At Louvain-la-Neuve - 120 credits - 2 years - Day schedule - In English
Dissertation/Graduation Project : YES - Internship : YES
Activities in English: YES - Activities in other languages : NO
Activities on other sites : optional
Main study domain : Sciences économiques et de gestion
Organized by: Louvain School of Management (LSM)
Programme acronym: INGE2M - Francophone Certification Framework: 7

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Introduction

The Master's 120 credits in Business Engineering is a two-year programme that is intended to strengthen the managerial abilities of students who, on top of their training in management, economics, and quantitative methods, also have a background in technologies (digital technologies, mechanical engineering and processes) and sciences (physics, chemistry).

Your profile

• You have a Bachelor's degree in economics and/or management;
• You have a Bachelor's degree in engineering or science with a minor in management and you wish to strengthen your managerial skills;
• You wish to become an ethical and community-minded leader;
• You are motivated by entrepreneurial drive and a desire to learn how to work effectively in a team;
• You are looking for a high-quality education, based on solid scientific knowledge, in the area of high-tech industry and services;
• You seek to develop concrete in-company experience and participate in the management of complex and innovative projects;
• You wish to develop your skills in the management of technologies.

Your future job

The Master's 120 credits in Business Engineering aims at developing competent leaders who are:

• Ethical and community-minded – that is, people who care about broader society, are willing to undertake cultural change for more ethical and sustainable developments, and can contribute to the common good by participating in the design of new political governance;
• Entrepreneurial and innovative – that is, people who are willing and able to launch innovative projects, solve complex problems by adopting a systemic perspective, and change business norms;
• Responsible and inspiring – that is, people who are free, talented and respectful of the talents of others, profoundly honest and tolerant, and also clear-sighted and dynamic personalities.

Our graduates can access the highest corporate management positions in multiple sectors. Besides consultancy, auditing, banking, sales and retail, graduates in Business Engineering are often found in the process, operations, and environmental management.

Your programme

The programme of the Master's 120 credits in Business engineering is composed of the following four components:

• Core training. All master's students must complete focus courses that equip them with the necessary knowledge and competences to achieve excellence and ethics in management in today's challenging world. Through these courses, students acquire a broad and solid grasp of the two forces that are deeply reshaping our society and economy – Resource and Energy Management, and Digital Business Systems – whilst being provided with the appropriate set of methods and guiding principles – Managing Complexity and Corporate Social Responsibility.
• Business exposure. Students get acquainted with the practical business environment in several ways. In the first term of the programme, students achieve a Technological Project under the joint supervision of professors and practitioners; the aim is to solve a real business problem and, thereby, to acquire a hands-on learning experience. In the fourth term, students must complete an internship of a minimum of 60 consecutive days. Two seminars also expose students to Current Managerial Issues (through testimonies of high-profile executives) and equip them with Relational and Managerial Competences.
• Specialized training. Students acquire in-depth education in some field of management by choosing a Major, that is, a group of five connected courses that focus on a given subject (finance, marketing, supply-chain, …) or topic (innovation, sustainability, business analytics, …). Students also hone their knowledge of a specific management issue through the autonomous, critical, and rigorous research they perform for the completion of their Master's thesis.
• International exposure. To prepare students for the global environment in which they will evolve, our programmes propose several ways for strengthening their flexibility, intercultural skills, and open-mindedness. Our Exchange Programme allows students to spend the third term of the programme in one of our 130+ partner universities throughout the world. Students who cannot seize this opportunity take a dedicated set of courses – including Cross-cultural Management and Language courses. Students in the Master's 120 credits in Business engineering can also apply to prime international tracks, namely the CEMS (https://uclouvain.be/en/faculties/lsm/cems.html) Master in International Management (exclusive entry point in Belgium) and an array of double degree (https://uclouvain.be/en/faculties/lsm/double-degree.html) programmes. Students are also regularly presented with global managerial issues and brought into contact with international organizations through a large array of activities.
Learning outcomes

The Master in Business Engineering prepares the graduate to meet the challenge of becoming a socially responsible and enterprising expert in management, incorporating technological and industrial aspects and innovation.

The Master in Business Engineering is a programme that develops the skills and expertise necessary for the dialogue between management professions and science- and technology-oriented professions in public or private, commercial or non-commercial organisations. In addition to training in economics and management and quantitative methods, it aims to boost knowledge in science (physics and chemistry) and technologies (energy, electronics and telecommunications, mechanics and procedures).

At the end of this programme (including a required internship in a company or research centre and an optional foreign exchange), the graduate will have developed the skills and knowhow that will allow him to master the complex and varied issues that businesses and industries encounter in managing knowledge, occupations, skills and processes at a strategic or logistical level. He will also be specialised in one or more areas of management:

• functional: human management, marketing, finance, accounting, operations and logistics, information systems and ICT, strategy and innovation, etc.
• or transversal: operational, tactical or strategic levels.

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

> Responsible: capable of implementing socially responsible management practices in any type of organisation.

> An Expert:
• who has acquired in-depth quantitative and methodological skills;
• capable of modelling and formulating management problems and situations in sectors that are highly technological and centred on innovation, among others, with a view to providing solutions and improvements;
• capable of assimilating technological processes and mastering their applications in the industrial and service setting.

> Enterprising: capable of grasping and comprehending the complex issues of the innovative sectors and mastering their management.

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, technological and innovative environments while 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 expertise, capable of adapting and evolving positively in his environment.

THE COMPETENCY FRAMEWORK

Introduction

The exit profile of the Master in Business Engineering graduate is specified by the LSM competency framework (https://uclouvain.be/en/faculties/lsm/competency-framework.html) with in particular:

• an academic education centred on training in economics and management, quantitative methods, science (physics and chemistry) and technologies (energy, electronics and telecommunications, mechanics and procedures),
• priority given to the following skills:
  • Acting as a socially responsible participant,
  • Mastering knowledge,
  • Managing a project,
  • Innovating and taking action,
  • Applying a scientific approach.
• possibility of developing some of these skills in greater depth through his choice of options, tracks, Master's thesis, internship and exchange.

3. Research training

Students wishing to prepare for the completion of a Doctorate in Management or, more broadly, to learn the methods and domains in research, fundamental and applied, in management have the opportunity to follow the Specialized Focus. The Specialized Focus will develop the student's ability to:

• Identify and locate the different epistemological paradigms characterizing the research in management
• Master the specific methodological modelling approaches and/or empirical, qualitative/quantitative, and design a research platform

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, initiate 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. Initiate, 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. Persuade and negotiate: understand the needs and viewpoints of others, put forward their reasoning in an appropriate, relevant and persuasive 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 Master's 120 credits in Management is a two-year programme consisting of four terms of 30 credits.
In this Master, each term is divided in two parts of six weeks. The courses are therefore given intensively during six weeks. Assessments can be organised at the end of each six-week part or during the examination sessions at the end of the term in addition to the continuous assessment (intermediate tests, individual and group work) that is organised during that part.

### ANNUAL BLOCK 1

<table>
<thead>
<tr>
<th>Part 1</th>
<th>Part 2</th>
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<tbody>
<tr>
<td><strong>JANUARY EXAM SESSION</strong></td>
<td><strong>MIDTERM EVALUATION WEEK</strong></td>
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<tr>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
</tr>
<tr>
<td><strong>PROJECT</strong></td>
<td><strong>SEMINARS</strong></td>
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</tbody>
</table>

### ANNUAL BLOCK 2

<table>
<thead>
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<th>Term 1</th>
<th>Term 2</th>
<th>Term 3</th>
<th>Term 4</th>
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<tbody>
<tr>
<td><strong>JANUARY EXAM SESSION</strong></td>
<td><strong>MIDTERM EVALUATION WEEK</strong></td>
<td><strong>JUNE EXAM SESSION</strong></td>
<td><strong>INTERNATIONAL SEMESTER</strong></td>
</tr>
<tr>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
<td><strong>6-WEEK INTENSIVE COURSES</strong></td>
</tr>
<tr>
<td><strong>MASTER’S THESIS</strong></td>
<td><strong>SEMINARS</strong></td>
<td><strong>EXCHANGE (Optional) OR</strong></td>
<td><strong>INTERNATIONAL SEMESTER</strong></td>
</tr>
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</table>

### INGE2M Programme

**Detailed programme by subject**

#### CORE COURSES [35.0]

**Annual Block 1:** the student has to follow the **focus courses** (30 credits) + **seminars** + **one major**

**Annual Block 2:** Internship and seminar (10 credits) + master’s thesis and seminar (20 credits) + exchange (30 credits). If the student does not go on exchange, she/he has to follow the "LSM courses (if no exchange)" (15 credits) + 1 Option (15 credits)

- ☑ Mandatory
- ☑ Optional
- △ Not offered in 2022-2023
- ☑ Not offered in 2022-2023 but offered the following year
- ☑ Offered in 2022-2023 but not the following year
- △ ☑ Not offered in 2022-2023 or the following year
- ☑ Activity with requisites
- ☑ Open to incoming exchange students
- △ ☑ Not open to incoming exchange students
- ☑ Teaching language [F, E, ES, NL, DE, ...]

---

**LLSMD2901**  [Mémoire](#)  FR  [q1+q2]  [q1+q2]  [18 Credits]  ☑  X

**LLSMS2220**  [Seminar on Current Managerial Issues](#)  EN  [q1+q2]  [22h+7.5h]  [2 Credits]  ☑  X

**LLSMD2094**  Séminaire d’accompagnement du mémoire  Chantal de Moerloose  [q1+q2]  [30h]  [2 Credits]  ☑  X

**LLSMD2090**  [Seminar on Relational and Managerial Competences](#)  EN  [q1+q2]  [45h+7.5h]  [3 Credits]  ☑  X

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### Internship (10 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMD2915</td>
<td>Internship and Career development</td>
<td>Patrice Gobert, Pierre Meurens</td>
<td>[q1+q2]</td>
<td>[30h]</td>
</tr>
<tr>
<td>LLSMD2916</td>
<td>International Internship with coaching</td>
<td>Christophe Lejeune</td>
<td>[q2]</td>
<td>[30h]</td>
</tr>
</tbody>
</table>

### Elective courses (instead of the internship) for CPME students (10 credits)

The CPME student who does not wish to do an internship must choose 2 courses from the list below:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2014</td>
<td>Entrepreneurial Finance</td>
<td>Raphaël Betti (compensates James Thewissen) Quentin Colmant</td>
<td>[q1]</td>
<td>[30h]</td>
</tr>
<tr>
<td>LFSA2212</td>
<td>Innovation classes</td>
<td>Benoît Maq, Jean-Pierre Raskin, Benoît Raucent</td>
<td>[q1+q2]</td>
<td>[30h+15h]</td>
</tr>
<tr>
<td>LSST1001</td>
<td>IngénieuxSud</td>
<td>Stéphanie Merle, Jean-Pierre Raskin (coord.)</td>
<td>[q1+q2]</td>
<td>[15h+45h]</td>
</tr>
<tr>
<td>LLSMS2080</td>
<td>International Entrepreneurship</td>
<td>Frank Janssen</td>
<td>[q2]</td>
<td>[30h+30h]</td>
</tr>
<tr>
<td>LLSMS2081</td>
<td>Strategic Management of Start ups</td>
<td>Bartholomeus Kamp</td>
<td>[q2]</td>
<td>[30h+30h]</td>
</tr>
<tr>
<td>LCPME2005</td>
<td>Social and Sustainable Entrepreneurship</td>
<td>Julie Hermans</td>
<td>[q2]</td>
<td>[30h]</td>
</tr>
</tbody>
</table>
### PROFESSIONAL FOCUS [30.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ⊗ ⊗ Not offered in 2022-2023 or the following year
- ⊗ Activity with requisites
- ⊗ Open to incoming exchange students
- ⊗ Not open to incoming exchange students
- ⊗ Teaching language (FR, EN, ES, NL, DE, ...)

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

#### Content:

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
<th>Teachers</th>
<th>Credits</th>
<th>Hours</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMF2901</td>
<td>Technological Project</td>
<td>Olivier de Broqueville, Tatiana Hendrix, Manuel Kolp, Bernard Paque (compensates Manuel Kolp), Marco Saerens, Pierre Sennel, Mathieu Van Vyve, Jean Vanderdonckt</td>
<td>10</td>
<td>q1 [60h+15h]</td>
<td>1</td>
</tr>
<tr>
<td>LLSMF2903</td>
<td>Digital Business Systems</td>
<td>Paul Belleflamme, Jérôme Coenraets, Manuel Kolp</td>
<td>5</td>
<td>q1 [22.5h+15h]</td>
<td>1</td>
</tr>
<tr>
<td>LLSMF2902</td>
<td>Resource and Energy Management</td>
<td>Paul Belleflamme, Yves De Rongé, Emmanuel Mossay</td>
<td>5</td>
<td>q2 [22.5h+15h]</td>
<td>2</td>
</tr>
<tr>
<td>LLSMF2904</td>
<td>Managing Complexity</td>
<td>Régis Coeurderoy, Loïc Dechaux, Leonardo Iania</td>
<td>5</td>
<td>q2 [22.5h+15h]</td>
<td>2</td>
</tr>
</tbody>
</table>

#### Corporate Social Responsibility (5 credits)

One course among:

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
<th>Teachers</th>
<th>Credits</th>
<th>Hours</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMF2905</td>
<td>Corporate Social Responsibility</td>
<td>Carlos Desmet, Corentin Hericher, Corentin Hericher (compensates Valérie Swaen)</td>
<td>5</td>
<td>q1 [22.5h+7.5h]</td>
<td>1</td>
</tr>
<tr>
<td>LLSMS2397</td>
<td>Corporate Social Responsibility (in dutch)</td>
<td>Sabine Denis</td>
<td>5</td>
<td>q1 [30h]</td>
<td>1</td>
</tr>
<tr>
<td>LLSMF2902</td>
<td>Resource and Energy Management</td>
<td>Paul Belleflamme, Yves De Rongé, Emmanuel Mossay</td>
<td>5</td>
<td>q2 [22.5h+15h]</td>
<td>2</td>
</tr>
<tr>
<td>LLSMF2904</td>
<td>Managing Complexity</td>
<td>Régis Coeurderoy, Loïc Dechaux, Leonardo Iania</td>
<td>5</td>
<td>q2 [22.5h+15h]</td>
<td>2</td>
</tr>
</tbody>
</table>
OPTIONS

Annual Block 1: the student has to follow the focus courses (30 credits) + seminars + one major (to choose among the list below).

Annual Block 2: if the student does not go on exchange, she/he has to follow the "LSM courses (if no exchange)" (15 credits) + 1 Option (15 credits; see below) + internship and seminar (10 credits) + Master's thesis and seminar (20 credits).

Note that, if the chosen Major/Option is not organised on your main site, help for the mobility are available.

Majors in annual bloc 1

> Major Supply Chain Management (LLN)  [en-prog-2022-inge2m-linge430o]
> Major Innovation Management (LLN)  [en-prog-2022-inge2m-linge431o]
> Major International Finance (LLN)  [en-prog-2022-inge2m-linge432o]
> Major Financial Engineering (LLN)  [en-prog-2022-inge2m-linge433o]
> Major Marketing Strategy for Connected Brands (LLN)  [en-prog-2022-inge2m-linge436o]
> Philippe de Woot Major in Corporate Sustainable Management (LLN)  [en-prog-2022-inge2m-linge440o]
> Major International Business (LLN)  [en-prog-2022-inge2m-linge441o]
> Major Business Analytics (Mons)  [en-prog-2022-inge2m-linge453o]
> Major Business Analytics & Digital Marketing (Mons)  [en-prog-2022-inge2m-linge455o]
> Major Tactical and Digital Marketing Decisions (Mons)  [en-prog-2022-inge2m-linge454o]
> Major Transportation Management (Mons) and Supply Chain (Louvain-la-Neuve)  [en-prog-2022-inge2m-linge456o]
> Major Financial Management (Mons)  [en-prog-2022-inge2m-linge457o]

LSM courses (if no exchange) during the 1st term of annual bloc 2

> Elective courses  [en-prog-2022-inge2m-linge451o]

Options (if no exchange) during the 1st term of annual bloc 2

> Option International Finance (LLN)  [en-prog-2022-inge2m-linge574o]
> Option Financial Engineering (LLN)  [en-prog-2022-inge2m-linge575o]
> Option Marketing Strategy for Connected Brands (LLN)  [en-prog-2022-inge2m-linge576o]
> Option Corporate Sustainable Management (LLN)  [en-prog-2022-inge2m-linge580o]
> Option Sourcing and Procurement (LLN)  [en-prog-2022-inge2m-linge591o]
> Option Transport & Logistics (Mons)  [en-prog-2022-inge2m-linge578o]
> Option Entrepreneurship (Mons)  [en-prog-2022-inge2m-linge579o]
> Option Professional Immersion in Digital Marketing (Mons)  [en-prog-2022-inge2m-linge582o]
> Option Decision Marketing (Mons)  [en-prog-2022-inge2m-linge596o]
> Option Asset Management (Mons)  [en-prog-2022-inge2m-mingm203o]
> Option Tax Systems (ICHEC)  [en-prog-2022-inge2m-linge581o]
> Option Development and Management: North-South perspectives (ICHEC)  [en-prog-2022-inge2m-linge566o]

MAJORS IN ANNUAL BLOC 1 [30.0]

MAJOR SUPPLY CHAIN MANAGEMENT (LLN) [25.0]

You can find the major's brochure here.
## Content:

### Term 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2030</td>
<td>Supply Chain Management</td>
<td>Pierre Semal</td>
<td>[q1] [30h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMS2031</td>
<td>Tools for Supply Chain Management Decisions</td>
<td>Mathieu Van Vyve</td>
<td>[q1] [30h] [5 Credits]</td>
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### Term 2

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<th>Credits</th>
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| LLSMS2032   | Advanced Operations Management : Models and Applications | Philippe Chevalier
Olivier Corluy (compensates Philippe Chevalier) | [q2] [30h] [5 Credits]  |
| LLSMS2034   | Supply Chain Planning                  | Marc Foret
Mathieu Van Vyve               | [q2] [30h] [5 Credits]  |
| LLSMS2035   | Supply Chain Coordination and Sourcing | Per Joakim Agrell            | [q2] [30h] [5 Credits]  |
MAJOR INNOVATION MANAGEMENT (LLN) [25.0]

You can find the major's brochure here.

- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

#### Term 1

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<tr>
<td>LLSMF2011</td>
<td>Knowledge Management</td>
<td>Julie Hermans, Manuel Kolp</td>
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<td>LLSMS2043</td>
<td>Innovation Policy and Ecosystems</td>
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<tr>
<td>LLSMS2041</td>
<td>Economics of Innovation</td>
<td>Paul Belleflamme</td>
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#### Cours "bonus" (5 credits)

It is possible to take this extra course in addition to the 6 courses of the innovation major.

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<td>LLSMS2080</td>
<td>International Entrepreneurship</td>
<td>Frank Janssen</td>
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## MAJOR INTERNATIONAL FINANCE (LLN) [25.0]

- **Mandatory**
- **☐ Optional**
- △ Not offered in 2022-2023
- ⊛ Not offered in 2022-2023 but offered the following year
- ⊠ Offered in 2022-2023 but not the following year
- ▲ ◻ Not offered in 2022-2023 or the following year
- ❌ Activity with requisites
- ☦ Open to incoming exchange students
- ☠ Not open to incoming exchange students
- ✐ Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

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<td>LLSMS2027</td>
<td>Capital markets and innovations</td>
<td>Leonardo Iania</td>
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<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
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<td>LLSMS2029</td>
<td>International financial management</td>
<td>Denis Knaepen</td>
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<tr>
<td>LLSMS2140</td>
<td>Financial Risk</td>
<td>Anh Nguyen, James Thewissen</td>
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<tr>
<td>LLSMS2223</td>
<td>Principles of banking regulation and supervision</td>
<td>Bertrand Candelon</td>
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## MAJOR FINANCIAL ENGINEERING (LLN) [25.0]

You can find the major's brochure [here](https://uclouvain.be/en-prog-2022-inge2m).

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<tr>
<td>LLSMS224</td>
<td>Forecasting</td>
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<td>Bertrand Candelon</td>
<td>Macro Finance</td>
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<td>Bertrand Candelon</td>
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<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
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<td>LLSMS2138</td>
<td>Big data in finance</td>
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<td>Derivatives pricing</td>
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*Year 1 2*
## MAJOR MARKETING STRATEGY FOR CONNECTED BRANDS (LLN) [25.0]

You can find the major's brochure [here](#).

- ○ Mandatory
- ✴ Optional
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ⊙ Offered in 2022-2023 but not the following year
- △ ⊗ Not offered in 2022-2023 or the following year
- ⊙ Activity with requisites
- ⊙ Open to incoming exchange students
- ⊙ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

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<td>Marketing Research</td>
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<td>LLSMS2008</td>
<td>Digital Marketing</td>
<td>Isabelle Schuiling</td>
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<td>Brand Management</td>
<td>Isabelle Schuiling</td>
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<tr>
<td>LLSMS2004</td>
<td>Big Data/Data Mining Applied to Marketing</td>
<td>Ludovic Chevalier</td>
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<td>LLSMS2006</td>
<td>On-line and Off-line Communication Strategies</td>
<td>Doriane Magnus</td>
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<td>(compensates Nicolas Kervyn de Meerendré)</td>
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<td>Gordy Pleyers</td>
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<td>(compensates Nicolas Kervyn de Meerendré)</td>
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### PHILIPPE DE WOOT MAJOR IN CORPORATE SUSTAINABLE MANAGEMENT (LLN) [25.0]

You can find the major's brochure [here](#).

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊙ Not offered in 2022-2023 but offered the following year
- ⊗ Offered in 2022-2023 but not the following year
- △ ⊙ Not offered in 2022-2023 or the following year
- ▓ Activity with requisites
- ◎ Open to incoming exchange students
- ☉ Not open to incoming exchange students
- ☙ Teaching language (FR, EN, ES, NL, DE, ...)

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

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- **LLSMS2280** Business Ethics and Compliance Management  
  Carlos Desmet  
  EN  
  [q1] [30h] [5 Credits]  

- **LLSMS2282** Finance and Responsible Investment Practices  
  Leonardo Iania  
  Claudio Vescovo  
  EN  
  [q1] [30h] [5 Credits]

- **LLSMS2283** Sustainable Human Resource Management and Leadership  
  Ina Aust-Gronarz  
  EN  
  [q2] [30h] [5 Credits]

- **LLSMS2284** Corporate Sustainability Reporting and Marketing Strategy  
  Yves De Rongé  
  Valérie Swaen  
  EN  
  [q2] [30h] [5 Credits]

- **LCPM2005** Social and Sustainable Entrepreneurship  
  Julie Hermans  
  EN  
  [q2] [30h] [5 Credits]
INTERDISCIPLINARY PROGRAM IN ENTREPRENEURSHIP (LLN) [30.0]

The interdisciplinary program in Entrepreneurship (CPME) lasts 2 years and is integrated into more than 30 Masters in 9 faculties/schools of the UCL. The choice of this CPME course implies the completion of an interfaculty master's thesis (in teams) on a business creation project. Access to this program is limited to students selected on application file. All information on the program CPME.

- Mandatory
- Optional
- Not offered in 2022-2023
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### Year

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<th>Course Title</th>
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<tr>
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<td>Frank Janssen</td>
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<tr>
<td>LCPME2002</td>
<td>Aspects juridiques, économiques et managériaux de la création d'entreprise</td>
<td>Yves De Cordt, Marine Falize</td>
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#### CPME Elective courses (5 credits)

- LLSMS2014 Entrepreneurial Finance
  - Raphael Betti (compensates James Thewissen)
  - Quentin Colmant
  - 5 Credits

- LFSA2212 Innovation classes
  - Benoît Maq, Jean-Pierre Raskin
  - 5 Credits

#### Term 2

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<tbody>
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<td>LCPME2003</td>
<td>Plan d'affaires et étapes-clés de la création d'entreprise</td>
<td>Frank Janssen</td>
<td>5 Credits</td>
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### CPME Elective courses (5 credits)

- LLSMS2080 International Entrepreneurship
  - 5 Credits

- LLSMS2081 Strategic Management of Start ups
  - Bartholomeus Kamp
  - 5 Credits

- LCPME2005 Social and Sustainable Entrepreneurship
  - Julie Hermans
  - 5 Credits

- LSST1001 IngénieuxSud
  - Stéphanie Merle, Jean-Pierre Raskin (coord.)
  - 5 Credits
## MAJOR INTERNATIONAL BUSINESS (LLN) [25.0]


- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊙ Not offered in 2022-2023 but offered the following year
- ⊙ Not offered in 2022-2023 but not the following year
- △ ⊙ Not offered in 2022-2023 or the following year
- □ Activity with requisites
- ⊙ Open to incoming exchange students
- ⊙ Not open to incoming exchange students
- ☒ Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

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<td>LLSMS2030</td>
<td>Supply Chain Management</td>
<td>Pierre Semal</td>
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#### Term 2 (15 credits)

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<td>LLSMS2114</td>
<td>Entrepreneurship: topical and international aspects</td>
<td>Frank Janssen</td>
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<td>LLSMS2007</td>
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<td>Paul Belleflamme</td>
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### Year

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## MAJOR BUSINESS ANALYTICS (MONS) [25.0]

- **Mandatory**
- **Optional**
- **△** Not offered in 2022-2023
- **◇** Not offered in 2022-2023 but offered the following year
- **★** Offered in 2022-2023 but not the following year
- **△ ★** Not offered in 2022-2023 or the following year
- **Activity with requisites**
- **◇** Open to incoming exchange students
- **△** Not open to incoming exchange students
- **Teaching language (FR, EN, ES, NL, DE, ...)**

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

### Content:

#### Year 1

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<td>Data Mining</td>
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<td>MLSMM2153</td>
<td>Web Mining</td>
<td>François Fouss Corentin Vande Kerckhove (compensates François Fauss)</td>
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<td>Machine Learning</td>
<td>Marco Saerens</td>
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<td>MLSMM2155</td>
<td>Quantitative Decision Making</td>
<td>Luciano Poretta (compensates Daniele Catanzaro)</td>
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<td>Recommender Systems</td>
<td>Corentin Vande Kerckhove</td>
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### MAJOR BUSINESS ANALYTICS & DIGITAL MARKETING (MONS) [25.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ⊙ Offered in 2022-2023 but not the following year
- ▲ ▲ Not offered in 2022-2023 or the following year
- ✷ Activity with requisites
- ☀ Open to incoming exchange students
- ☼ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)

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

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<td>MLSMM2153 Web Mining</td>
<td>François Fouss Corentin Vande Kerckhove (compensates François Fauss)</td>
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<td>MLSMM2134 e-Consumer Behavior</td>
<td>Karine Charry</td>
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<td></td>
<td>MLSMM2135 Methods &amp; Models in Marketing</td>
<td>Caroline Ducarroz Nadia Singaglia</td>
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<td>MLSMM2136 Trends in Digital Marketing</td>
<td>Ingrid Poncin</td>
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### MAJOR TACTICAL AND DIGITAL MARKETING DECISIONS (MONS) [25.0]

- **Mandatory**
- **Optional**
- Δ Not offered in 2022-2023
- ☑ Not offered in 2022-2023 but offered the following year
- ☐ Offered in 2022-2023 but not the following year
-  ☐ Not offered in 2022-2023 or the following year
- ■ Activity with requisites
- ☑ Open to incoming exchange students
- ☐ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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<tr>
<td>MLSMM2133</td>
<td>Product &amp; Innovation</td>
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**Term 2**

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<td>MLSMM2136</td>
<td>Trends in Digital Marketing</td>
<td>Ingrid Poncin</td>
<td>FR</td>
<td>[q2] 30h</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>

---

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

---

**Year**

1 2
MAJOR TRANSPORTATION MANAGEMENT (MONS) AND SUPPLY CHAIN (LOUVAIN-LA-NEUVE) [25.0]

- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

#### Term 1 (10 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Instructor(s)</th>
<th>Language</th>
<th>Credits</th>
<th>Year</th>
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<tbody>
<tr>
<td>MLSMM2252</td>
<td>Supply Chain Management</td>
<td>Jean-Sébastien Tancrez</td>
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<tr>
<td>MLSMM2253</td>
<td>Transport &amp; Mobility</td>
<td>Bart Jourquin</td>
<td>FR</td>
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#### Term 2

<table>
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<tr>
<th>Course Code</th>
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<th>Instructor(s)</th>
<th>Language</th>
<th>Credits</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>LLSMS2032</td>
<td>Advanced Operations Management : Models and Applications</td>
<td>Philippe Chevalier Olivier Corluy (compensates Philippe Chevalier)</td>
<td>EN</td>
<td>5</td>
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<tr>
<td>LLSMS2034</td>
<td>Supply Chain Planning</td>
<td>Marc Foret Mathieu Van Vyve</td>
<td>EN</td>
<td>5</td>
<td>✔</td>
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<tr>
<td>LLSMS2035</td>
<td>Supply Chain Coordination and Sourcing</td>
<td>Per Joakim Agrell</td>
<td>EN</td>
<td>5</td>
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</tbody>
</table>
MAJOR FINANCIAL MANAGEMENT (MONS) [30.0]

- Mandatory
- ☺ Optional
- ☀ Not offered in 2022-2023
- ☼ Not offered in 2022-2023 but offered the following year
- ☼ Offered in 2022-2023 but not the following year
- ☼ ☼ Not offered in 2022-2023 or the following year
- Activity with requisites
- ☀ Open to incoming exchange students
- ☼ Not open to incoming exchange students
- ✈ Teaching language (FR, EN, ES, NL, DE, ...)

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

This major takes place during the 6 last weeks of each term.

Students who choose this major will have a Master's degree of more than 120 credits. Students who do not wish to exceed 120 Master's credits are invited to choose another major.

Year

1

Content:

Term 1

- MLSMM2121 Derivative Securities
  - Isabelle Platten
  - FR [q1] [30h] [5 Credits]
  - ☻

- MLSMM2122 Equity Valuation
  - Mikael Petitjean
  - EN [q1] [30h] [5 Credits]
  - ☻
  - Xavier Suin

- MLSMM2123 Fixed Income Analysis
  - Anh Nguyen
  - FR [q1] [30h] [5 Credits]
  - ☻
  - Isabelle Platten

Term 2

- MLSMM2124 Behavioural Finance
  - Rudy De Winne
  - FR [q2] [30h] [5 Credits]
  - ☻

- MLSMM2125 Portfolio Management
  - Catherine D'Hondt
  - FR [q2] [30h] [5 Credits]
  - ☻

- MLSMM2126 Risk Management & Financial Institutions
  - Nathan Lassance
  - FR [q2] [30h] [5 Credits]
  - ☻
ELECTIVE COURSES [15.0]

- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### LSM elective courses (10 credits)

2 courses to choose from those below or among the management courses from the KUL: http://feb.kuleuven.be/toekomstigestudenten/opleidingen/overzicht-opleidingen-feb

LLSMF2015 and LLSMS2103 cannot be taken simultaneously.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Teacher(s)</th>
<th>Credits</th>
<th>Schedule</th>
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<tbody>
<tr>
<td>LLSMS2090</td>
<td>Audit and Control</td>
<td>Anne-Catherine Provost</td>
<td>5</td>
<td>[q1] [30h]</td>
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<tr>
<td>LLSMF2009</td>
<td>Taxation</td>
<td>Marie Lamensch</td>
<td>5</td>
<td>[q1] [30h]</td>
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<tr>
<td>LLSMF2015</td>
<td>Strategic Innovation Management</td>
<td>Bernard Paque (compensates Alain Vas)</td>
<td>5</td>
<td>[q1] [22.5h+7.5h]</td>
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<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Marc Hellemans (compensates Ina Aust-Gronarz)</td>
<td>5</td>
<td>[q1] [22.5h+7.5h]</td>
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<tr>
<td>LLSMS2221</td>
<td>Tutorat et approfondissement</td>
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<td>5</td>
<td>[q1] [22.5h+7.5h]</td>
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<tr>
<td>LLSMS2103</td>
<td>International Strategic Management</td>
<td>Valérie Duplat Thomas Lederer Bernard Paque</td>
<td>5</td>
<td>[q1] [22.5h+7.5h]</td>
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</table>

### Compulsory language course (5 credits)

One course to choose from the list below. Please check the schedules before making your choice.

#### English courses (5 credits)

- **Advanced Business English**
  - 6 groups of max. 25 students/group (see ILV for details and registration)
  - Nicholas Gibbs (coord.), Caroline Lambert, Hélia Peer, Marine Volpe
  - [q1] [15h] [5 Credits]

- **Reading comprehension and vocabulary extension: economic and commercial texts in English**
  - Sylvie De Cock
  - [q1] [22.5h] [5 Credits]

- **Economic, legal, social and political issues in English-speaking countries**
  - Compulsory attendance, limited access (max. 15 students)
  - Paul Arblaster
  - [q1] [30h+15h] [5 Credits]

- **Oral business communication techniques in English (Part 1)**
  - Compulsory attendance, limited access (max. 15 students)
  - Sylvie De Cock
  - [q1] [15h+15h] [5 Credits]

#### Dutch Courses (5 credits)

- **Reading comprehension and vocabulary extension: economic and commercial texts in Dutch**
  - Marlène Vranx
  - [q1] [22.5h] [5 Credits]
### INGE2M: Master [120] : Business Engineering

<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
<th>Responsible</th>
<th>Credits</th>
<th>Contact Hours</th>
<th>Language</th>
<th>Summer Access</th>
<th>Year</th>
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<tbody>
<tr>
<td>LMULT2431</td>
<td>Economic, legal, social and political issues in Dutch-speaking countries</td>
<td>Matthieu Sergier</td>
<td>5</td>
<td>[30h+15h]</td>
<td>NL</td>
<td>[q1]</td>
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<tr>
<td>LMULT2434</td>
<td>Oral business communication techniques in Dutch (Part 1)</td>
<td>Anne Goedgezelschip</td>
<td>5</td>
<td>[15h+15h]</td>
<td>NL</td>
<td>[q1]</td>
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<tr>
<td>LNEER2602</td>
<td>Seminar of professional integration: Dutch - advanced level</td>
<td>Isabelle Demeulenaene</td>
<td>5</td>
<td>[30h]</td>
<td>NL</td>
<td>[q1]</td>
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<tr>
<td>LKUL2094</td>
<td>Belasting op de toegevoegde waarde (B-KUL-C05B1A)</td>
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<td>NL</td>
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<tr>
<td>LKUL2095</td>
<td>Arbeidsrecht en onderneming (B-KUL-C08I7A)</td>
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<tr>
<td>LKUL2096</td>
<td>Vennootschapsbelasting (B-KUL-C05B0A)</td>
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<td>LKUL2098</td>
<td>Management van personeelsstromen (B-KUL-D0R25A)</td>
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<tr>
<td>LKUL2099</td>
<td>Business analyse (NL) (B-KUL-D0I68A)</td>
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<td></td>
<td><strong>German Courses (5 credits)</strong></td>
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<tr>
<td>LMULT2213</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts in German</td>
<td>Marie-Luce Collard</td>
<td>5</td>
<td>[22.5h]</td>
<td>DE</td>
<td>[q1]</td>
<td></td>
</tr>
<tr>
<td>LMULT2411</td>
<td>Economic, legal, social and political issues in German-speaking countries</td>
<td>Dany Etienne</td>
<td>5</td>
<td>[30h+15h]</td>
<td>DE</td>
<td>[q1]</td>
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<tr>
<td>LMULT2414</td>
<td>Oral business communication techniques in German 1</td>
<td>Manon Hermann</td>
<td>5</td>
<td>[15h+15h]</td>
<td>DE</td>
<td>[q1]</td>
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<tr>
<td>LALLE2710</td>
<td>Listening comprehension and oral expression: specialised German oral exercises - Part 1</td>
<td>Julie Crombois</td>
<td>5</td>
<td>[30h]</td>
<td>DE</td>
<td>[q1]</td>
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<tr>
<td></td>
<td><strong>Spanish Courses (5 credits)</strong></td>
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<tr>
<td>LESPA2600</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1)</td>
<td>Rocío Cuberos Vicente</td>
<td>5</td>
<td>[30h]</td>
<td>ES</td>
<td>[q1]</td>
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<tr>
<td>LESPA2601</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1)</td>
<td>Rocío Cuberos Vicente</td>
<td>5</td>
<td>[30h]</td>
<td>ES</td>
<td>[q1]</td>
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<tr>
<td>LESPA1500</td>
<td>Spanish Advanced level (B1.2 , B2.1)</td>
<td>Lara Marina</td>
<td>5</td>
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<tr>
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<td><strong>French Courses (5 credits)</strong></td>
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<tr>
<td>LFRAN1405</td>
<td>French - Upper Intermediate Level (B2) - Le français, langue universitaire</td>
<td>Geneviève Briet</td>
<td>5</td>
<td>[30h]</td>
<td>FR</td>
<td>[q1]</td>
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<tr>
<td>LFRAN1505</td>
<td>French - Advanced level (C1) - &quot;Professional Communication Strategies&quot;</td>
<td>Emmanuelle Rassart</td>
<td>5</td>
<td>[30h]</td>
<td>FR</td>
<td>[q1 or q2]</td>
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**German Courses (5 credits)**

- **LMULT2213** Reading comprehension and vocabulary extension: economic and commercial texts in German
  - Responsible: Marie-Luce Collard
  - Credits: 5
  - Contact Hours: [22.5h]
  - Language: DE
  - Summer Access: [q1]

- **LMULT2411** Economic, legal, social and political issues in German-speaking countries
  - Responsible: Dany Etienne
  - Credits: 5
  - Contact Hours: [30h+15h]
  - Language: DE
  - Summer Access: [q1]

- **LMULT2414** Oral business communication techniques in German 1
  - Responsible: Manon Hermann
  - Credits: 5
  - Contact Hours: [15h+15h]
  - Language: DE
  - Summer Access: [q1]

- **LALLE2710** Listening comprehension and oral expression: specialised German oral exercises - Part 1
  - Responsible: Julie Crombois
  - Credits: 5
  - Contact Hours: [30h]
  - Language: DE
  - Summer Access: [q1]

**Spanish Courses (5 credits)**

- **LESPA2600** Vocational Induction Seminar - Spanish (B2.2/C1)
  - Limited access (max. 7 students).
  - Please contact the professor in order to check your language level.
  - Responsible: Rocío Cuberos Vicente
  - Credits: 5
  - Contact Hours: [30h]
  - Language: ES
  - Summer Access: [q1]

- **LESPA2601** Vocational Induction Seminar - Spanish (B2.2/C1)
  - Limited access (max. 7 students).
  - Please contact the professor in order to check your language level.
  - Responsible: Rocío Cuberos Vicente
  - Credits: 5
  - Contact Hours: [30h]
  - Language: ES
  - Summer Access: [q1]

- **LESPA1500** Spanish Advanced level (B1.2 , B2.1)
  - Limited access (max. 10 students).
  - Please contact the professor in order to check your language level.
  - Responsible: Lara Marina
  - Credits: 5
  - Contact Hours: [45h]
  - Language: ES
  - Summer Access: [q1]

**French Courses (5 credits)**

- **LFRAN1405** French - Upper Intermediate Level (B2) - Le français, langue universitaire
  - Limited access (see ILV)
  - Responsible: Geneviève Briet
  - Credits: 5
  - Contact Hours: [30h]
  - Language: FR
  - Summer Access: [q1]

- **LFRAN1505** French - Advanced level (C1) - "Professional Communication Strategies"
  - Limited access (see ILV)
  - Responsible: Emmanuelle Rassart
  - Credits: 5
  - Contact Hours: [30h]
  - Language: FR
  - Summer Access: [q1 or q2]
OPTIONS (IF NO EXCHANGE) DURING THE 1ST TERM OF ANNUAL BLOC 2 [15.0]

**OPTION INTERNATIONAL FINANCE (LLN) [15.0]**

- Mandatory
- Optional
- △ Not offered in 2022-2023
- ○ Not offered in 2022-2023 but offered the following year
- ■ Offered in 2022-2023 but not the following year
- △ ○ Not offered in 2022-2023 or the following year
- ■ Activity with requisites
- ○ Open to incoming exchange students
- ✗ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)  

This option is not available to students who have followed the Major in International Finance

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Year</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
<td>1</td>
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<tr>
<td>LLSMS2027</td>
<td>Capital markets and innovations</td>
<td>Leonardo Iania</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Marc Hellemans</td>
<td>1</td>
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</table>

**OPTION FINANCIAL ENGINEERING (LLN) [15.0]**

- Mandatory
- Optional
- △ Not offered in 2022-2023
- ○ Not offered in 2022-2023 but offered the following year
- ■ Offered in 2022-2023 but not the following year
- △ ○ Not offered in 2022-2023 or the following year
- ■ Activity with requisites
- ○ Open to incoming exchange students
- ✗ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)  

This option is not available to students who have followed the Major Financial Engineering and the Major International Finance

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Year</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2224</td>
<td>Forecasting</td>
<td>Bertrand Candelon</td>
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</tr>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Marc Hellemans</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
<td>2</td>
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</tr>
</tbody>
</table>
OPTION MARKETING STRATEGY FOR CONNECTED BRANDS (LLN) [15.0]

- Mandatory
- $ Optional
- $ Not offered in 2022-2023
- $ Not offered in 2022-2023 but offered the following year
- $ Offered in 2022-2023 but not the following year
- $ Not offered in 2022-2023 or the following year
- Activity with requisites
- $ Open to incoming exchange students
- $ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

This option is not available to students who have followed the Major Marketing Strategy for Connected Brands

<table>
<thead>
<tr>
<th>Year</th>
<th>Content:</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>LLSMS2000</strong> Marketing Research</td>
</tr>
<tr>
<td>1</td>
<td><strong>LLSMS2008</strong> Digital Marketing</td>
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<tr>
<td>1</td>
<td><strong>LLSMS2091</strong> Cross Cultural Competences and Management</td>
</tr>
</tbody>
</table>

OPTION CORPORATE SUSTAINABLE MANAGEMENT (LLN) [15.0]

- Mandatory
- $ Optional
- $ Not offered in 2022-2023
- $ Not offered in 2022-2023 but offered the following year
- $ Offered in 2022-2023 but not the following year
- $ Not offered in 2022-2023 or the following year
- Activity with requisites
- $ Open to incoming exchange students
- $ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

This option is not available to students who have followed the Philippe de Woot Major in Corporate Sustainable Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Content:</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>LLSMS2280</strong> Business Ethics and Compliance Management</td>
</tr>
<tr>
<td>1</td>
<td><strong>LLSMS2282</strong> Finance and Responsible Investment Practices</td>
</tr>
<tr>
<td>1</td>
<td><strong>LLSMS2091</strong> Cross Cultural Competences and Management</td>
</tr>
</tbody>
</table>

OPTION SOURCING AND PROCUREMENT (LLN) [15.0]

The Kronos Group Chair “Strategic Sourcing and Procurement” is the fruit of a collaboration between Kronos Group and Louvain School of Management.

The objective of the Chair is to promote research and education in the sourcing and procurement domain, contributing to fostering the profession to continue its transformation into a value creating and strategic profession.
The research in the Chair aims at empirical, economic and strategic studies of procurement under transformation, in particular the innovative, ethical and environmental dimensions of the area.


- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### Content:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Language</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>LLSMS2036</td>
<td>Supply Chain Procurement</td>
<td>Constantin Blome, Antony Paulraj (compensates Per Joakim Agrell)</td>
<td>[30h]</td>
<td>EN</td>
<td>[q1]</td>
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<tr>
<td>LLSMS2037</td>
<td>Sourcing Strategy</td>
<td>Constantin Blome, Michael Henke</td>
<td>[30h]</td>
<td>EN</td>
<td>[q1]</td>
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<tr>
<td>LLSMS2038</td>
<td>Procurement Organisation and Scope</td>
<td>Constantin Blome</td>
<td>[30h]</td>
<td>EN</td>
<td>[q1]</td>
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### OPTION TRANSPORT & LOGISTICS (MONS) [15.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊜ Not offered in 2022-2023 but offered the following year
- ⊜ Offered in 2022-2023 but not the following year
- △ ⊜ Not offered in 2022-2023 or the following year
- Activity with requisites
- ⊜ Open to incoming exchange students
- ⊜ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

This option is not available to students who have followed the Major Transportation Management and Supply Chain

#### Year

<table>
<thead>
<tr>
<th>Content</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>1</td>
</tr>
<tr>
<td>MLSMM2251</td>
<td>Modelling of Transport Systems</td>
</tr>
<tr>
<td>MLSMM2252</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>MLSMM2253</td>
<td>Transport &amp; Mobility</td>
</tr>
</tbody>
</table>

### OPTION ENTREPRENEURSHIP (MONS) [15.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊜ Not offered in 2022-2023 but offered the following year
- ⊜ Offered in 2022-2023 but not the following year
- △ ⊜ Not offered in 2022-2023 or the following year
- Activity with requisites
- ⊜ Open to incoming exchange students
- ⊜ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

This option is co-organised with the Haute Ecole Louvain en Hainaut (HELHa)

#### Year

<table>
<thead>
<tr>
<th>Content</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>1</td>
</tr>
<tr>
<td>MLSMM2261</td>
<td>Collective Entrepreneurship</td>
</tr>
<tr>
<td>MLSMM2262</td>
<td>Entrepreneurial technologie</td>
</tr>
<tr>
<td>MLSMM2263</td>
<td>Doing Entrepreneurship</td>
</tr>
</tbody>
</table>
OPTION PROFESSIONAL IMMERSION IN DIGITAL MARKETING (MONS) [25.0]

This option is for students who wish to specialize in Digital Marketing. It is given during the two terms of the annual block 2. It must be combined with a major in marketing (followed in annual block 1) and is only accessible on file.

- Mandatory
- Optional
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ⊗ Not offered in 2022-2023 but not the following year
- △ ⊗ Not offered in 2022-2023 or the following year
- Activity with requisites
- ⋆ Open to incoming exchange students
- ⋆ Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Hours</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLSMM2231</td>
<td>Digital Data Analysis&lt;br&gt;This teaching unit takes place in the second semester in parallel with MLSMM2233 Digital Marketing Seminar - Part 2.</td>
<td>Marco Ongaro</td>
<td>5</td>
<td>30</td>
<td>2</td>
</tr>
<tr>
<td>MLSMM2232</td>
<td>Digital Marketing Seminar - Part 1</td>
<td>Karine Charry, Ingrid Poncin</td>
<td>10</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td>MLSMM2233</td>
<td>Digital Marketing Seminar - Part 2&lt;br&gt;This teaching unit replaces the mandatory Master's internship for students enrolled in this option.</td>
<td>Karine Charry, Ingrid Poncin</td>
<td>10</td>
<td>30</td>
<td>2</td>
</tr>
</tbody>
</table>

Mandatory
Optional
△ Not offered in 2022-2023
⊗ Not offered in 2022-2023 but offered the following year
⊗ Not offered in 2022-2023 but not the following year
△ ⊗ Not offered in 2022-2023 or the following year
Activity with requisites
⋆ Open to incoming exchange students
⋆ Not open to incoming exchange students
Teaching language (FR, EN, ES, NL, DE, ...)
### OPTION DECISION MARKETING (MONS) [15.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ★ Offered in 2022-2023 but not the following year
- ▲ ◇ Not offered in 2022-2023 or the following year
- Activity with requisites.
- ⊙ Open to incoming exchange students
- ⊝ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)

This option is not available to students who have followed the Major Tactical and Digital Marketing Decisions.

<table>
<thead>
<tr>
<th>Content:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MLSMM2131</td>
<td>Retailing &amp; Distribution Management</td>
<td>Simon Hazée</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
<tr>
<td>MLSMM2132</td>
<td>Price Management</td>
<td>Caroline Ducarroz Nada Sinigaglia</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
<tr>
<td>MLSMM2133</td>
<td>Product &amp; Innovation</td>
<td>Nada Sinigaglia</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
</tbody>
</table>

### OPTION ASSET MANAGEMENT (MONS) [15.0]

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ⊗ Not offered in 2022-2023 but offered the following year
- ★ Offered in 2022-2023 but not the following year
- ▲ ◇ Not offered in 2022-2023 or the following year
- Activity with requisites.
- ⊙ Open to incoming exchange students
- ⊝ Not open to incoming exchange students
- [FR] Teaching language (FR, EN, ES, NL, DE, ...)

This option is not available to students who have followed the Major in Financial Management.

<table>
<thead>
<tr>
<th>Content:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MLSMM2121</td>
<td>Derivative Securities</td>
<td>Isabelle Platten</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
<tr>
<td>MLSMM2122</td>
<td>Equity Valuation</td>
<td>Mikael Pettijean Xavier Suin</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
<tr>
<td>MLSMM2123</td>
<td>Fixed Income Analysis</td>
<td>Anh Nguyen Isabelle Platten</td>
<td>[q1] [30h] [5 Credits]</td>
<td>X</td>
</tr>
</tbody>
</table>
**OPTION TAX SYSTEMS (ICHEC) [15.0]**

For more information, please visit [https://www.ichec.be/fr/master-en-gestion-de-lentreprise](https://www.ichec.be/fr/master-en-gestion-de-lentreprise)

- ☑ Mandatory
- ☑ Optional
- ✨ Not offered in 2022-2023
- ☑ Not offered in 2022-2023 but offered the following year
- ☑ Offered in 2022-2023 but not the following year
- ✨ ☑ Not offered in 2022-2023 or the following year
- Activity with requisites
- ☑ Open to incoming exchange students
- ✨ ☑ Not open to incoming exchange students
- 🇨wróci: Teaching language (FR, EN, ES, NL, DE, ...)

Courses are organised during the whole term in the evening.

<table>
<thead>
<tr>
<th>Year</th>
<th>Content:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑</td>
<td>LFISC2210  Taxation of mergers and acquisitions (in French)</td>
</tr>
<tr>
<td>✨</td>
<td>LFISC2220  Corporate tax and reporting practice (in French)</td>
</tr>
<tr>
<td>☑</td>
<td>LFISC2230  Introduction to International and European Taxation (in French)</td>
</tr>
</tbody>
</table>

[Click on the course title to see detailed informations (objectives, methods, evaluation...)](https://uclouvain.be/en-prog-2022-inge2m)
OPTION DEVELOPMENT AND MANAGEMENT: NORTH-SOUTH PERSPECTIVES (ICHEC) [15.0]

- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Content:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LPEDV2210 North-South Project management [q1] [60h] [5 Credits]</td>
</tr>
<tr>
<td>2</td>
<td>LPEDV2220 Management specificities in Southern countries [q1] [60h] [5 Credits]</td>
</tr>
<tr>
<td>2</td>
<td>LPEDV2230 Economics and development policies [q1] [60h] [5 Credits]</td>
</tr>
</tbody>
</table>

Alternatives


MASTER [120] : BUSINESS ENGINEERING [CEMS PROGRAMME]

- Mandatory
- Optional
- Not offered in 2022-2023
- Not offered in 2022-2023 but offered the following year
- Offered in 2022-2023 but not the following year
- Not offered in 2022-2023 or the following year
- Activity with requisites
- Open to incoming exchange students
- Not open to incoming exchange students
- Teaching language (FR, EN, ES, NL, DE, ...)

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Core courses</th>
</tr>
</thead>
</table>
| 1    | **CEMS Annual Block 1**  
  Students who choose the CEMS programme will have a Master's degree of more than 120 credits. Students who do not wish to exceed 120 Master's credits are invited to choose another programme.  
  - **LLSMF2901** Technological Project  
    - [q1] [60h+15h] [10 Credits]  
  - **LLSMS2220** Seminar on Current Managerial Issues  
    - [q1+q2] [22.5h+7.5h] [2 Credits] |
### Corporate Social Responsibility (5 credits)

1 course between:

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2397</td>
<td>Corporate Social Responsibility (in dutch)</td>
<td>Sabine Denis</td>
<td>30h</td>
</tr>
<tr>
<td>LLSMF2905</td>
<td>Corporate Social Responsibility</td>
<td>Carlos Desmet Corentin Hericher</td>
<td>22.5h+7.5h</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Corentin Hericher (compenses</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Valérie Swaen)</td>
<td></td>
</tr>
</tbody>
</table>

### CEMS Option (15 credits)

All three courses have to be taken.

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2111</td>
<td>International Business</td>
<td>Sunita Malhotra</td>
<td>30h</td>
</tr>
<tr>
<td>LCESS2108</td>
<td>International Financial Management for CEMS</td>
<td>Denis Knaepen</td>
<td>30h</td>
</tr>
<tr>
<td>LLSMS2109</td>
<td>International Marketing Management</td>
<td>Isabelle Schuling</td>
<td>30h</td>
</tr>
</tbody>
</table>

### Seminar (3 credits)

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMD2090</td>
<td>Seminar on Relational and Managerial Competences</td>
<td>Patrice Dobret Pierre Meurens</td>
<td>45h+7.5h</td>
</tr>
</tbody>
</table>

### Cems Activities (25 credits)

All 4 courses/activities have to be taken.

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMF2902</td>
<td>Resource and Energy Management</td>
<td>Paul Belleflamme Yves De Rongé</td>
<td>22.5h+15h</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emmanuel Mossay</td>
<td></td>
</tr>
<tr>
<td>LLSMF2904</td>
<td>Managing Complexity</td>
<td>Régis Coeurderoy</td>
<td>22.5h+15h</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Loïc Decaux</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leonardo Iania</td>
<td></td>
</tr>
<tr>
<td>LCESS2114</td>
<td>Business Analytics</td>
<td>Simon Hazée</td>
<td>30h</td>
</tr>
<tr>
<td>LCESS2915</td>
<td>Internship and Career development</td>
<td>Patrice Dobret Pierre Meurens</td>
<td>15h</td>
</tr>
</tbody>
</table>

### CEMS Annual Block 2

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMD2901</td>
<td>Mémoire</td>
<td></td>
<td>18 Credits</td>
</tr>
<tr>
<td>LLSMD2094</td>
<td>Séminaire d’accompagnement du mémoire</td>
<td>Chantal de Moerloosse</td>
<td>2 Credits</td>
</tr>
</tbody>
</table>

### CEMS LSM Q3 Courses (18 credits)

CEMS Students who will be at LSM during Q3 need to take the CEMS LSM Q3 courses (18 ECTS credits) as well as 1 full option (15 ECTS credits) among those here below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2116</td>
<td>Global Strategy</td>
<td>Benoît Gailly</td>
<td>30h</td>
</tr>
<tr>
<td>LCESS2341</td>
<td>Block Seminar (CEMS) : Supply Chain Management</td>
<td>Per Joakim Agrell Constantin Blome</td>
<td>30h</td>
</tr>
<tr>
<td>LLSMS2112</td>
<td>Supply Chain and sourcing</td>
<td>Per Joakim Agrell Constantin Blome</td>
<td>30h</td>
</tr>
<tr>
<td>LLSMF2903</td>
<td>Digital Business Systems</td>
<td>Paul Belleflamme Jérôme Coenraets</td>
<td>22.5h+15h</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manuel Kolp</td>
<td></td>
</tr>
</tbody>
</table>

### List of electives (15 credits)

1 option among:

#### Option International Finance (LLN) (15 credits)

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
<td>30h</td>
</tr>
<tr>
<td></td>
<td>To be replaced by a course from another option</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LLSMS2027</td>
<td>Capital markets and innovations</td>
<td>Leonardo Iania</td>
<td>30h</td>
</tr>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Marc Hellmans (compenses Ina Aust-Gronarz)</td>
<td>22.5h+7.5h</td>
</tr>
</tbody>
</table>

#### Option Financial Engineering (LLN) (15 credits)

<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Instructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2224</td>
<td>Forecasting</td>
<td>Bertrand Candelon</td>
<td>30h</td>
</tr>
</tbody>
</table>
CEMS LSM Q4 Courses (27 credits)

CEMS Students who will be at LSM during Q4 have to take CEMS LSM Q4 compulsory courses (22 ECTS credits) + one course from the list of elective courses CEMS LSM Q4 (5 ECTS credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Teacher(s)</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCEMS2343</td>
<td>Global Citizenship</td>
<td>Isabelle Schuiling, Valérie Swaen</td>
<td>[q2] 30h 2 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2117</td>
<td>Business Project (CEMS)</td>
<td>Christophe Lejeune</td>
<td>[q2] 30h 15 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2066</td>
<td>Global Leadership</td>
<td>Sunita Malhotra</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
</tbody>
</table>

**List of elective courses CEMS LSM Q4 (5 credits)**

One course to select among the list of elective courses CEMS LSM Q4 (5 ECTS credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Teacher(s)</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2032</td>
<td>Advanced Operations Management: Models and Applications</td>
<td>Philippe Chevalier, Olivier Coruy</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2034</td>
<td>Supply Chain Planning</td>
<td>Marc Foret, Mathieu Van Vyve</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLMSMF2011</td>
<td>Knowledge Management</td>
<td>Julie Hermans, Manuel Koop</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2043</td>
<td>Innovation Policy and Ecosystems</td>
<td>Benoit Gally</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2374</td>
<td>Economics of the Internet</td>
<td>Paul Bellettre</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2140</td>
<td>Financial Risk</td>
<td>Anh Nguyen, James Thewissen</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2012</td>
<td>Macro Finance</td>
<td>Leonardo Iania</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2226</td>
<td>Credit and interest rate risk</td>
<td>Frédéric Vrins</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2138</td>
<td>Big data in finance</td>
<td>Nathan Lassance</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2003</td>
<td>Brand Management</td>
<td>Isabelle Schuiling</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2283</td>
<td>Sustainable Human Resource Management and Leadership</td>
<td>Ina Aust-Gronarz</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
<tr>
<td>LLSMS2284</td>
<td>Corporate Sustainability Reporting and Marketing Strategy</td>
<td>Yves De Rongé, Valérie Swaen</td>
<td>[q2] 30h 5 Credits</td>
<td>X</td>
</tr>
</tbody>
</table>
CEMS Seminars
Cems Students need to attend Soft Skills Seminars during both annual blocks.

Exchange
Cems Students who will be on exchange need to register for courses on Mob-i.

CEMS Language Courses
Cems students can take 1 CEMS language course at UCLouvain (ILV) to fulfill the CEMS language requirements. List available on uclouvain.be/en/faculties/lsm/cms-curriculum.html

Liste au choix de finalités INGE2M

Professional Focus (30 credits)

Content:

Supplementary classes

To access this Master, students must have a good command of certain subjects. If this is not the case, students must take supplementary classes chosen by the faculty to satisfy course prerequisites.
Course prerequisites

There are no prerequisites between course units (CUs) for this programme, i.e. the programme activity (course unit, CU) whose learning outcomes are to be certified and the corresponding credits awarded by the jury before registration in another CU.

The programme's courses and learning outcomes

For each UCLouvain training programme, a reference framework of learning outcomes specifies the the skills expected of every graduate on completion of the programme. Course unit descriptions specify targeted learning outcomes, as well as the unit's contribution to reference framework of learning outcomes.
Access Requirements

Master course admission requirements are defined by the French Community of Belgium Decree of 7 November 2013 defining the higher education landscape and the academic organisation of courses. General and specific admission requirements for this programme must be satisfied at the time of enrolling at the university.

Unless explicitly mentioned, the bachelor's, master's and licentiate degrees listed in this table or on this page are to be understood as those issued by an institution of the French, Flemish or German-speaking Community, or by the Royal Military Academy.

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

SUMMARY

- General access requirements
- Specific access requirements
- University Bachelors
- Non university Bachelors
- Holders of a 2nd cycle University degree
- Holders of a non-University 2nd cycle degree
- Access based on validation of professional experience
- Access based on application
- Admission and Enrolment Procedures for general registration

Specific access requirements

DEADLINES TO SUBMIT A UCLOUVAIN ONLINE REQUEST

- APRIL 30 for candidates nationals of a country outside the European Union, not residing in Belgium and needing a visa
- AUGUST 31 for all applicants nationals of a country of the European Union or a national of a country with exemption from visa (Norway, Liechtenstein, Monaco, Switzerland and Iceland) holders or future holders of a foreign access degree (i.e. non Belgian degree) AND for all nationals of a country outside the European Union, residing in Belgium and not needing a visa
- SEPTEMBER 30 for all applicants nationals of a country of the European Union or nationals of a country with exemption from visa (Norway, Liechtenstein, Monaco, Switzerland and Iceland) holders or future holders of a Belgian access degree (i.e. Belgian degree).

Please note that attendance is mandatory as of the beginning of the academic year.

----------------------------
Tuition fees 2022-2023
----------------------------

DIRECT ACCESS OR ACCESS BASED ON APPLICATION? >> CHECK THE REQUIREMENTS AND PROCEDURES IN THE TABLE HERE BELOW

I AM (future) HOLDER OF:

University Bachelors

<table>
<thead>
<tr>
<th>Diploma</th>
<th>Special Requirements</th>
<th>Access</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCLouvain Bachelors</td>
<td></td>
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<tr>
<td>Bachelor : Business Engineering (site of Louvain-la-Neuve) - INGE1BA</td>
<td>Direct access</td>
<td>&amp; Direct online registration (<a href="https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html">https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html</a>)</td>
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<tr>
<td>Bachelor : Business Engineering (site of Mons) - INGM1BA</td>
<td>Direct access</td>
<td>&amp; Direct online registration (<a href="https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html">https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html</a>)</td>
<td></td>
</tr>
<tr>
<td>Bachelor in Engineering (site of Louvain-la-Neuve) - FSA1BA</td>
<td>Access based on application</td>
<td>If general and specific requirements are met &gt; possibility of access on file</td>
<td></td>
</tr>
</tbody>
</table>
### Meet the general and specific access requirements with the possible addition of a maximum of 60 additional credits into the master's programme

| Other UCLouvain bachelors | Meet the general and specific access requirements | Access based on application | If general and specific requirements are met > possibility of access on file with the possible addition of a maximum of 60 additional credits into the master's programme > Submit a UCLouvain online request |

### Others Bachelors of the French speaking Community of Belgium

| Bachelier Ingénieur de gestion | Direct access | > Direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html) |

### Bachelors of the Dutch speaking Community of Belgium

| Bachelor in handelsingenieur/Business Engineering/Ingénieur de gestion | Direct access | > Direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html) |

### Non-engineering bachelor's degree

| Meet the general and specific access requirements | Access based on application | If general and specific requirements are met > possibility of access on file with the possible addition of a maximum of 60 additional credits into the master's programme > Submit a UCLouvain online request |

### Foreign Bachelors

| Non-belgian bachelor's university degree in Business Engineering or equivalent issued by a recognized academic institution | Meet the general and specific access requirements | Access based on application | If general and specific access requirements are met > Submit a UCLouvain online request |

### Non university Bachelors

> Find out more about links to the university

### Holders of a bachelor's degree from long type belgian non-university higher education in commercial engineering may, after analysis of the file by the jury and only if they have an average of at least 67% for the 3 years of bachelor's degree, access the Master's degree in business engineering, with maybe an additional teaching unit (EU) in "mathématiques avancées et fondement d'économétrie". > Submit a UCLouvain online request

### Holders of a 2nd cycle University degree

<table>
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<tr>
<th>Diploma</th>
<th>Special Requirements</th>
<th>Access</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>&quot;Licenciés&quot;</td>
<td>Meet the general and specific access requirements</td>
<td>Access based on application</td>
<td>If general and specific access requirements are met &gt; possibility of access on file with the possible addition of a maximum of 60 additional credits into the master's programme &gt; Submit a UCLouvain online request</td>
</tr>
</tbody>
</table>
Non-belgian licence's degree (2nd cycle) issued by a recognized academic institution

Meet the general and specific access requirements

If general and specific access requirements are met > Submit a UCLouvain online request

Masters

Master in Engineering issued by the UCLouvain

Access based on application

Content of the programme depend on the students' prior studies and their specialisation need. If general and specific requirements are met > possibility of access on file with the possible addition of a maximum of 60 additional credits into the master's programme > Submit a UCLouvain online request (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)

Belgian Master's degree compromising at least 45 course credits, at master's level, equivalent to the courses of the Master [120] in Business Engineering of the Louvain School of Management, giving the possibility of obtaining, in one year, the Master [120] in Business Engineering

Meet the general and specific access requirements

If general and specific access requirements are met > possibility to obtain, in one year, the Master's degree 120 credits in Business Engineering > Submit a UCLouvain online request

Any other belgian Master's

Meet the general and specific access requirements

Access based on application

If general and specific access requirements are met > possibility of access on file with the possible addition of a maximum of 60 additional credits into the master's programme > Submit a UCLouvain online request

Non-belgian Master's degree issued by a recognized academic institution

Meet the general and specific access requirements

If general and specific access requirements are met > Submit a UCLouvain online request

Non-belgian Master's degree, issued by a recognized academic institution, compromising at least 45 course credits, at master's level, equivalent to the courses of the Master [120] in Business Engineering of the Louvain School of Management, giving the possibility of obtaining, in one year, the Master [120] in Business Engineering

Meet the general and specific access requirements

Access based on application

If general and specific access requirements are met > Submit a UCLouvain online request

Holders of a non-University 2nd cycle degree

> Find out more about links to the university

Access based on validation of professional experience

> It is possible, under certain conditions, to use one's personal and professional experience to enter a university course without having the required qualifications. However, validation of prior experience does not automatically apply to all courses. Find out more about Validation of prior experience.

Professionals who wish to have basic training in management science should consult: Master 60 credits in Management, shift schedule


Access based on application
Access based on application: access may be granted either directly or on the condition of completing additional courses of a maximum of 60 ECTS credits, or refused.

Access based on application for (future) holders of a **Belgian degree**: you must of course meet the general and specific access requirements mentioned in the table above according to the degree you have or will obtain and then you must

1. complete and submit an online application to UCLouvain and follow the procedure ([https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html](https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html))
2. additionally submit an online application directly to the faculty "Louvain School of Management" and send a dossier

Access based on application for (future) holders of a **non-Belgian degree**: you must of course meet the general and specific access requirements mentioned in the table above according to the degree you have or will obtain and then you must complete and submit an online application to UCLouvain and follow the procedure ([https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html](https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html))

**Admission and Enrolment Procedures for general registration**

Please visit the [UCLouvain enrolment Office](https://uclouvain.be/en/study/inscriptions)
Teaching method

The quality of our Master’s programme is continuously monitored by external auditors through the EQUIS international accreditation process. In terms of teaching methods, the two main strengths of our programmes are:

- **An education that mixes academic knowledge and professional practice**

  Blended training is provided by academics who are top researchers in their fields and professionals, specially selected for their experience and widely renowned expertise. As a result, students are exposed to the latest scientific advances in management studies and their application in business life. Formal teaching is complemented with a hands-on learning experience that students acquire in various ways (group projects in connection with organizations, internship, master’s thesis). Students can also access a wide array of extra-curricular activities organised by the School’s Corporate Unit.

- **A focus on active learning and the development of multidisciplinary skills**

  We have created a learning environment that combines a variety of interactive teaching methods: lectures, case studies, group assignments, individual and group projects, problem-solving, flipped classrooms, business games, invited speakers. To optimize the learning experience, we blend theoretical and practical work, hard and soft skills, as well as in-person and online teaching activities. Courses are bundled in modular parts of six weeks to strengthen the acquisition of knowledge and competences. Exams may be organized at the end of each six-week part to complement the continuous assessment (interim tests, individual and group assignments) that is organized during the part.

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”.

Because of our emphasis on active learning, most of the assessment is continuous. That is, students complete individual and group assignments during and after the courses. These assignments can take various forms (written reports, oral presentations, problem-solving, projects, videos, debates, etc.). Examinations can complement the assessment and are organized in the continuation of the teaching after each six-week courses’ part. The assessment is both formative (by monitoring student learning and providing ongoing feedback) and summative (by evaluating student learning against some benchmark).

The details of the assessment can be found in the description of each course.

Mobility and/or Internationalisation outlook

This Master’s programme offers various internationalisation and mobility opportunities that will add value to your curriculum:

- **A quadrimester abroad** (30 credits) as part of an exchange programme in one of the 140 worldwide recognised partner universities in management, some of which are part of the exclusive PIM (Partnership in International Management) network, have accreditations such as EQUIS,...
- **A quadrimester in Flanders** (30 credits) as part of the Erasmus Belgica programme, at one of the 3 recognised partner universities in management.
- The exclusive and unique opportunity in Belgium to follow the prestigious Master’s in International Management organised by the CEMS network (available on selection only).
- The opportunity to follow the annual block 2 abroad as part of the ‘IB’ International Business programme, which includes a quadrimester abroad as part of an exchange programme at a partner university and a six-month work placement in a company outside Europe (available on selection only).
- The possibility of acquiring two Master’s degrees by combining a full year at LSM (UCLouvain) and another full year at a partner university. Several ‘DD’ double degrees and a DDD (Dedicated Double Degree) are offered in partnership with 7 prestigious European universities (available on selection only).
- The possibility for a student to follow the entire programme in English.

Possible trainings at the end of the programme

- Doctoral School in Management (Louvain-la-Neuve)
- Master 120 in Environmental Science and Management (Louvain-la-Neuve)
- Master 60 in Information and Communication (Louvain-la-Neuve)
- Master 60 in Information and Communication (Mons)
Contacts

Curriculum Management

Faculty
Structure entity: SSH/LSM
Denomination: Louvain School of Management (LSM)
Sector: Human Sciences (SSH)
Acronym: LSM
Postal address: Place des Doyens 1 - bte L2.01.01
1348 Louvain-la-Neuve
Website: http://www.uclouvain.be/lsm

Mandate(s)
- Dean: Matthieu de Nanteuil
- Administrative director: Helena Torres

Commission(s) of programme
- Commission d'enseignement de la Louvain School of management (CLSM)

Academic supervisor: Paul Belleflamme

Jury
- President of the jury - Prof. Benoît Gailly: president-jury-ln@uclouvain.be
- Paul Belleflamme

Useful Contact(s)
- Admissions of holders of a belgian's degree - Mrs Estelle Tonon: lsm-belgian-admissions@uclouvain.be
- Admissions of candidates holders of a non-belgian's degree - Mrs Estelle Tonon: lsm-international-admissions@uclouvain.be
- Studies Advisor: lsm-students-office@uclouvain.be