (5 credits).

o CEMS/SG - Activities linked to the final master's thesis (20 credits)

It is possible, but not compulsory, to link the master's thesis to the internship. As regards the seminar, he is spread over the two years of Master. As from the 1st year of master, you must follow this course and must register on iCampus (<https://icampus.uclouvain.be>) "LLSMD2094". Nevertheless, the official registration to this seminar, in your programme, will appear on your UCL virtual office only in Master2.

<input type="radio"/> LLSMD2901	Final Master's Thesis	N.		18 Credits			X
<input type="radio"/> LLSMD2094	Master's Thesis Seminar	Anne-Laure Bartier, Chantal de Moerloose, Robert Peirce	30h	2 Credits			X X

o CEMS/SG - Corporate Social Responsibility (5 credits)

1 course among :

<input checked="" type="radio"/> LLSMS2098	Corporate Social Responsibility (in French)	Thierry Bréchet, Carlos Desmet (compensates Valérie Swaen), Valérie Swaen	30h	5 Credits	1q		X
<input checked="" type="radio"/> LLSMS2099	Corporate Social Responsibility (in English)	Ina Aust-Gronarz	30h	5 Credits	1q		X

o CEMS/SG Focus (30 credits)

o CEMS/INGE - Management Field (20 credits)

The management field worth 20 credits is based on advanced study of the various disciplines in management : Strategy, Finance, Management controls, Marketing and Human Resources. Student choose 15 credits at 1st Term and 5 credits at 2nd Term.

o CEMS/SG 1st term (15 credits)

o Management Controls (5 credits)

<input type="radio"/> LLSMF2001	Management Control (in French)	Yves De Rongé	30h	5 Credits	1q		X
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o Finance (5 credits)

1 course among :

<input checked="" type="radio"/> LLSMF2000	Advanced Finance (in French)	N.	30h	5 Credits	1q	<input type="triangle-up"/>	X
<input checked="" type="radio"/> LLSMS2100	Advanced finance (in English)	Sophie Béreau, Leonardo Iania	30h	5 Credits	1q		X

o Human Resources (5 credits)

<input type="radio"/> LLSMS2104	Advanced Human Resource Management (in English)	Ina Aust-Gronarz	30h	5 Credits	1q		X
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o CEMS/SG 2nd term (5 credits)

Year

1 2

⌘ Strategy (5 credits)

1 course among :

⌘ LLSMF2003	Advanced Strategic Management (in French)	Régis Coeurderoy	30h	5 Credits	2q	x	
⌘ LLSMS2103	Advanced Strategic Management (in English)	Guilhem Bascle	30h	5 Credits	2q	x	

⌘ Marketing (5 credits)

1 course among :

⌘ LLSMF2002	Advanced Marketing (in French)	Valérie Swaen	30h	5 Credits	2q	x	
⌘ LLSMS2102	Advanced Marketing (in English)	Valérie Swaen	30h	5 Credits	2q	x	

o CEMS/SG - Internship (10 credits)

This course (LCEMS2915) of at least 10 consecutive weeks is carried out in a company (abroad or not, CEMS see rules www.uclouvain.be/276950). Students who do not have the opportunity to make this course during this period, follow 2 courses. For the CEMS, they will then realize this course after the second quad of the 2nd year of master LSM.

⌘ CEMS Internship (10 credits)

⌘ LCEMS2915	CEMS Internship	N.		10 Credits			x
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⌘ Mandatory Courses if not CEMS Internship

Students who replace the internship by 2 courses, choose a compulsory course (5 credits) in the List 1 below and 1 course (5 credits) in List 2.

⌘ CEMS/SG - List 1 (5 credits)

1 mandatory course among :

⌘ LLSMF2003	Advanced Strategic Management (in French)	Régis Coeurderoy	30h	5 Credits	2q	x	
⌘ LLSMS2103	Advanced Strategic Management (in English)	Guilhem Bascle	30h	5 Credits	2q	x	
⌘ LLSMF2002	Advanced Marketing (in French)	Valérie Swaen	30h	5 Credits	2q	x	
⌘ LLSMS2102	Advanced Marketing (in English)	Valérie Swaen	30h	5 Credits	2q	x	

⌘ CEMS/SG - Exclusive Courses (50 credits)

See List 2 in "CEMS Options - 2nd Term".

o CEMS/SG - Options (30 credits)

In Master 1, students choose 1 option in the first Terms (15 credits) and 1 option in the 2nd Term (15 credits) from the list below.

o CEMS/SG - Options 1st Term (15 credits)

1 option among :

⌘ LLN - Human Resources and organisations 1 (15 credits)

o LLSMS2070	Organizational Diagnostic (in French)	Evelyne Léonard, Anne Rousseau (compensates Evelyne Léonard)	30h	5 Credits	1q	x	x
o LLSMS2072	Clinical Sociology of work (in French)	Thomas Périlleux	30h	5 Credits	1q	x	x
o LLSMS2074	Contemporary Issues in Human Resources (in French)	Farid Ben Hassel, null SOMEBODY, Laurent Taskin	30h	5 Credits	1q	x	x

⌘ LLN - European Business I (15 credits)

o LLSMS2060	European Economic Policy (in English)	Jean- Christophe Defraigne, Didier Reynders (compensates Jean- Christophe Defraigne), Didier Reynders	30h	5 Credits	1q	x	
o LLSMS2061	Corporate Strategy in Europe (in English)	Benoît Gailly	30h	5 Credits	1q	x	

o 1 course among :

⌘ LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x	
⌘ LLSMS2018	European Corporate Governance (in English)	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q	x	

							Year	
							1	2
⊗ LECON2864	Regulation: Theory and Practice <i>At Namur University (UNamur)</i>	N.	30h	5 Credits	1q	x		
⊗ LLN - Economics of Strategy and Innovation (15 credits)								
3 courses among :								
⊗ LECON2372	Economics of Competition Policy	Elisabeth Van Hecke	30h	5 Credits	1q	x		
⊗ LLSMS2041	Economics of Innovation (in English)	Paul Belleflamme	30h	5 Credits	1q	x		
⊗ LECON2864	Regulation: Theory and Practice <i>At Namur University (UNamur)</i>	N.	30h	5 Credits	1q	x		
⊗ LECON2370	Industrial Organization and Competition Policy <i>Prerequisite : LECGE1330 - Industrial Organization or equivalent course.</i>	Mathieu Parenti	30h	5 Credits	1q	x		
⊗ LLN - Finance 1 : Asset Management (15 credits)								
○ LLSMS2213	Equity & Fixed Income (in English)	Bruno Colmant, Leonardo Iania	30h	5 Credits	1q	x		
○ LLSMS2012	National and International Markets (in French)	Hervé Van Oppens	30h	5 Credits	1q	x		
○ 1 course among: (5 credits)								
⊗ LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x		
⊗ LLSMS2215	Derivative Securities	Leonardo Iania	30h	5 Credits	1q	x		
⊗ LLN - Finance 2 : Governance and control								
3 courses among :								
⊗ LLSMS2090	Auditing (in English)	Gerrit Sarens	30h	5 Credits	1q	x	x	
⊗ LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x	x	
⊗ LLSMS2018	European Corporate Governance (in English) <i>In case of course schedule overlap, the choice of this course does not allow you to choose the course LLSMF2016 - Pilotage de la performance.</i>	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q	x	x	
⊗ LLSMF2016	Performance Management (in French) <i>May not be taken with LLSMF2001 - Management Control In case of course schedule overlap, the choice of the course LLSMF2016 does not allow you to choose the course LLSMS2018 - Pilotage de la performance.</i>	Yves De Rongé	30h	5 Credits	1q	x	x	
⊗ LLSMF2009	Taxation (in French)	Marcel Gérard	30h	5 Credits	1q	x	x	
⊗ LLN - Strategic Marketing (15 credits)								
○ LLSMS2000	Studies and markets models (in French)	Nicolas Kervyn de Meerendré, Marie-Paule Kestemont	30h	5 Credits	1q	x	x	
○ 2 courses among :								
⊗ LLSMS2001	Consumer's behaviour (in French)	Gordy Pleyers, Valérie Swaen	30h	5 Credits	1q	x	x	
⊗ LLSMS2002	International Marketing (in French)	Nicolas Lambert (compensates Isabelle Schuiling), Isabelle Schuiling	30h	5 Credits	1q	x	x	
⊗ LLSMS2004	Business to Business marketing (in English)	Baudouin Meunier	30h	5 Credits	1q	x	x	
○ CEMS/SG - Options 2nd Term (15 credits)								
Students choose three courses from the courses listed below. He is encouraged to make a choice among the first 4 courses. In the event of scheduling conflicts, he can enroll in another course from the list 2.								
⊗ LLSMS2108	International Financial Management (in English)	Denis Knaepen	30h	5 Credits	2q	x		
⊗ LLSMS2109	International Marketing Management (in English)	Isabelle Schuiling	30h	5 Credits	2q	x		
⊗ LLSMS2111	International Business (in English)	Christophe Brognaux, Sunita Malhotra, Frédéric Pouchain	30h	5 Credits	2q	x		
⊗ LLSMS2115	E-Management (in English)	Olivier de Broqueville	30h	5 Credits	2q	x		
⊗ CEMS - List 2								
⊗ LLSMS2003	Brand Management (in English)	Isabelle Schuiling	30h	5 Credits	2q	x		
⊗ LLSMS2006	Strategic Communication(in English)	Jacques François	30h	5 Credits	2q	x		
⊗ LLSMS2007	E-Marketing	Anne-Cécile Jeandrain	30h	5 Credits	2q	x		

						Year	
						1	2
⌘ LLSMS2014	Entrepreneurial finance (in English)	Philippe Grégoire	30h	5 Credits	2q	x	
⌘ LLSMS2019	Risk Management of Financial Institutions (Part 1) (in English)	Luc Henrard	30h	5 Credits	2q	x	
⌘ LLSMS2071	Organizational Behaviour (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	
⌘ LLSMS2073	Human Resources Strategic Management (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	
⌘ LLSMS2096	Supply Chain Management (in English)	Pierre Semal	30h	5 Credits	2q	x	
⌘ LLSMF2007	Change Management (in French)	Mélanie Latiers (compensates Alain Vas), Alain Vas	30h	5 Credits	2q	x	
⌘ LLSMF2008	Business Law (in French)	Henri Culot	30h	5 Credits	2q	x	
⌘ LLSMF2011	Knowledge Management (in English)	Françoise de Viron	30h	5 Credits	2q	x	
⌘ LLSMS2374	Economics of the Internet (in English)	Paul Belleflamme	30h	5 Credits	2q	x	
⌘ LLSMF2107	Strategic Management of Information Systems (in English)	Philippe Guillaume, Jean Vanderdonckt	30h	5 Credits	2q	x	

o CEMS/SG - Seminars (4 credits)

o LCEMS2341	Block Seminar	N.		3 Credits			x
o LCEMS2343	Responsible global Leadership Seminar	N.	30h	1 Credits	2q		x

o CEMS/SG - Cems Courses (55 credits)

Students follow these 3 core courses (25 credits) and choose 6 courses (30 credits) in the "CEMS exclusive Courses" and the " Elective courses". However, they are encouraged to choose mainly CEMS Exclusive Courses.

o LLSMS2116	Innovation and Corporate Strategy (in English)	Benoît Gailly	30h	5 Credits	1q		x
o LLSMS2117	Business Project	Christophe Lejeune	30h	15 Credits	2q		x
o LLSMS2065	Seminar in Cross Cultural Competences and Management (in English)	Ina Aust-Gronarz, Marie-Thérèse Claes, Sunita Malhotra (compensates Ina Aust-Gronarz), Sunita Malhotra	30h	5 Credits	2q		x

o CEMS - Exclusive Courses

⌘ LLSMS2107	International Management of Human Resources	Ina Aust-Gronarz	30h	5 Credits	1q		x
⌘ LLSMS2112	Supply Chain Modelling and Management	Per Joakim Agrell	30h	5 Credits	1q		x
⌘ LLSMS2113	Legal Aspects of International Business Management	Philippe Malherbe	30h	5 Credits	1q		x
⌘ LLSMS2114	Entrepreneurship	Frank Janssen	30h	5 Credits	1q		x

o CEMS - Elective Courses

⌘ LLSMS2060	European Economic Policy (in English)	Jean-Christophe Defraigne, Didier Reynders (compensates Jean-Christophe Defraigne), Didier Reynders	30h	5 Credits	1q		x
⌘ LLSMS2061	Corporate Strategy in Europe (in English)	Benoît Gailly	30h	5 Credits	1q		x
⌘ LLSMS2030	Introduction to Supply Chain Management (in English)	Pierre Semal	30h	5 Credits	1q		x
⌘ LLSMS2035	Supply Chain Coordination and Sourcing (in English)	Per Joakim Agrell	30h	5 Credits	1q		x
⌘ LLSMS2090	Auditing (in English)	Gerrit Sarens	30h	5 Credits	1q		x
⌘ LLSMS2018	European Corporate Governance (in English)	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q		x
⌘ LLSMS2000	Studies and markets models (in French)	Nicolas Kervyn de Meerendré, Marie-Paule Kestemont	30h	5 Credits	1q		x

							Year	
							1	2
⊗ LLSMS2212	Portfolio Management (in English)	Christophe Dispas	30h	5 Credits	2q		x	
⊗ LLSMS2213	Equity & Fixed Income (in English)	Bruno Colmant, Leonardo Iania	30h	5 Credits	1q		x	
⊗ LLSMS2001	Consumer's behaviour (in French)	Gordy Pleyers, Valérie Swaen	30h	5 Credits	1q		x	
⊗ LLSMS2002	International Marketing (in French)	Nicolas Lambert (compensates Isabelle Schuiling), Isabelle Schuiling	30h	5 Credits	1q		x	
⊗ LLSMF2021	Project management (in English)	Jean Raucent, Pierre Semal (coord.)	30h	5 Credits	1q		x	
⊗ LLSMS2099	Corporate Social Responsibility (in English)	Ina Aust-Gronarz	30h	5 Credits	1q		x	
⊗ LLSMS2050	Environmental Management (in French)	Daniel Tyteca	30h	5 Credits	1q		x	
⊗ LLSMS2041	Economics of Innovation (in English)	Paul Belleflamme	30h	5 Credits	1q		x	

⊗ CEMS/SG - Language Course

Cems Students are encouraged to take one or more UCL language courses only if they do not overlap with other courses. Some of these courses can also be validated for her 2nd or 3rd CEMS language requested in the programme. Please check the list on www.uclouvain.be/276950.

LLN - TRACK CFA : FINANCIAL MANAGEMENT [120.0]

○ Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

⊠ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

This programme in "Financial Management" is offered to students in Master 120 in Management. Track CFA is a specific track in Advanced Finance. For access conditions, please check on www.uclouvain.be/421878.

Year

1 2

○ CFA - Core Course (60 credits)

A core Courses of 6 mandatory courses (6x5 credits), an intership (8+2 credits) and a master's thesis (18+2 credits).

○ CFA : Core Courses (30 credits)

○ LLSMS2099	Corporate Social Responsibility (in English)	Ina Aust-Gronarz	30h	5 Credits	1q	x
○ LLSMS2100	Advanced finance (in English)	Sophie Béreau, Leonardo Iania	30h	5 Credits	1q	x
○ LLSMS2101	Management Accounting (in English)	Gerrit Sarens	30h	5 Credits	2q	x
○ LLSMS2102	Advanced Marketing (in English)	Valérie Swaen	30h	5 Credits	2q	x
○ LLSMS2103	Advanced Strategic Management (in English)	Guilhem Bascle	30h	5 Credits	2q	x
○ LANGL2091	Seminar of Business English	N.	30h	5 Credits		x x

○ CFA - Internship (10 credits)

The internship must be realised in term 2 of Master 2.

○ LLSMD2915	Stage avec accompagnement	N.		8 Credits		x
○ LLSMD2095	Séminaire d'accompagnement du stage	Nathalie Delobbe, Thomas Périlleux (coord.), Mathieu Van Vyve	15h	2 Credits	2q	x

o CFA - Master Thesis (20 credits)

The sessions of the master's thesis seminar spread over the 2 years of Master. However, the seminar is credited in Master 2 : Mandatory registration on iCampus as from Master 1.

o LLSMD2901	Final Master's Thesis	N.		18 Credits			x
o LLSMD2094	Master's Thesis Seminar	Anne-Laure Bartier, Chantal de Moerloose, Robert Peirce	30h	2 Credits			x

o CFA - Options (60 credits)**o LLN - CFA : Asset Management (15 credits)**

o LLSMS2213	Equity & Fixed Income (in English)	Bruno Colmant, Leonardo Iania	30h	5 Credits	1q	x
o LLSMS2017	International Accounting Standards (in English)	Bruno Colmant	30h	5 Credits	1q	x
o LLSMS2215	Derivative Securities	Leonardo Iania	30h	5 Credits	1q	x

o LLN - CFA : Risk Management (15 credits)

o LLSMS2019	Risk Management of Financial Institutions (Part 1) (in English)	Luc Henrard	30h	5 Credits	2q	x
o LLSMS2020	Risk Management of Financial Institutions (Part 2) (in English)	Luc Henrard	30h	5 Credits	2q	x
o LLSMS2212	Portfolio Management (in English)	Christophe Dispas	30h	5 Credits	2q	x

o ICHEC - CFA : Advanced Financial Analysis (15 credits)

This option (co-organised LSM-ICHEC) must be followed at ICHEC at Brussels.

o LICHE2210	Econometrics and forecasting	N.	30h	5 Credits	1q	x
o LICHE2230	Advanced Financial Analysis and Reporting	N.	30h	5 Credits	1q	x
o LICHE2240	Ethics in Finance	N.	30h	5 Credits	1q	x

o LLN - CFA : Elective Courses (15 credits)

3 courses among :

o LLSMF2009	Taxation (in French)	Marcel Gérard	30h	5 Credits	1q	x
o LLSMS2012	National and International Markets (in French)	Hervé Van Oppens	30h	5 Credits	1q	x
o LLSMS2018	European Corporate Governance (in English)	Karine Cerrada Cristia, Philippe Lambrecht	30h	5 Credits	1q	x
o LLSMS2060	European Economic Policy (in English)	Jean-Christophe Defraigne, Didier Reynders (compensates Jean-Christophe Defraigne), Didier Reynders	30h	5 Credits	1q	x
o LLSMS2061	Corporate Strategy in Europe (in English)	Benoît Gally	30h	5 Credits	1q	x
o LLSMS2090	Auditing (in English)	Gerrit Sarens	30h	5 Credits	1q	x
o LSPRI2040	Public Management: Strategies, Organization and Management Control	Christian de Visscher	30h	5 Credits	1q	x

GEST2M - Information

Admission

General and specific admission requirements for this program must be satisfied at the time of enrolling at the university..

To pursue your university studies in one of our Master programmes, please take the following steps:

1. Verify that you meet the programme's admission conditions

Conditions - Belgian degrees

Conditions - International degrees

2. If you meet the conditions, please follow the admission application procedure

Procedure - Belgian degrees

Deadline for submitting an admission application: :
 - August 31st (supplement to the file until September 15th)

Procedure - International degrees

Deadlines for submitting the files:
 - students who are not European Union nationals: April 30th
 - students who are European Union nationals: August 31st

- [University Bachelors](#)
- [Non university Bachelors](#)
- [Holders of a 2nd cycle University degree](#)
- [Holders of a non-University 2nd cycle degree](#)
- [Adults taking up their university training](#)
- [Personalized access](#)

University Bachelors

Diploma	Special Requirements	Access	Remarks
UCL Bachelors			
Bachelor in Economics and Management		Direct access	
Other bachelors	With the minor in management and programme in line with general entry requirements	Access with additional training	Where any necessary additional training does not exceed 15 credits, these may be added to the first year of the Master. If the necessary credits are between 15 and 60 credits, they can be taken during a preparatory year.
Others Bachelors of the French speaking Community of Belgium			
Bachelor in Management Science Bachelor in Economics and Management Bachelor in Business Engineering		Direct access	
Other Bachelor	Programme in line with general entry requirements	On the file: direct access or access with additional training	Where any necessary additional training does not exceed 15 credits, these may be added to the first year of the Master. If the necessary credits are between 15 and 60 credits, they can be taken during a preparatory year.
Bachelors of the Dutch speaking Community of Belgium			
Bachelor in de toegepaste economische wetenschappen		Direct access	

Bachelor in ingenieurs wetenschappen

Foreign Bachelors

All Bachelors in Economics and Management or equivalent

On the file: direct access or access with additional training

Where any necessary additional training does not exceed 15 credits, these may be added to the first year of the Master. If the necessary credits are between 15 and 60 credits, they can be taken during a preparatory year.

Non university Bachelors

Diploma	Access	Remarks
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> Find out more about [links](#) to the university

Bachelors in Business Management, Commercial Engineering, Public Sector Management and Translation and Interpretation (long courses) can gain entry via a personal application file. Students' existing knowledge is tested by a written entrance examination and an interview.

> BA en assurances
 > BA en commerce extérieur
 > BA en comptabilité
 > BA en e-business
 > BA en gestion des transports et logistique d'entreprise
 > BA en informatique de gestion
 > BA en marketing
 > BA-AESI en sciences économiques et sciences économiques appliquées

Accès au master moyennant réussite d'une année préparatoire de max. 60 crédits

Type court

> BA - ingénieur commercial - type long
 > BA en gestion de l'entreprise - type long
 > BA en gestion publique - type long
 > BA en traduction et interprétation - type long

Après vérification de l'acquisition des matières prérequis, soit accès moyennant la réussite d'une année préparatoire de 60 crédits max, soit accès immédiat moyennant ajout éventuel de 15 crédits max

Type long

Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
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"Licenciés"

Economics Management
 Applied Economics
 Business Engineering

On the file: direct access or access with additional training

Content of the programme dependent on students' prior studies and their specialisation needs

Masters

Master in Economics (60)
 Master in Management (60)

On the file: direct access or access with additional training

Content of the programme dependent on students' prior studies and their specialisation needs

All Masters

With the minor in management and programme in line with general entry requirements

On the file: direct access or access with additional training

-

Holders of a non-University 2nd cycle degree

Diploma	Access	Remarks
> Find out more about links to the university		
> MA - ingénieur commercial > MA en gestion de l'entreprise > MA en gestion publique > MA en interprétation > MA en sciences administratives > MA en sciences agronomiques > MA en sciences commerciales > MA en sciences de l'ingénieur industriel (toutes finalités) > MA en sciences de l'ingénieur industriel en agronomie > MA en sciences industrielles (toutes finalités) > MA en traduction	Accès direct au master moyennant ajout éventuel de 15 crédits max	Type long

Adults taking up their university training

> See the website [Valorisation des acquis de l'expérience](#)

It is possible to gain admission to all masters courses via the validation of professional experience procedure.

Entry to all Masters (with the exception of Advanced Masters) can be gained through the special procedure for accrediting prior learning and experience known as VAE (validation des acquis de l'expérience).

Professionals who wish to have basic training in management science should consult : [Master in Management \[60\]](#)

To see what management courses are available in the continuing education programme, please refer to : <https://www.uclouvain.be/lsm-formation-continue>

For entry to the Master through the VAE procedure, please refer to : www.uclouvain.be/vae

Personalized access

Reminder : all Masters (apart from Advanced Masters) are also accessible on file.

It should be noted that entry to all Masters (with the exception of Advanced Masters) can also be gained on submission of a personal application file.

Admission and Enrolment Procedures for general registration

Specific procedures :

Please consult the [University's Enrolment Office at Louvain-la-Neuve](#).

For special LSM procedures, please consult the top of this page.

Teaching method

This programme, the quality of which has been recognized by external auditors in the EQUIS international accreditation procedure, has four main strengths:

- **Extremely wide range of specialization options**

With access to over 30 functional option courses (e.g. marketing or finance) or multidisciplinary option courses (e.g. European Business, Entrepreneurship or Service Management), students can specialize in the most advanced areas of management science. They tend to strengthen this specialization by completing their dissertation and internship in the same area. These option courses are available at both LSM campuses: Louvain-la-Neuve and Mons. For the majority of the option courses, classes are held on a single day in the week to aid mobility from one campus to another.

- **Training which links academic knowledge and professional practice**

Balanced training is provided by lecturers who are also active researchers in their fields and professionals specially selected for their experience and widely renowned expertise. All students have the opportunity to complete a 60-day internship in a company and to write their dissertation on an issue or task identified during this internship, in the form of a project dissertation. Links with business are very much a part of the course, both in formal lectures as well as the extra-curricular activities organised by the School's Corporate Unit.

- **Teaching methods based on active learning and development of multidisciplinary skills**

Teaching methods are almost always geared towards problem solving, collaborative learning (case studies, projects, problems, simulations) and independence. This is also reflected in the compulsory reading lists, theoretical work and lectures where there is a balance between continuous assessment and final assessment of a course and between individual and group assessments.

- **Strong international outlook**

The international outlook is mainly due to a particularly wide network of over 130 exchange partners, exclusive access in Belgium to the Master's degree in International Management organised by [CEMS](#) and the possibility of gaining a [double degree](#).

Evaluation

The evaluation methods comply with the [regulations concerning studies and exams](#). More detailed explanation of the modalities specific to each learning unit are available on their description sheets under the heading "Learning outcomes evaluation method".

Various assessment methods are used on this programme:

- **Continuous assessment** of work/learning of each group of students: public presentations, debates, written reports;
- **The Individual assessment** : exams, mission or internship report,... in which critical review and integration in a work group are assessed.

For additional information on assessment methods, please consult the following:

- General academic and examination regulations ()
- See the course description by clicking on the title.

Mobility and/or Internationalisation outlook

This Master contains some strong international links:

1. The programme offers many courses in English and there is the possibility for a non-French speaker, to follow the entire course in English.
2. It is possible to spend a semester abroad (30 credits) ([exchange programs](#)) at a location from a list of more than 130 universities renowned [throughout the world](#) for their management programmes.
3. Exclusive access in Belgium to the Master's degree in International Management organized by the [CEMS](#) Global Alliance in Management Education, as well as exclusive access to the [PIM](#) network (Partnership in International Management - an international business school network).
4. The opportunity to spend the second year abroad with the [IB](#) (International Business) programme, an exchange programme in one of the LSM partner universities and a 6-month internship in a company in a non European Country.
5. The possibility for selected students to gain a [double degree](#) by spending the first year of Master Studies at the LSM and another year at one of the LSM's partner Universities.

CONTACT:

International Affairs Office
 Building "Collège des Doyens", Office A009
 Place des Doyens, 1
 B-1348 Louvain-la-Neuve
 Phone: +32 (0) 10 47 83 22/Fax: +32 (0) 10 47 83 24

[Website](#)

[Professor Frank Janssen](#)

Vice-Dean for International Affairs

[Mrs Catherine Maréchal](#)

International Affairs Coordinator and CEMS Programme Manager

Possible trainings at the end of the programme

Accessible Programs	Access Conditions	Administrative pro for admission and registration
UCL LLN - Doctoral School	Access Conditions	Admission/Registrat
UCL Mons - Advanced Master in Transportation Management	Access Conditions	Admission/Registrat
UCL LLN - Master [120] in Environmental Science and Management	Access Conditions	Admission/Registrat
UCL LLN - Master [60] en information et communication	Access Conditions	Admission/Registrat
St. Louis - Advanced Master in Financial Risk Management	Access Conditions	Admission/Registrat

Contacts

Curriculum Management

Entite de la structure LSM

Acronyme **LSM**
 Dénomination Louvain School of Management
 Adresse Place des Doyens, 1 bte L2.01.01
 1348 Louvain-la-Neuve
 Site web <https://www.uclouvain.be/lsm>
 Secteur Secteur des sciences humaines (SSH)
 Faculté Louvain School of Management (LSM)

Mandats [Michel De Wolf](#) Doyen
[Isabelle De Keyzer](#) Directeur administratif de faculté

Commissions de programme Commission des bacheliers en sciences de gestion et en ingéniorat de gestion (UCL-Mons) (BLSM)
 Commission d'enseignement de la Louvain School of management (CLSM)

Academic Supervisor : [Gerrit Sarens](#)

Jury

President of the Juries for the Masters : **Paul Belleflamme**

Academic responsible for the Master [120] in Management - GEST2M : **Gerrit Sarens**

Usefull Contacts

Admissions Belgian Degrees : **Marie Lefèvre**

Admissions International Degrees : **Estelle Tonon**

Studies Advisor : **Marie Lefèvre**

