

GEST2M1

2016 - 2017

Master [60] in Management

At Louvain-la-Neuve - 60 credits - 1 year - Day schedule - In frenchDissertation/Graduation Project : **YES** - Internship : **NO**Main study domain : **Sciences économiques et de gestion**Organized by: **Louvain School of Management (LSM)**Programme code: **gest2m1** - Francophone Certification Framework: 7**Table of contents**

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GEST2M1 - Introduction

Introduction

Introduction

The one year Master in Management (60) programme is designed for university graduates who already have a Master (in any subject e.g. science, applied sciences, law, philosophy, literature or industrial engineers) who wish to acquire additional training in administration and management. It is also open to students who are bachelors in economic science and management.

Your profile

What you will get:

- develop your knowledge and skills in various management positions needed in the private or public organisations
- an in-depth understanding of the theories and methods used in different managerial domains
- a strong training in management within an internationally recognised university
- an opportunity to create your own network
- a unique international experience in the heart of Europe.

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

The 60 hour Master's degree in Management is made up of the following four elements:

- Core subjects worth 30 credits, including 6 general courses in management
- Training in the principles and issues of corporate social responsibility
- Advanced training in an area of management through an optional subject
- An integrated seminar and a piece of individual work which make up the final dissertation.

GEST2M1 - Teaching profile

Learning outcomes

1. A profile of the graduate

The Master 60 in Management prepares the graduate to meet the challenge of **becoming a socially responsible professional with a global overview of the management professions**.

The **Master 60 in Management** is a programme that develops the basic skills and expertise necessary for management functions in public or private, national or international, commercial or non-commercial organisations.

A student who registers for this programme already has a first university Master's degree in a field other than management, or a university Bachelor's degree in management. This Master's programme allows him to either expand his skills in management functions or refine them by incorporating an academic approach, a reflective view and critical detachment.

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.

A professional:

- He will have assimilated basic management theories and concepts for efficient, expert use in a future professional environment;
- He is capable of determining the complex and varied issues that commercial or non-commercial organisations encounter in management fields.
- 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 basic skills in all key management functions.

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 60 in Management Sciences graduate is specified by the **LSM competency framework**, with in particular:

- an academic education centred on management training, with an overall approach to management functions;
- priority given to the following skills:
 - Acting as a socially responsible participant,
 - Mastering knowledge,
 - Acting in an interface role, making use of his professional experience;
- a possibility of developing some of these skills in greater depth through his choice of optional courses and thesis.

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.

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.

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.

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.

Programme structure

The 60 hour Master's degree in Management is made up of the following four elements:

1. 6 general courses (worth 30 credits) in management
2. Training in the principles and issues of corporate social responsibility
3. Advanced training in an area of management through an optional subject
4. An integrated seminar and a piece of individual work which make up the final dissertation.

[> Core courses](#) [en-prog-2016-gest2m1-liag202t.html]

GEST2M1 Detailed programme

Programme by subject

CORE COURSES

● Mandatory

△ Courses not taught during 2016-2017

⊕ Periodic courses taught during 2016-2017

⊗ Optional

⊖ Periodic courses not taught during 2016-2017

■ Activity with requisites

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

Pour les étudiants ayant déjà suivi dans leur programme de bachelier, des cours équivalents, les cours obligatoires ci-dessous, seront remplacés par des cours avancés en français et en anglais, choisis parmi les cours du Master 120 en Sciences de gestion, avec accord du responsable de programme.

● Cours obligatoires

● LLSMG2000	Accounting and Financial Statement Analysis	Karine.Cerrada	30h+10h	5 Credits	1q
● LLSMG2001	Finance	Giorgio.Tesolin	30h+10h	5 Credits	1q
● LLSMG2002	Marketing	Chantal.Demoerloose	30h+10h	5 Credits	1q
● LLSMG2003	Operational Research	Guy.Keymolen Mehdi.Madani (compensates Guy Keymolen)	30h+10h	5 Credits	1q
● LLSMG2004	Human Resources Management	Evelyne.Leonard Anne.Rousseau	30h+10h	5 Credits	2q
● LLSMG2006	Strategic Management	Guilhem.Bascle Xavier.Desclee	30h+10h	5 Credits	2q

● Responsabilité sociétale de l'entreprise (5 credits)

1 cours parmi

⊗ LLSMS2097	Corporate Social Responsibility	Valerie.Swaen	30h	5 Credits	2q
⊗ LESPO2212	Social responsibility in Economic life	Axel.Gosseries	15h	5 Credits	1q

o Cours au choix (10 credits)

2 cours parmi :

⊗ LLSMG2008	IT Management	Jean.Vanderdonckt	30h	5 Credits	2q
⊗ LLSMG2009	Integrated Logistics	Per.Agrell Quentin.Botton (compensates Per Joakim Agrell) Guy.Keymolen Geraldine.Strack (compensates Guy Keymolen)	30h	5 Credits	2q
⊗ LLSMG2010	Psycho-sociology of organizations	Thomas.Perilleux	30h	5 Credits	2q
⊗ LLSMG2011	Law foundations	Werner.Derijcke	30h	5 Credits	2q
⊗ LLSMG2005	Cost Management	Gerrit.Sarens	30h	5 Credits	2q
⊗ LLSMF2011	Knowledge Management (in English)	Bernard.Paque	30h	5 Credits	2q
⊗ LLSMS2073	Human Resources Strategic Management (in French)	Nathalie.Delobbe	30h	5 Credits	2q
⊗ LLSMF2007	Change Management (in French)	Nathalie.Guilmot (compensates Alain Vas) Alain.Vas	30h	5 Credits	2q

o Travail de fin d'études (15 credits)

○ LLSMD2951	Final paper and seminar			15 Credits	2q
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The programme's courses and learning outcomes

For each UCL training programme, a [reference framework of learning outcomes](#) specifies the competences expected of every graduate on completion of the programme. You can see the contribution of each teaching unit to the programme's reference framework of learning outcomes in the document "In which teaching units are the competences and learning outcomes in the programme's reference framework developed and mastered by the student?"

The document is available by clicking [this link](#) after being authenticated with UCL account.

GEST2M1 - Information

Admission

Decree of March 31st 2004 defining higher education, favoring its integration in the European framework of higher education and refinancing universities.

The admission requirements have to be met at the time of enrolment at the university.

All information can be obtained from the [University's Enrolment Office \(Service des inscriptions – SIC\)](#).

[General conditions](#)

[Special conditions](#)

[Language examination: knowledge of the French language \(Pedagogical Master's degree\)](#)

General conditions

Students with one of the following qualifications have access to studies leading to the award of a Master's degree:

- an undergraduate (first-cycle) degree in the same field of study;
- the same Master's (second-cycle) degree, but with a different specialization;
- a university degree, in accordance with a decision by the academic authorities and subject to the additional conditions that they lay down;
- a "long-type" degree that gives access to Master's studies, in accordance with a decision by the Government and subject to the additional conditions that it lays down;
- a degree comparable to those mentioned above, issued under the same conditions by the Flemish Community of Belgium, the German Community of Belgium or the Royal Military Academy;
- a degree obtained abroad and deemed equivalent to those mentioned above.

By way of derogation, Master's programmes are also open to students who, in order to obtain their undergraduate degree in the same field of study, still have to gain no more than 12 credits and are registered for those courses. However, students admitted on these terms cannot be passed by the Master's Examination Board until they have met the admission requirements in full and have obtained the necessary undergraduate degree.

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- Access to the 2nd cycle on the basis of a "short-cut":
 - Access to the 2nd cycle of university for those students who have a [short-type non-university higher education degree](#)
 - Access to the 2nd cycle of university for those students who have a [long-type non-university higher education degree](#)
 - Access to the 2nd cycle on the basis of the enhancement of the knowledge and competence acquired by personal and professional experience:

With the aim of acceding 2nd-cycle studies, the jury of these studies can enhance the [knowledge and competence acquired by their personal and professional experience](#).

This useful experience must correspond to at least 5 years of activities, without taking into account the years of higher-education study that were not passed successfully. At the end of an evaluation procedure organized by the academic authorities, the jury will decide whether the skills and knowledge of the student are sufficient to be able to follow these studies successfully (*).

- For those students who have an academic grade from a Belgian university or a foreign title or grade (which does not give access to studies in this particular year on the basis of the general conditions mentioned above), access to the 2nd basic cycle on the basis of an enhancement of 180 ECTS credits by the admissions jury (personalized admission on the basis of a file). (*)

(*) At the end of the admissions procedure organized by the competent jury and subject to the conditions fixed by the academic authorities, the student may follow complementary studies that make up a maximum of 60 supplementary credits. In case the supplementary workload of this student exceeds 15 credits, this training is considered to be a preparatory year. It does not lead to a degree and is considered to be the last year of a 1st cycle that gives access to the studies aimed at.

No student can be admitted to any one year of a Pedagogical Master's degree if they have not passed an [examination attesting to a sufficient knowledge of the French language](#).

In the event of the divergence between the different linguistic versions of the present conditions, the French version shall prevail

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

<p>Procedure - Belgian degrees</p> <p>Deadline for submitting an admission application: :</p> <ul style="list-style-type: none"> - September 30th 	<p>Procedure - International degrees</p> <p>Deadlines for submitting the files:</p> <ul style="list-style-type: none"> - students who are not European Union nationals: April 30th - students who are European Union nationals: August 31st
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Depending on the student's previous study programme, the jury could allow a direct access to the Master by adding additional mandatory courses (maximum 60 credits) to the program.

- [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			
Bachelors in economics and management sciences Bachelors in management engineering	-	Direct access	Direct access
Any bachelor (equivalent to the ones above)	Program to meet the general access conditions	On the file: direct access or access with additional training	A maximum of 60 additional credits embedded in the master programme. See the additional conditions of access in the table above.
Others Bachelors of the French speaking Community of Belgium			
Bachelors in economics and management sciences Bachelors in management sciences Bachelors in management engineering	-	Direct access	-
Any bachelor (equivalent to the ones above)	Program to meet the general access conditions	On the file: direct access or access with additional training	A maximum of 60 additional credits embedded in the master programme. See the additional conditions of access in the table above.
Bachelors of the Dutch speaking Community of Belgium			
Bachelor in de toegepaste economische wetenschappen Bachelor in ingenieurs wetenschappen	-	Direct access	-
Foreign Bachelors			
Any program in management sciences or equivalent from recognized universities	Program to meet the general and specific access conditions	On the file: direct access or access with additional training	A maximum of 60 additional credits embedded in the master programme. See the additional conditions of access in the table above.

Non university Bachelors

Diploma	Access	Remarks
<p>> Find out more about links to the university</p> <p>More information about transition programs (passerelles) to the university.</p>		
<ul style="list-style-type: none"> > 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 ajout de maximum 60 crédits d'enseignements supplémentaires obligatoires au programme. Voir 'Module complémentaire'	Type court
<ul style="list-style-type: none"> > 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 	Accès au master moyennant ajout de maximum 60 crédits d'enseignements supplémentaires obligatoires au programme. Voir 'Module complémentaire'	Type long

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Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
"Licenciés"			
Any "licence"	Program to meet the general access conditions	On the file: direct access or access with additional training	A maximum of 60 additional credits embedded in the master programme. See the additional conditions of access in the table above.
Masters			
Any "master"	Program to meet the general access conditions	-	A maximum of 60 additional credits embedded in the master programme. See the additional conditions of access in the table above.

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Holders of a non-University 2nd cycle degree

Diploma	Access	Remarks
<p>> Find out more about links to the university</p> <p>For more information about transition programs to university, please follow the link passerelles.</p>		
<ul style="list-style-type: none"> > 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

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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.

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

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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.

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Admission and Enrolment Procedures for general registration

Specific procedures :

Students who have a Belgian Bachelor's Degree in Economics and Management have direct access. They do not have to follow the admission procedure; they can complete their registration application directly.

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

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

Supplementary classes

To enrol for this Masters, the student must have a good command of certain subjects. If this is not the case, they must add preparatory modules to their Master's programme.

○ Mandatory

△ Courses not taught during 2016-2017

⊕ Periodic courses taught during 2016-2017

⊗ Optional

⊖ Periodic courses not taught during 2016-2017

■ Activity with requisites

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

○ Basic courses (40 credits)

Students with a BA in accounting generally get an exemption for LECGE1219 course and those with a BA in Marketing or external trade waiver for LECGE1213 course (after approval of the jury). Since the student's annual program must include 60 credits, which have been granted an exemption are required to add courses to 5 credits from the common annual block 1 (for more info: www.uclouvain.be/prog-2015-gest2m-liag220t).

○ LECGE1222	Microeconomics	Francois.Maniquet Eve.Ramaekers	45h+15h	5 Credits	2q
○ LECGE1219	Accounting II and analysis of financial statements	Yves.Deronge (coord.) Michel.Dewolf	45h+15h	5 Credits	2q
○ LECGE1213	Marketing	Nicolas.O.kervyn	30h+15h	5 Credits	1q
○ LECGE1315	Business Strategy	Alain.Vas	20h+10h	5 Credits	1 ou 2q
○ LECGE1223	Production and Operations Management	Pierre.Semal	30h	5 Credits	1q
○ LECGE1321	Human Management	Nathalie.Delobbe Patrice.Gobert (compensates Nathalie Delobbe)	30h+15h	5 Credits	2q
○ LECGE1332	Finance	Sophie.Bereau Philippe.Gregoire (compensates Sophie Béreau)	30h+15h	5 Credits	1q
○ LECGE1317	Critical Analysis of organizations and markets	Thierry.Amougou (compensates Matthieu de Nanteuil) Matthieu.Denanteuil	30h	5 Credits	1q

○ Courses in quantitative methods (15 credits)

○ LECGE1224	Economics and Management Statistics	Cedric.Heuchenne	30h+15h	5 Credits	2q
○ LECGE1112	Mathematics in economy and management	Pascal.Lambrechts Mathieu.Vanvyve	45h+30h	5 Credits	1q
○ LECGE1337	Advanced mathematics and foundations of econometrics	Francoise.Lefevre	30h+15h	5 Credits	2q

○ Language course (5 credits)

⊗ LANGL1532	English for Business Students (Upper-Intermediate level)	Catherine.Avery Nicholas.Gibbs Marielle.Henriet (coord.) Sandrine.Meirlaen Philippe.Neyt Katherine.Opello Francoise.Stas Marie.Vanreet	60h	5 Credits	1 + 2q
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⊗ Cours de remplacement pour ANGL 1532 (5 credits)

(Moyennant l'autorisation du jury)

⌘ LANGL1332	Business English	Ahmed.Adriouche Aurelie.Deneumoustier Fanny.Desterbecq Michaël.Grare Veronique.Henin Sabrina.Knorr Sandrine.Mulkers (coord.) Adrien.Pham Marc.Piwnik (coord.)	60h	5 Credits	1 + 2q
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Teaching method

This program provides general training and broad exposure relative to various areas of management.

It attempts to achieve an integration of such different areas in order to obtain a global understanding of businesses and to develop decision making and implementation capacity. With this objective, the program offers, on top of lectures which help structure business knowledge, the use of case studies and problem solving exercises. In this order, team work is often relied on.

This program intends to attract a target audience highly varied in its professional background and country of origin. The confrontation of different points of view among students, professors, lecturers and external speakers enriches students' perspectives on management and economics.

For students who face gaps in Economics or Maths / Statistics, courses will be added to their program in order to acquire the necessary prerequisites for a good understanding of management.

The lectures are complemented with individual or teamwork exercises, games, business simulation activities and in general, with tools that facilitate the understanding and assimilation of the concepts presented, even by students whose prior background is rather unrelated to management. This approach to learning is in line with the recent pedagogical reform at LSM-LLN and it has been widely appreciated by students. It has also been recently highlighted by the external auditors via the EQUIS accreditation procedure.

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".

There are different methods of assessment: individual and/or group work and/or written and oral examinations.

Mobility and/or Internationalisation outlook

This programme has, for many years, attracted a significant proportion of international students (+/-30%) who have already gained a first degree in their home country and who wish to have additional training in management.

Possible trainings at the end of the programme

Accessible Programs	Access Conditions	Administrative procedures for admission/registration
UCL LLN - Master [120] in Management - GEST2M	Access Conditions	Admission/Registration

Contacts

Curriculum Management

Entité 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	http://www.uclouvain.be/lsm	
Secteur	Secteur des sciences humaines (SSH)	
Faculté	Louvain School of Management (LSM)	
Mandats	Michel De Wolf Isabelle De Keyzer	Doyen Directeur administratif de faculté

