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: GEST2M - Francophone Certification Framework: 7

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Introduction

The Master’s 120 credits in Management 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 social sciences (sociology, law, psychology, anthropology, philosophy, political science).

Your profile

- You have a Bachelor's degree in economics and/or management;
- You have a Bachelor’s degree in another social 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 all management fields;
- 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 organisations.

Your future job

The Master’s 120 credits in Management 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 Management are often found in positions related to marketing, people management, or corporate social responsibility.

Your programme

The programme of the Master's 120 credits in Management 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 – Green Transition and Digital Transformation – whilst being provided with the appropriate set of methods and guiding principles – Complexity Management 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 Consulting 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, people management, …) or topic (European business, consumer insights, corporate social responsibility, …). 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 Management can also apply to prime international tracks, namely the CEMS Master in International Management (exclusive entry point in Belgium) and an array of double degree 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 Management prepares the graduate to meet the challenge of **becoming a socially responsible professional with a transversal approach to the management professions.**

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

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

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

> **Responsible:** capable of implementing socially responsible management practices in private or public organisations while taking account of the issues of international competition.

> **A professional:**

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

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

**THE COMPETENCY FRAMEWORK**

**Introduction**

The exit profile of the Master in Management graduate is specified by the **LSM competency framework**, with in particular:

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

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:

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 organizational 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:

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. Work in a team: join in and collaborate with team members. Be open and take into consideration the different points of view and
ways of thinking, manage differences and conflicts constructively, accept diversity.

7. Project Management:

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:

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.
8.4. Personal and professional development:

8.1. Display self-knowledge and independence, able to adapt quickly to new situations and
involve positively.
8.2. Independent self-starter: set priorities, anticipate and plan work activities within time constraints, rigorous, structured and thorough,
even in changing, uncertain environments or crisis.
8.3. 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.
8.4. Self-motivation: be capable of creating a project in line with their own values and aspirations, confident and motivated in managing
the implementation of the project, and persevere in difficult situations.

Programme structure

The 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.
GEST2M Programme

Detailed programme by subject

CORE COURSES [35.0]

Annual Block 1: the student has to follow the focus courses (30 credits) + 2 seminars from the core courses + 1 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
- [FR] 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>Language</th>
<th>Credits</th>
<th>Requisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMD2901</td>
<td>Mémoire</td>
<td>FR</td>
<td>[q1+q2]</td>
<td>[18 Credits]</td>
</tr>
<tr>
<td>LLSMS2220</td>
<td>Seminar on Current Managerial Issues</td>
<td>EN</td>
<td>[q1+q2]</td>
<td>[22.5h+7.5h] [2 Credits]</td>
</tr>
<tr>
<td>LLSMD2094</td>
<td>Séminaire d’accompagnement du mémoire</td>
<td>FR</td>
<td>[q1+q2]</td>
<td>[30h] [2 Credits]</td>
</tr>
<tr>
<td>LLSMD2090</td>
<td>Seminar on Relational and Managerial Competences</td>
<td>EN</td>
<td>[q1+q2]</td>
<td>[45h+7.5h] [3 Credits]</td>
</tr>
<tr>
<td></td>
<td>Internship (10 credits)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LLSMD2915</td>
<td>Internship and Career development</td>
<td></td>
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</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>Enstructor(s)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMD2916</td>
<td>International Internship with coaching Only for IB students</td>
<td>Christophe Lejeune</td>
<td>[q2] [30h] [10 Credits]</td>
</tr>
<tr>
<td>LLSMS2014</td>
<td>Entrepreneurial Finance</td>
<td>Quentin Colmant James Thewissen</td>
<td>[q1] [30h] [5 Credits]</td>
</tr>
<tr>
<td>LFS2212</td>
<td>Innovation classes course available only after selection</td>
<td>Benoît Macq Jean-Pierre Raskin Benoît Raucent</td>
<td>[q1] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LSST1001</td>
<td>IngénieuxSud</td>
<td>Stéphanie Merle Jean-Pierre Raskin (coord.)</td>
<td>[q1+q2] [15h+45h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMS2080</td>
<td>International Entrepreneurship Course available only after selection</td>
<td>Frank Janssen</td>
<td>[q2] [30h+30h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMS2081</td>
<td>Strategic Management of Start ups</td>
<td>Bartholomeus Kamp</td>
<td>[q2] [30h+30h] [5 Credits]</td>
</tr>
<tr>
<td>LCPME2005</td>
<td>Social and Sustainable Entrepreneurship</td>
<td>Julie Hermans</td>
<td>[q2] [30h] [5 Credits]</td>
</tr>
</tbody>
</table>
LIST OF FOCUSES

> Professional Focus [en-prog-2022-gest2m-lgest321s ]
> Research Focus [en-prog-2022-gest2m-lgest202a ]

PROFESSIONAL FOCUS [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...)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Teaching Language</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2901</td>
<td>Consulting Project</td>
<td>Ruben Olieslagers, James Thewissen, Vincent Vanderborght</td>
<td>[q1] [60h+15h]</td>
<td>10 Credits</td>
</tr>
<tr>
<td>LLSMS2907</td>
<td>Maatschappelijke verantwoordelijkheid van bedrijven (in Nederlands)</td>
<td>Sabine Denis</td>
<td>[q1] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LLSMS2905</td>
<td>Corporate Social Responsibility</td>
<td>Carlos Desmet, Valerie Swaen</td>
<td>[q1] [22.5h+7.5h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LLSMS2903</td>
<td>Digital Transformation Management</td>
<td>Paul Belleflamme</td>
<td>[q1] [22.5h+15h]</td>
<td>5 Credits</td>
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<tr>
<td>LLSMS2902</td>
<td>Green Transition Management</td>
<td>Paul Belleflamme, Yves De Rongé, Xavier Marichal</td>
<td>[q2] [22.5h+15h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LLSMS2904</td>
<td>Managing Uncertainty</td>
<td>Régis Coeurderoy, Leonardo Iania</td>
<td>[q2] [22.5h+15h]</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>
The research focus of 30 credits is centered on the epistemological and methodological training for research in management sciences. The student can also have the opportunity to participate to a research internship at a research center linked to the LSM. He may also write a research master's thesis that consists of either a state of literature and the design of a research project, either a first preliminary empirical research in a PhD.

**Content:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<th>Credits</th>
<th>Type</th>
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<tbody>
<tr>
<td>LLSMA2001</td>
<td>Epistemology of Management</td>
<td>Matthieu de Nanteuil</td>
<td>5</td>
<td>M</td>
</tr>
<tr>
<td>LLSMA2002</td>
<td>Research Methods</td>
<td>Philippe Chevalier</td>
<td>10</td>
<td>O</td>
</tr>
<tr>
<td>LLSMA2005</td>
<td>Reading Seminar</td>
<td></td>
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<tr>
<td>LLSMA2006</td>
<td>Theories of Organizations in Management</td>
<td>Régis Coeurderoy</td>
<td>5</td>
<td>O</td>
</tr>
<tr>
<td>LLSMA2007</td>
<td>Communication and Writing Skills</td>
<td>Manuel Kolp, Valérie Swaen</td>
<td>5</td>
<td>O</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).

If the chosen Major/Option is not organised on your main site (LLN), help for the mobility is available.
> Option Sourcing and Procurement (LLN)  [en-prog-2022-gest2m-lgest592o]
> Option Transport & Logistics (Mons)  [en-prog-2022-gest2m-lgest563o]
> MONS - Entrepreneurship  [en-prog-2022-gest2m-lgest564o]
> Option Professional Immersion in Digital Marketing (Mons)  [en-prog-2022-gest2m-lgest565o]
> Option Marketing Communication (Mons)  [en-prog-2022-gest2m-lgest568o]
> Option Auditing & Accounting Expertise (Mons)  [en-prog-2022-gest2m-lgest590o]
> Option Decision Marketing (Mons)  [en-prog-2022-gest2m-lgest591o]
> Option Asset Management (Mons)  [en-prog-2022-gest2m-mingm203o]
> Option Development and Management: North-South perspectives (ICHEC)  [en-prog-2022-gest2m-lgest566o]
> Option Tax Systems (ICHEC)  [en-prog-2022-gest2m-lgest567o]
> ICHEC - CFA - Advanced Financial Analysis (ICHEC)  [en-prog-2022-gest2m-liag228o]

### MAJORS IN ANNUAL BLOC 1

#### MAJOR PEOPLE MANAGEMENT (LLN) [25.0]

You can find the major's brochure [here](https://uclouvain.be/en-prog-2022-gest2m).

- **Mandatory**
- **Optional**
- **△** 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...)

This major is organised in part 2 of the 1st term (6 last weeks) and in part 1 of the 2nd term (6 first weeks)

**Year**

1 2

**Content:**

#### Term 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Lecturer</th>
<th>Credits</th>
<th>Week(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2071</td>
<td>Diversity Management</td>
<td></td>
<td>5</td>
<td>q1</td>
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<tr>
<td>LLSMF2007</td>
<td>Change Management and Leadership</td>
<td>Alain Vas</td>
<td>5</td>
<td>q1</td>
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</table>

#### Term 2

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Lecturer</th>
<th>Credits</th>
<th>Week(s)</th>
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</thead>
<tbody>
<tr>
<td>LLSMS2073</td>
<td>Strategic Human Resource Management</td>
<td>Laurent Taskin</td>
<td>5</td>
<td>q2</td>
</tr>
<tr>
<td>LLSMS2070</td>
<td>Diagnostic organisation</td>
<td>Evelyne Léonard</td>
<td>5</td>
<td>q2</td>
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<tr>
<td>LLSMS2072</td>
<td>Sociologie clinique du travail</td>
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<td>q2</td>
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</table>
MAJOR EUROPEAN BUSINESS (LLN) [25.0]

You can find the major's brochure [here](https://uclouvain.be/en-prog-2022-gest2m).

- **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 is organised in part 2 of the 1st term (6 last weeks) and in part 1 of the 2nd term (6 first weeks)

<table>
<thead>
<tr>
<th>Year</th>
<th>1</th>
<th>2</th>
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### Content:

#### Term 1

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<th>Credits</th>
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<tr>
<td>LLSMS2062</td>
<td>European Corporate Practice</td>
<td></td>
<td>[q1] [30h] [5 Credits]</td>
<td>⊗ X</td>
</tr>
<tr>
<td>LLSMS2064</td>
<td>European Public Affairs</td>
<td>Jean-Christophe Defraigne</td>
<td>[q1] [30h] [5 Credits]</td>
<td>⊗ X</td>
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</table>

#### Term 2

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<tbody>
<tr>
<td>LLSMS2061</td>
<td>Corporate Strategy in Europe</td>
<td>Guilhem Bascle</td>
<td>[q2] [30h] [5 Credits]</td>
<td>⊗ X</td>
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<tr>
<td>LLSMS2060</td>
<td>European Economic Policy</td>
<td>Per Joakim Agrell Eric Cornuel</td>
<td>[q2] [30h] [5 Credits]</td>
<td>⊗ X</td>
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<tr>
<td>LLSMS2063</td>
<td>Industrial Relations in Europe</td>
<td>Evelyne Léonard</td>
<td>[q2] [30h] [5 Credits]</td>
<td>⊗ X</td>
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</tbody>
</table>
### MAJOR CORPORATE FINANCE (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...)


This major is organised in part 2 of the 1st term (6 last weeks) and in part 1 of the 2nd term (6 first weeks)

<table>
<thead>
<tr>
<th>Year</th>
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### Content:

#### Term 1

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<tr>
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<th>Instructor(s)</th>
<th>Language</th>
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<tbody>
<tr>
<td>LLSMS2014</td>
<td>Entrepreneurial Finance</td>
<td>Quentin Colmant, James Thewissen</td>
<td>EN</td>
<td>[q1]</td>
<td>30h 5</td>
</tr>
<tr>
<td>LLSMS2108</td>
<td>Current Issues in Finance</td>
<td>James Thewissen</td>
<td>EN</td>
<td>[q1]</td>
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#### Term 2

<table>
<thead>
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<tr>
<td>LLSMS2009</td>
<td>Risk Management of Financial Institutions</td>
<td>Bertrand Candolet</td>
<td>EN</td>
<td>[q2]</td>
<td>30h 5</td>
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<tr>
<td>LLSMS2110</td>
<td>Empirics in Corporate Finance</td>
<td>James Thewissen</td>
<td>EN</td>
<td>[q2]</td>
<td>30h 5</td>
</tr>
<tr>
<td>LLSMS2118</td>
<td>Project Evaluation</td>
<td>Leonardo Iania</td>
<td>EN</td>
<td>[q2]</td>
<td>30h 5</td>
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</table>
MAJOR INTERNATIONAL FINANCE (LLN) [25.0]

You can find the major’s brochure [here](https://uclouvain.be/en-prog-2022-gest2m).

- **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.

### Content:

#### Term 1

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<tr>
<th>Course Code</th>
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<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
<td>[q1]</td>
<td>EN</td>
<td>30h</td>
<td>[5 Credits]</td>
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<tr>
<td>LLSMS2027</td>
<td>Capital markets and innovations</td>
<td>Leonardo Iania</td>
<td>[q1]</td>
<td>EN</td>
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<td>[5 Credits]</td>
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#### Term 2

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<tr>
<td>LLSMS2140</td>
<td>Financial Risk</td>
<td>Anh Nguyen, James Thewissen</td>
<td>[q2]</td>
<td>EN</td>
<td>30h</td>
<td>[5 Credits]</td>
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<tr>
<td>LLSMS2029</td>
<td>International financial management</td>
<td>Denis Knaepen</td>
<td>[q2]</td>
<td>EN</td>
<td>30h</td>
<td>[5 Credits]</td>
</tr>
<tr>
<td>LLSMS2223</td>
<td>Principles of banking regulation and supervision</td>
<td>Bertrand Candelon</td>
<td>[q2]</td>
<td>EN</td>
<td>30h</td>
<td>[5 Credits]</td>
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</tbody>
</table>
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...)

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

○ Content:

○ Term 1
  - LLSMS2000 Marketing Research [q1] [30h] [5 Credits]
  - LLSMS2008 Digital Marketing [q1] [30h] [5 Credits]

○ Term 2
  - LLSMS2003 Brand Management [q2] [30h] [5 Credits]
  - LLSMS2004 Big Data/Data Mining Applied to Marketing [q2] [30h] [5 Credits]
  - LLSMS2006 On-line and Off-line Communication Strategies [q2] [30h] [5 Credits]

Year 1 2
## MAJOR CONSUMER INSIGHTS (LLN) [25.0]

You can find the major's brochure [here](https://uclouvain.be/en-prog-2022-gest2m).

- 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, ...)

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**This major is organised in part 2 of the 1st term (6 last weeks) and in part 1 of the 2nd term (6 first weeks)**

### Content:

#### Term 1

<table>
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<th>Course Code</th>
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<th>Year</th>
<th>Hours</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2001</td>
<td>Consumer Behavior</td>
<td>Nicolas Kervyn de Meerendré</td>
<td>q1</td>
<td>30h</td>
<td>5</td>
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<tr>
<td>LLSMS2024</td>
<td>Marketing Studies</td>
<td>Gordy Pleyers</td>
<td>q1</td>
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#### Term 2

<table>
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<th>Hours</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2022</td>
<td>Customer Relationship Management (CRM)</td>
<td>Nicolas Kervyn de Meerendré</td>
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<td>30h</td>
<td>5</td>
</tr>
<tr>
<td>LLSMS2005</td>
<td>Neuromarketing, virtual reality and experimental approach</td>
<td>Gordy Pleyers</td>
<td>q2</td>
<td>30h</td>
<td>5</td>
</tr>
<tr>
<td>LLSMS2021</td>
<td>Managing Brand Equity</td>
<td>Thierry Jupsin</td>
<td>q2</td>
<td>30h</td>
<td>5</td>
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</table>
PHILIPPE DE WOOT MAJOR IN CORPORATE SUSTAINABLE MANAGEMENT (LLN) [25.0]

You can find the major's brochure [here](https://uclouvain.be/en-prog-2022-gest2m).

- Mandatory
- Optional
- Not offered in 2022-2023
- Of offered in 2022-2023 but offered the following year
- Not offered in 2022-2023 but not 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 major takes place during the 6 last weeks of each term.

### Content: (25 credits)

#### Term 1

<table>
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<tr>
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<th>Instructor(s)</th>
<th>Credits</th>
<th>Duration</th>
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<tr>
<td>LLSMS2280</td>
<td>Business Ethics and Compliance Management</td>
<td>Carlos Desmet</td>
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<tr>
<td>LLSMS2282</td>
<td>Finance and Responsible Investment Practices</td>
<td>Leonardo Iania</td>
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#### Term 2

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<th>Duration</th>
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<tbody>
<tr>
<td>LLSMS2283</td>
<td>Sustainable Human Resource Management and Leadership</td>
<td>Ina Aust-Gronarz</td>
<td>5</td>
<td>[q2] [30h]</td>
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<tr>
<td>LLSMS2284</td>
<td>Corporate Sustainability Reporting and Marketing Strategy</td>
<td>Yves De Rongé, Valérie Swaen</td>
<td>5</td>
<td>[q2] [30h]</td>
<td>2</td>
</tr>
<tr>
<td>LCPME2005</td>
<td>Social and Sustainable Entrepreneurship</td>
<td>Julie Hermans</td>
<td>5</td>
<td>[q2] [30h]</td>
<td>2</td>
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</tbody>
</table>
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
- ⊗ 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 information (objectives, methods, evaluation...)

### Content:

#### Term 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Teaching Language</th>
<th>Credits</th>
<th>Year</th>
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<tbody>
<tr>
<td>LCPME2001</td>
<td>Théorie de l'entrepreneuriat</td>
<td>Frank Janssen</td>
<td>FR</td>
<td>[q1] 5</td>
<td>1 2</td>
</tr>
<tr>
<td>LCPME2002</td>
<td>Aspects juridiques, économiques et managériaux de la création d'entreprise</td>
<td>Yves De Cordt, Marine Falize</td>
<td>FR</td>
<td>[q1] 5</td>
<td>1 2</td>
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</table>

**CPME Elective courses (5 credits)**

**Un cours parmi :**

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<tr>
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<th>Course Title</th>
<th>Instructor(s)</th>
<th>Teaching Language</th>
<th>Credits</th>
<th>Year</th>
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<tbody>
<tr>
<td>LLSMS2014</td>
<td>Entrepreneurial Finance</td>
<td>Quentin Colmant, James Thewissen</td>
<td>EN</td>
<td>[q1] 5</td>
<td>1 2</td>
</tr>
<tr>
<td>LFS2212</td>
<td>Innovation classes - Attention: selection of students on the basis of application</td>
<td>Benoît Macq, Jean-Pierre Raskin, Benoît Raucent</td>
<td>EN</td>
<td>[q1] 5</td>
<td>1 2</td>
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#### Term 2

<table>
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<th>Teaching Language</th>
<th>Credits</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>LCPME2003</td>
<td>Plan d'affaires et étapes-clés de la création d'entreprise</td>
<td>Frank Janssen</td>
<td>FR</td>
<td>[q2] 5</td>
<td>1 2</td>
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</table>

**CPME Elective courses (5 credits)**

**1 cours parmi :**

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<th>Course Code</th>
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<th>Teaching Language</th>
<th>Credits</th>
<th>Year</th>
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<tbody>
<tr>
<td>LLSMS2080</td>
<td>International Entrepreneurship - Attention: selection of students on the basis of application</td>
<td>Frank Janssen</td>
<td>EN</td>
<td>[q2] 5</td>
<td>1 2</td>
</tr>
<tr>
<td>LLSMS2081</td>
<td>Strategic Management of Start ups</td>
<td>Bartholomeus Kamp</td>
<td>EN</td>
<td>[q2] 5</td>
<td>1 2</td>
</tr>
<tr>
<td>LCPME2005</td>
<td>Social and Sustainable Entrepreneurship</td>
<td>Julie Hermans</td>
<td>EN</td>
<td>[q2] 5</td>
<td>1 2</td>
</tr>
<tr>
<td>LSST1001</td>
<td>IngénieuxSud</td>
<td>Stéphanie Merie, Jean-Pierre Raskin (coord.)</td>
<td>EN</td>
<td>[q1+q2] 5</td>
<td>1 2</td>
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</table>
MAJOR INTERNATIONAL BUSINESS (LLN) [25.0]

Access to this major is limited to students selected on the basis of an application file. More informations about the selection. 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...)

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

### Year 1

#### Content:

<table>
<thead>
<tr>
<th>Term 1</th>
<th>Course Title</th>
<th>Lecture Hours</th>
<th>Credits</th>
<th>Language</th>
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<tbody>
<tr>
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<td>Entrepreneurial Finance</td>
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<tr>
<td>LLSMS2030</td>
<td>Supply Chain Management</td>
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<th>Credits</th>
<th>Language</th>
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<tr>
<td>LLSMS2065</td>
<td>Cross Cultural Competences and Management</td>
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<tr>
<td>LLSMS2114</td>
<td>Entrepreneurship: topical and international aspects</td>
<td></td>
<td></td>
<td>EN</td>
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<tr>
<td>LLSMS2007</td>
<td>Platform Strategies</td>
<td></td>
<td></td>
<td>EN</td>
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</table>
MAJOR TACTICAL AND DIGITAL MARKETING DECISIONS (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, ...)

In partnership with BASF.

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

### Content:

#### Term 1

- **MLSMM2132** Price Management
  - Caroline Ducarroz
  - Nadia Sinigaglia
  - FR
  - [q1] 30h [5 Credits]

- **MLSMM2133** Product & Innovation
  - Nadia Sinigaglia
  - FR
  - [q1] 30h [5 Credits]

#### Term 2

- **MLSMM2134** e-Consumer Behavior
  - Karine Chary
  - FR
  - [q2] 30h [5 Credits]

- **MLSMM2135** Methods & Models in Marketing
  - Caroline Ducarroz
  - Nadia Sinigaglia
  - FR
  - [q2] 30h [5 Credits]

- **MLSMM2136** Trends in Digital Marketing
  - Ingrid Poncin
  - FR
  - [q2] 30h [5 Credits]
MAJOR FINANCIAL MANAGEMENT (MONS) [30.0]

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.

**Content:**

<table>
<thead>
<tr>
<th>Term 1</th>
<th>Course</th>
<th>Instructor</th>
<th>Credits</th>
<th>Language</th>
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<tbody>
<tr>
<td>MLSMM2121</td>
<td>Derivative Securities</td>
<td>Isabelle Platten</td>
<td>[q1] 30h</td>
<td>5</td>
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</tr>
<tr>
<td>MLSMM2122</td>
<td>Equity Valuation</td>
<td>Mikael Petitjean</td>
<td>[q1] 30h</td>
<td>5</td>
<td>X</td>
</tr>
<tr>
<td>MLSMM2123</td>
<td>Fixed Income Analysis</td>
<td>Anh Nguyen, Isabelle Platten</td>
<td>[q1] 30h</td>
<td>5</td>
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<table>
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<th>Credits</th>
<th>Language</th>
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<tbody>
<tr>
<td>MLSMM2124</td>
<td>Behavioural Finance</td>
<td>Rudy De Winne</td>
<td>[q2] 30h</td>
<td>5</td>
<td>X</td>
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<tr>
<td>MLSMM2125</td>
<td>Portfolio Management</td>
<td>Catherine D'Hondt</td>
<td>[q2] 30h</td>
<td>5</td>
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<tr>
<td>MLSMM2126</td>
<td>Risk Management &amp; Financial Institutions</td>
<td>Nathan Lassance</td>
<td>[q2] 30h</td>
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</tbody>
</table>

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

## MAJOR AUDITING AND ACCOUNTING EXPERTISE (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.

### Content:

#### Term 1

<table>
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<th>Credits</th>
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<td>MLSMM2141</td>
<td>Internal Control &amp; Risk Management</td>
<td>Bénédicte Vessié</td>
<td>q1</td>
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<tr>
<td>MLSMM2142</td>
<td>Belgian Accounting Law (BE GAAP)</td>
<td>Yvan Stempniewsky</td>
<td>q1</td>
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<tr>
<td>MLSMM2143</td>
<td>Valuation Rules</td>
<td>Victor Collin</td>
<td>q1</td>
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#### Term 2

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<tr>
<td>MLSMM2144</td>
<td>Advanced Corporate Law &amp; Corporate Governance</td>
<td>Werner Derycke</td>
<td>q2</td>
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<tr>
<td>MLSMM2145</td>
<td>IAS &amp; IFRS</td>
<td>Yvan Stempniewsky</td>
<td>q2</td>
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<tr>
<td>MLSMM2146</td>
<td>Consolidated Financial Statements in IFRS</td>
<td>Bénédicte Vessié</td>
<td>q2</td>
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</tbody>
</table>
### 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
- [FR] 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><strong>LSM elective courses (10 credits)</strong>&lt;br&gt;2 courses to choose from those below or among the management courses from the KUL : <a href="http://feb.kuleuven.be/toekomstigestudenten/opleidingen/overzicht-opleidingen-feb">http://feb.kuleuven.be/toekomstigestudenten/opleidingen/overzicht-opleidingen-feb</a></td>
</tr>
<tr>
<td>2</td>
<td><strong>Language course (5 credits)</strong>&lt;br&gt;One course to choose from the list below. Please check the schedules before making your choice.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Year</th>
<th>Schedule</th>
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<tbody>
<tr>
<td>LLSMS2090</td>
<td>Audit and Control</td>
<td>5 Credits</td>
<td>1</td>
<td>[q1] 30h</td>
</tr>
<tr>
<td>LLSMF2009</td>
<td>Taxation</td>
<td>5 Credits</td>
<td>1</td>
<td>[q1] 30h</td>
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<tr>
<td>LLSMF2015</td>
<td>Strategic Innovation Management</td>
<td>5 Credits</td>
<td>1</td>
<td>[q1] 22.5h+7.5h</td>
</tr>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>[q1] 22.5h+7.5h</td>
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<tr>
<td>LLSMS2221</td>
<td>Tutorial et approfondissement</td>
<td>5 Credits</td>
<td>1</td>
<td>[q1] 7.5h</td>
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<tr>
<td>LLSMS2103</td>
<td>International Strategic Management</td>
<td>5 Credits</td>
<td>1</td>
<td>[q1] 22.5h+7.5h</td>
</tr>
<tr>
<td>LANGL2232</td>
<td>Advanced Business English</td>
<td>5 Credits</td>
<td>2</td>
<td>[q1] 15h</td>
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<tr>
<td>LMULT2223</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts in English</td>
<td>5 Credits</td>
<td>2</td>
<td>[q1] 22.5h</td>
</tr>
<tr>
<td>LMULT2421</td>
<td>Economic, legal, social and political issues in English-speaking countries</td>
<td>5 Credits</td>
<td>2</td>
<td>[q1] 30h+15h</td>
</tr>
<tr>
<td>LMULT2424</td>
<td>Oral business communication techniques in English (Part 1)</td>
<td>5 Credits</td>
<td>2</td>
<td>[q1] 15h+15h</td>
</tr>
<tr>
<td>LMULT2223</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts in Dutch</td>
<td>5 Credits</td>
<td>2</td>
<td>[q1] 22.5h</td>
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<tr>
<td>LMULT2434</td>
<td>Oral business communication techniques in Dutch (Part 1)</td>
<td>5 Credits</td>
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<td>[q1] 15h+15h</td>
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<tr>
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<td>Credits</td>
<td>Period</td>
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<tr>
<td>LMULT2431</td>
<td>Economic, legal, social and political issues in Dutch-speaking countries</td>
<td>Philippe Hiligsmann</td>
<td>[q1] [30h+15h]</td>
<td>5 Credits</td>
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<tr>
<td>LNEER2600</td>
<td>Seminar of entry to professional life in Dutch - Upper-Intermediate level</td>
<td>Isabelle Demeulenaere (coord.)</td>
<td>[q1 or q2] [30h]</td>
<td>5 Credits</td>
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<tr>
<td>LNEER2602</td>
<td>Seminar of professional integration: Dutch - advanced level</td>
<td>Isabelle Demeulenaere (coord.)</td>
<td>[q3] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LNEER1532</td>
<td>Interactive economic Dutch - Higher intermediate level</td>
<td>Hilde Bormans Katrien De Rycke Marie-Laurence Lambrecht Marianne Verhaert (coord.)</td>
<td>[q1+q2] [60h]</td>
<td>5 Credits</td>
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<tr>
<td>LKUL2094</td>
<td>Belasting op de toegevoegde waarde (B-KUL-C05B1A)</td>
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<td>[q1] [39h]</td>
<td>5 Credits</td>
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<tr>
<td>LKUL2095</td>
<td>Arbeidsrecht en onderneming (B-KUL-C08I7A)</td>
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<td>[q1] [39h]</td>
<td>5 Credits</td>
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<tr>
<td>LKUL2096</td>
<td>Vennootschapsbelasting (B-KUL-C05B0A)</td>
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<tr>
<td>LKUL2098</td>
<td>Management van personeelsstromen (B-KUL-D0R25A)</td>
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<td>[q1] [39h]</td>
<td>5 Credits</td>
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<tr>
<td>LMULT2213</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts</td>
<td>Marie-Luce Collard</td>
<td>[q1] [22.5h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2411</td>
<td>Economic, legal, social and political issues in German-speaking countries</td>
<td>Dany Etienne</td>
<td>[q1] [30h+15h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2414</td>
<td>Oral business communication techniques in German 1</td>
<td>Manon Hermann</td>
<td>[q1] [15h+15h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LALLE2710</td>
<td>Listening comprehension and oral expression: specialised German oral exercises</td>
<td>Ann Rinder (coord.)</td>
<td>[q1] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LESP A2600</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1)</td>
<td>Paula Lorente Fernandez (coord.)</td>
<td>[q1] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LESPA2601</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1)</td>
<td>Paula Lorente Fernandez (coord.)</td>
<td>[q1] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LESPA1500</td>
<td>Spanish Advanced level (B1.2 , B2.1)</td>
<td>Alicia Maria Tirado Fernandez (compensates Carmen Vallejo Villamor)</td>
<td>[q1] [45h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LFRAN1405</td>
<td>French - Upper Intermediate Level (B2) - Le français, langue universitaire</td>
<td>Françoise Masuy (coord.)</td>
<td>[q1] [30h]</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LFRAN1505</td>
<td>French - Advanced level (C1) - Professional Communication Strategies</td>
<td>Françoise Masuy (coord.)</td>
<td>[q1 or q2] [30h]</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>
OPTIONS (IF NO EXCHANGE) DURING THE 1ST TERM OF ANNUAL BLOC 2 [15.0]

**OPTION PEOPLE 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 Major in People Management.

<table>
<thead>
<tr>
<th>Content</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td><img src="image" alt="LLSMS2071" /> Diversity Management</td>
<td></td>
</tr>
<tr>
<td><img src="image" alt="LLSMF2007" /> Change Management and Leadership</td>
<td></td>
</tr>
<tr>
<td><img src="image" alt="LLSMS2091" /> Cross Cultural Competences and Management</td>
<td></td>
</tr>
</tbody>
</table>

**OPTION CORPORATE 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
- Teaching language (FR, EN, ES, NL, DE, ...)

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

<table>
<thead>
<tr>
<th>Content</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="LLSMS2014" /> Entrepreneurial Finance</td>
<td></td>
</tr>
<tr>
<td><img src="image" alt="LLSMS2108" /> Current Issues in Finance</td>
<td></td>
</tr>
<tr>
<td><img src="image" alt="LLSMS2091" /> Cross Cultural Competences and Management</td>
<td></td>
</tr>
</tbody>
</table>
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
- 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>Credits</th>
<th>Hours</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Ina Aust-Gronarz</td>
<td>[5]</td>
<td>[22.5+7.5]</td>
<td>1</td>
</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 Majors "Marketing Strategy for Connected Brands" or "Consumer Insight"

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Hours</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Ina Aust-Gronarz</td>
<td>[5]</td>
<td>[30]</td>
<td>1</td>
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</tbody>
</table>

Students who have already followed the course LLSMS2102 Advanced Strategic Marketing cannot choose this course. They have to choose the course LLSMS2024 Markeging Studies.
OPTION CONSUMER INSIGHTS (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 majors "Consumer Insights" or "Marketing Strategy for Connected Brands".

**Content:**

1. **Consumer Behavior**
   - LLSMS2001
   - Nicolas Kervyn de Meerendré
   - [q1] [30h] [5 Credits]

2. **Marketing Studies**
   - LLSMS2024
   - Gordy Pleyers
   - [q1] [30h] [5 Credits]

3. **Cross Cultural Competences and Management**
   - LLSMS2091
   - Ina Aust-Gronarz
   - [q1] [22.5h+7.5h] [5 Credits]

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 Major Philippe de Woot Major in Corporate Sustainable Management.

**Content:**

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

2. **Finance and Responsible Investment Practices**
   - LLSMS2282
   - Leonardo Iania
   - [q1] [30h] [5 Credits]

3. **Cross Cultural Competences and Management**
   - LLSMS2091
   - Ina Aust-Gronarz
   - [q1] [22.5h+7.5h] [5 Credits]
### OPTION SOURCING AND PROCUREMENT (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, ...)

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>Language</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>LLSMS2036</td>
<td>Supply Chain Procurement</td>
<td>Per Joakim Agrell, Constantin Blome</td>
<td>EN</td>
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<tr>
<td>LLSMS2037</td>
<td>Sourcing Strategy</td>
<td>Constantin Blome, Michael Herke</td>
<td>EN</td>
<td>1</td>
</tr>
<tr>
<td>LLSMS2038</td>
<td>Procurement Organisation and Scope</td>
<td>Constantin Blome</td>
<td>EN</td>
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</table>

### 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, ...)

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Language</th>
<th>Year</th>
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<tbody>
<tr>
<td>MLSMM2251</td>
<td>Modelling of Transport Systems</td>
<td>Bart Jourquin</td>
<td>FR</td>
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</tr>
<tr>
<td>MLSMM2252</td>
<td>Supply Chain Management</td>
<td>Jean-Sébastien Tancrez</td>
<td>EN</td>
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</tr>
<tr>
<td>MLSMM2253</td>
<td>Transport &amp; Mobility</td>
<td>Bart Jourquin</td>
<td>FR</td>
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</table>
## MONS - ENTREPRENEURSHIP [15.0]

- **Mandatory**
- **Optional**
- △ 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...)

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Content</th>
</tr>
</thead>
</table>
| 1    | MLSMM2261
|      | Collective Entrepreneurship
|      | Julie Hermans
| 2    | MLSMM2262
|      | Entrepreneuriat technologique
|      | David Valentiny (compensates Julie Hermans)
| 2    | MLSMM2263
|      | Doing Entrepreneurship
|      | David Valentiny (compensates Amélie Jacquemin)

### 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.

Students engaged in this option do not have to register the classic internship in their program.

- **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>Year</th>
<th>Content</th>
</tr>
</thead>
</table>
| 1    | MLSMM2231
|      | Digital Data Analysis
|      | This teaching unit takes place in the second semester in parallel with MLSMM2233 Digital Marketing Seminar - Part 2.
|      | Marco Ongaro
| 2    | MLSMM2232
|      | Digital Marketing Seminar - Part 1
|      | Karine Charry Ingrid Poncin
| 2    | MLSMM2233
|      | Digital Marketing Seminar - Part 2
|      | This teaching unit replaces the mandatory Master's internship for students enrolled in this option.
|      | Karine Charry Ingrid Poncin
OPTION MARKETING COMMUNICATION (MONS) [15.0]

- 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
- 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>
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<th>Year</th>
<th>Content</th>
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<tbody>
<tr>
<td>1</td>
<td><img src="https://uclouvain.be/en-prog-2022-gest2m" alt="Course Details" /></td>
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</table>
### 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
- Teaching language (FR, EN, ES, NL, DE, ...)

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

#### Content:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Year 1</th>
<th>Year 2</th>
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<tbody>
<tr>
<td>MLSMM2131</td>
<td>Retailing &amp; Distribution Management</td>
<td>Simon Hazée</td>
<td>5</td>
<td>X</td>
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<tr>
<td>MLSMM2132</td>
<td>Price Management</td>
<td>Caroline Ducarroz</td>
<td>5</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>MLSMM2133</td>
<td>Product &amp; Innovation</td>
<td>Nadia Sinigaglia</td>
<td>5</td>
<td></td>
<td>X</td>
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</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
- Teaching language (FR, EN, ES, NL, DE, ...)

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

#### Content:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Instructor(s)</th>
<th>Credits</th>
<th>Year 1</th>
<th>Year 2</th>
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<tbody>
<tr>
<td>MLSMM2121</td>
<td>Derivative Securities</td>
<td>Isabelle Platten</td>
<td>5</td>
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<tr>
<td>MLSMM2122</td>
<td>Equity Valuation</td>
<td>Mikael Petitjean</td>
<td>5</td>
<td>X</td>
<td></td>
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<tr>
<td>MLSMM2123</td>
<td>Fixed Income Analysis</td>
<td>Anh Nguyen</td>
<td>5</td>
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<td>X</td>
</tr>
</tbody>
</table>

[Click on the course title to see detailed informations (objectives, methods, evaluation...)](https://uclouvain.be/en-prog-2022-gest2m)
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...)

### Activities

- **LPEDV2210** North-South Project management
  - [q1] [60h] [5 Credits]

- **LPEDV2220** Management specificities in Southern countries
  - [q1] [60h] [5 Credits]

- **LPEDV2230** Economics and development policies
  - [q1] [60h] [5 Credits]

###OPTION TAX SYSTEMS (ICHEC) [15.0]

For more information, please visit 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
- Teaching language (FR, EN, ES, NL, DE, ...)

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

### Courses

Courses are organised during the whole term in the evening.

- **LFISC2210** Taxation of mergers and acquisitions (in French)
  - [q1] [60h] [3 Credits]

- **LFISC2220** Corporate tax and reporting practice (in French)
  - [q1] [60h] [8 Credits]

- **LFISC2230** Introduction to International and European Taxation (in French)
  - [q1] [60h] [4 Credits]
ICHEC - CFA : ADVANCED FINANCIAL ANALYSIS (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...)

This option (co-organised by LSM and ICHEC) is exclusively reserved for students of the "financial management" track. It takes place on the ICHEC site in Brussels. Registration for these courses is done via the Mobi application which manages UCLouvain students on mobility.

**Content:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Year</th>
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<tbody>
<tr>
<td>LICHE2210</td>
<td>Alternative Investments and Advanced Portfolio Management</td>
<td>1</td>
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<tr>
<td>LICHE2230</td>
<td>Advanced Financial Analysis and Reporting</td>
<td>1</td>
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<tr>
<td>LICHE2240</td>
<td>Ethics in Finance</td>
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<th>Open to incoming exchange students</th>
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<td>XHEIC1018</td>
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<td>XHEIC1019</td>
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Alternatives

- Master [120] in Management [CEMS Programme] [https://uclouvain.be/en-prog-2022-gest2m-programme]

MASTER [120] IN MANAGEMENT [DOUBLE DEGREE MANAGEMENT-LAW : FOR LAW GRADUATES]

- 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...)

Please note: this double track will soon be suppressed. Only students entering the 3rd year block of the Bachelor of Law in September 2022 and who have already taken the access minor in management in the 2nd year block will still be able to apply for this double track. The selected students who graduated in Law can then finish their studies with a Master in Management with the following courses:
Core courses

Valorisation des crédits acquis antérieurement (55 credits)

Suite du programme de master en gestion (65 credits)

Majeure Philippe de Woot en Corporate Sustainable Management (25 credits)
Cette majeure est préconisée pour ce programme spécifique. Un autre choix de majeure peut éventuellement être soumis au conseiller aux études qui se chargera de déterminer la faisabilité.

Term 1

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

LLSMS2282  Finance and Responsible Investment Practices  Leonardo Iania  [q1]  [30h]  [5 Credits]

Term 2

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

LLSMS2284  Corporate Sustainability Reporting and Marketing Strategy  Yves De Rongé  [q2]  [30h]  [5 Credits]

LCPME2005  Social and Sustainable Entrepreneurship  Julie Hermans  [q2]  [30h]  [5 Credits]

Focuses

Professional Focus (20 credits)

Content:

LLSMS2220  Seminar on Current Managerial Issues  [q1+q2]  [22.5h+7.5h]  [5 Credits]

LLSMD2090  Seminar on Relational and Managerial Competences  [q1+q2]  [45h+7.5h]  [5 Credits]

LLSMS2090  Audit and Control  [q1]  [30h]  [5 Credits]

LLSMF2009  Taxation  [q1]  [30h]  [5 Credits]

MASTER [120] IN MANAGEMENT [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...)

Year

1 2

Core courses

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.
LSM Q3 courses (18 ECTS credits).

Cems Students who will be at LSM during Q3 need to take 1 full option (15 ECTS credits) among those here below as well as the CEMS CEMS LSM Q3 Courses (18 credits) Cems Activities (25 credits) Seminar (3 credits) CEMS Option (15 credits) CEMS Annual Block 2 CEMS LSM Q3 Courses (18 credits) Option Corporate Finance (LLN) (15 credits) Option Corporate sustainable Management (LLN) (15 credits)

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Year</th>
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<tbody>
<tr>
<td>LLSMS2901</td>
<td>Consulting Project</td>
<td>Ruben Oleslagers, James Thewissen, Vincent Vandeborght</td>
<td>[q1] [60h+15h]</td>
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<tr>
<td>LLSMS2220</td>
<td>Seminar on Current Managerial Issues</td>
<td>James Thewissen, Vincent Vandeborght</td>
<td>[q1+q2] [22.5h+7.5h]</td>
<td>2 Credits</td>
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<td>LLSMS2397</td>
<td>Maatschappelijke verantwoordelijkheid van bedrijven (in Nederlands)</td>
<td>Sabine Denis</td>
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<tr>
<td>LLSMS2905</td>
<td>Corporate Social Responsibility</td>
<td>Carlos Desmet, Valérie Swaen</td>
<td>[q1] [22.5h+7.5h]</td>
<td>5 ECTS credits</td>
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<tr>
<td>LLSMS2906</td>
<td>LLSMD2111 International Business</td>
<td>Sunita Malhotra, Frédéric Pouchain</td>
<td>[q1] [30h]</td>
<td>5 ECTS credits</td>
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<tr>
<td>LCEMS2108</td>
<td>International Financial Management for CEMS</td>
<td>Denis Knaepen</td>
<td>[q1] [30h]</td>
<td>5 ECTS credits</td>
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<tr>
<td>LLSMS2109</td>
<td>International Marketing Management</td>
<td>Isabelle Schuling</td>
<td>[q1] [30h]</td>
<td>5 ECTS credits</td>
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<tr>
<td>LLSMD2090</td>
<td>Seminar on Relational and Managerial Competences</td>
<td>Petrice Gobert, Pierre Meuners</td>
<td>[q1+q2] [45h+7.5h]</td>
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<td>LCEMS2114</td>
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<td>5 ECTS credits</td>
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<tr>
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<td>Managing Uncertainty</td>
<td>Régis Coeurderoy, Leonardo Iania</td>
<td>[q2] [22.5h+15h]</td>
<td>5 ECTS credits</td>
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<td>Internship and Career development</td>
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<td>[q1+q2] [15h]</td>
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<tr>
<td>LLSMD2091</td>
<td>Mémoire</td>
<td>Chantal De Moerloose</td>
<td>[q1+q2] [30h]</td>
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<td>Benoît Gailly</td>
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<td>Block Seminar (CEMS) : Supply Chain Management</td>
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<tr>
<td>LLSMS2112</td>
<td>Supply Chain and sourcing</td>
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<tr>
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<td>Digital Transformation Management</td>
<td>Paul Belleflamme</td>
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<td>LLSMS2014</td>
<td>Entrepreneurial Finance</td>
<td>Quentin Colmant, James Thewissen</td>
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<tr>
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<td>Current Issues in Finance</td>
<td>James Thewissen</td>
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<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Ina Aust-Gronarz</td>
<td>[q1] [22.5h+7.5h]</td>
<td>5 ECTS credits</td>
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<tr>
<td>LLSMS2280</td>
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<td>Carlos Desmet</td>
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<tr>
<td>LLSMS2282</td>
<td>Finance and Responsible Investment Practices</td>
<td>Leonardo Iania</td>
<td>[q1] [30h]</td>
<td>5 ECTS credits</td>
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</table>

All three courses have to be taken.
All 4 courses/activities have to be taken.
1 course between :
1 option among :
### Option Marketing strategy for connected brands (LLN) (15 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2000</td>
<td>Marketing Research</td>
<td>Gordy Pleyers</td>
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<tr>
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<tr>
<td>LLSMS2008</td>
<td>Digital Marketing</td>
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### Option International Finance (LLN) (15 credits)

<table>
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<th>Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LLSMS2054</td>
<td>International Finance and crisis management</td>
<td>Bertrand Candelon</td>
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<tr>
<td>LLSMS2027</td>
<td>Capital markets and innovations</td>
<td>Leonardo Iania</td>
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<tr>
<td>LLSMS2091</td>
<td>Cross Cultural Competences and Management</td>
<td>Ina Aust-Gronarz</td>
<td>q1</td>
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</table>

### Option Sourcing and Procurement (15 credits)

<table>
<thead>
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<th>Course Name</th>
<th>Instructor</th>
<th>Semester</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>LLSMS2036</td>
<td>Supply Chain Procurement</td>
<td>Per Joakim Agrell</td>
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<tr>
<td>LLSMS2037</td>
<td>Sourcing Strategy</td>
<td>Constantin Biome</td>
<td>q1</td>
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<tr>
<td>LLSMS2038</td>
<td>Procurement Organisation and Scope</td>
<td>Constantin Biome</td>
<td>q1</td>
<td>5</td>
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</table>

### CEMS LSM Q4 Courses (27 credits)

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

<table>
<thead>
<tr>
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<th>Course Name</th>
<th>Instructor</th>
<th>Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>LCEMS2343</td>
<td>Global Citizenship</td>
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<tr>
<td>LLSMS2117</td>
<td>Business Project (CEMS)</td>
<td>Christophe Lejeune</td>
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<td>LLSMS2066</td>
<td>Global Leadership</td>
<td>Sunita Malhotra</td>
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### 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>
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<th>Course Name</th>
<th>Instructor</th>
<th>Semester</th>
<th>Credits</th>
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<tr>
<td>LLSMS2073</td>
<td>Strategic Human Resource Management</td>
<td>Laurent Taskin</td>
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<tr>
<td>LLSMS2071</td>
<td>Diversity Management</td>
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<td>LLSMS2061</td>
<td>Corporate Strategy in Europe</td>
<td>Guilhem Bascle</td>
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<td>LLSMS2062</td>
<td>European Corporate Practice</td>
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<td>q2</td>
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<tr>
<td>LLSMS2063</td>
<td>Industrial Relations in Europe</td>
<td>Evelyne Leonard</td>
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<tr>
<td>LLSMS2009</td>
<td>Risk Management of Financial Institutions</td>
<td>Bertrand Candelon</td>
<td>q2</td>
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<tr>
<td>LLSMS2110</td>
<td>Empirics in Corporate Finance</td>
<td>James Thewissen</td>
<td>q2</td>
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<td>LLSMS2118</td>
<td>Project Evaluation</td>
<td>Leonardo Iania</td>
<td>q2</td>
<td>5</td>
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<tr>
<td>LLSMS2140</td>
<td>Financial Risk</td>
<td>Anh Nguyen</td>
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<tr>
<td>LLSMS2003</td>
<td>Brand Management</td>
<td>Isabelle Schuiling</td>
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<tr>
<td>LLSMS2283</td>
<td>Sustainable Human Resource Management and Leadership</td>
<td>Ina Aust-Gronarz</td>
<td>q2</td>
<td>5</td>
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<tr>
<td>LLSMS2284</td>
<td>Corporate Sustainability Reporting and Marketing Strategy</td>
<td>Yves De Rongé Valérie Swaen</td>
<td>q2</td>
<td>5</td>
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<tr>
<td>LCPME2005</td>
<td>Social and Sustainable Entrepreneurship</td>
<td>Julie Hermans</td>
<td>q2</td>
<td>5</td>
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<tr>
<td>LLSMS2114</td>
<td>Entrepreneurship: topical and international aspects</td>
<td>Frank Janssen</td>
<td>q2</td>
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<tr>
<td>LLSMS2223</td>
<td>Principles of banking regulation and supervision</td>
<td>Bertrand Candelon</td>
<td>q2</td>
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</tr>
</tbody>
</table>

### CEMS Seminars

CEMS Students need to attend Soft Skills Seminars during both annual blocks.

### Exchange (30 credits)

CEMS Students who will be on exchange need to register for courses on Mob-i. More information on the CEMS LSM guide.

### CEMS Language Courses

CEMS students can take 1 CEMS language course at UCL (ILV) to fulfill the CEMS language requirements. List available on uclouvain.be/en/faculties/lsm/cems-curriculum.html
MASTER [120] IN MANAGEMENT [TRACK FINANCIAL MANAGEMENT - DOUBLE DEGREE UCL/UCLOUVAIN-ICHEC]

☐ Mandatory
☒ Optional
△ Not offered in 2022-2023
твернет 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...)

Year
1
2

Core courses

Annual courses (65 credits)

This programme has 65 credits in annual bloc 1

☐ Core courses

Annual bloc 1 (65 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Teaching Language</th>
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<td>LLSMS2220</td>
<td>Seminar on Current Managerial Issues</td>
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<td>[q1+q2] [22.5h+7.5h] [2 Credits]</td>
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<tr>
<td>LLSMD2090</td>
<td>Seminar on Relational and Managerial Competences</td>
<td>EN</td>
<td>3</td>
<td>[q1+q2] [45h+7.5h] [3 Credits]</td>
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<tr>
<td>LLSMS2901</td>
<td>Consulting Project</td>
<td>EN</td>
<td>10</td>
<td>[q1] [60h+15h] [10 Credits]</td>
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<tr>
<td>LLSMS2903</td>
<td>Digital Transformation Management</td>
<td>EN</td>
<td>5</td>
<td>[q1] [22.5h+15h] [5 Credits]</td>
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<td>LLSMS2902</td>
<td>Green Transition Management</td>
<td>EN</td>
<td>5</td>
<td>[q2] [22.5h+15h] [5 Credits]</td>
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<td>LLSMS2904</td>
<td>Managing Uncertainty</td>
<td>EN</td>
<td>5</td>
<td>[q2] [22.5h+15h] [5 Credits]</td>
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</tbody>
</table>

Corporate social responsibility (5 credits)

One course among:

☐ LLSMS2907 Maatschappelijke verantwoordelijkheid van bedrijven (in Nederlands)
☐ LLSMS2905 Corporate Social Responsibility

Majeure Financial Management (Mons) (30 credits)

<table>
<thead>
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<th>Course Title</th>
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<th>Schedule</th>
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<td>MLSMM2121</td>
<td>Derivative Securities</td>
<td>FR</td>
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<td>MLSMM2122</td>
<td>Equity Valuation</td>
<td>FR</td>
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<td>MLSMM2123</td>
<td>Fixed Income Analysis</td>
<td>FR</td>
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<td>MLSMM2124</td>
<td>Behavioural Finance</td>
<td>FR</td>
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<td>MLSMM2125</td>
<td>Portfolio Management</td>
<td>FR</td>
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<tr>
<td>MLSMM2126</td>
<td>Risk Management &amp; Financial Institutions</td>
<td>FR</td>
<td>5</td>
<td>[q2] [30h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMS2902</td>
<td>Green Transition Management</td>
<td>FR</td>
<td>5</td>
<td>[q2] [22.5h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMS2904</td>
<td>Managing Uncertainty</td>
<td>FR</td>
<td>5</td>
<td>[q2] [22.5h+15h] [5 Credits]</td>
</tr>
</tbody>
</table>

Annual bloc 2 (60 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Teaching Language</th>
<th>Credits</th>
<th>Schedule</th>
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</thead>
<tbody>
<tr>
<td>LLSMF2009</td>
<td>Taxation</td>
<td>EN</td>
<td>5</td>
<td>[q1] [30h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMD2915</td>
<td>Internship and Career development</td>
<td>EN</td>
<td>10</td>
<td>[q1+q2] [30h] [10 Credits]</td>
</tr>
<tr>
<td>LLSMS2909</td>
<td>Cross Cultural Competences and Management</td>
<td>EN</td>
<td>5</td>
<td>[q1] [22.5h+7.5h] [5 Credits]</td>
</tr>
<tr>
<td>LLSMD2901</td>
<td>Mémoire</td>
<td>EN</td>
<td>18</td>
<td>[q1+q2] [18 Credits]</td>
</tr>
</tbody>
</table>

Language course (5 credits)

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

☒ English courses (5 credits)
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LNEER2600</td>
<td>Seminar of entry to professional life in Dutch - Upper-Intermediate level</td>
<td>Isabelle Demeulenaere</td>
<td>[q1 or q2] 30h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LNEER2602</td>
<td>Seminar of professional integration: Dutch - advanced level Limited access (see ILV)</td>
<td>Isabelle Demeulenaere</td>
<td>[q1] 21h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LNEER1532</td>
<td>Interactive economic Dutch - Higher intermediate level Limited access (see ILV)</td>
<td>Hilde Bosmans</td>
<td>[q1+q2] 60h</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>

**Dutch courses (5 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMULT233</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts in Dutch</td>
<td>Marlene Vranx</td>
<td>[q1] 22.5h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2434</td>
<td>Oral business communication techniques in Dutch (Part 1) Compulsory attendance, limited access (max. 10 students)</td>
<td>Anne Goedezetschap</td>
<td>[q1] 15h+15h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2431</td>
<td>Economic, legal, social and political issues in Dutch-speaking countries Compulsory attendance, limited access (max. 10 students)</td>
<td>Philippe Hilgsmann</td>
<td>[q1] 30h+15h</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>

**German courses (5 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMULT2213</td>
<td>Reading comprehension and vocabulary extension: economic and commercial texts in German</td>
<td>Marie-Luce Collard</td>
<td>[q1] 22.5h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2411</td>
<td>Economic, legal, social and political issues in German-speaking countries Compulsory attendance. Limited access (max. 5 students)</td>
<td>Dany Etienne</td>
<td>[q1] 30h+15h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LMULT2414</td>
<td>Oral business communication techniques in German 1 Compulsory attendance. Limited access (max. 5 students)</td>
<td>Manon Hermann</td>
<td>[q1] 15h+15h</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>

**Spanish courses (5 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Credits</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESPA2600</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1) Limited access (max. 7 students). Please contact the professor in order to check your language level.</td>
<td>Paula Lorente Fernandez</td>
<td>[q1] 30h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LESPA2601</td>
<td>Vocational Induction Seminar - Spanish (B2.2/C1) Limited access (max. 7 students). Please contact the professor in order to check your language level.</td>
<td>Paula Lorente Fernandez</td>
<td>[q1] 30h</td>
<td>5 Credits</td>
</tr>
<tr>
<td>LESPA1500</td>
<td>Spanish Advanced level (B1.2, B2.1) Limited access (max. 10 students). Please contact the professor in order to check your language level.</td>
<td>Alicia Maria Tirado Fernandez</td>
<td>[q1] 45h</td>
<td>5 Credits</td>
</tr>
</tbody>
</table>

**French courses (5 credits)**

*Only for non-native French speakers.*
### Core courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Format</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLSMS2220</td>
<td>Seminar on Current Managerial Issues</td>
<td>[q1+q2] [22.5h+7.5h]</td>
<td>2 Credits</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>LLSMD2090</td>
<td>Seminar on Relational and Managerial Competences</td>
<td>[q1+q2] [45h+7.5h]</td>
<td>3 Credits</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>LLSMS2901</td>
<td>Consulting Project</td>
<td>[q1] [60h+15h]</td>
<td>10 Credits</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>LLSMS2902</td>
<td>Digital Transformation Management</td>
<td>[q1] [22.5h+7.5h]</td>
<td>5 Credits</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>LLSMS2903</td>
<td>Green Transition Management</td>
<td>[q2] [22.5h+15h]</td>
<td>5 Credits</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>LLSMS2904</td>
<td>Managing Uncertainty</td>
<td>[q2] [22.5h+15h]</td>
<td>5 Credits</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
### Majeure Philippe de Woot en Corporate Sustainable Management (25 credits)
Cette majeure est préconisée pour ce programme spécifique. Un autre choix de majeure peut éventuellement être soumis au conseiller aux études qui se chargera de déterminer la faisabilité.

#### Term 1
- **LLSMS2280** Business Ethics and Compliance Management  
  Carlos Desmet  
  [q1] [30h] [5 Credits]
- **LLSMS2282** Finance and Responsible Investment Practices  
  Leonardo Iania  
  [q1] [30h] [5 Credits]

#### Term 2
- **LLSMS2283** Sustainable Human Resource Management and Leadership  
  Ina Aust-Gronarz  
  [q2] [30h] [5 Credits]
- **LLSMS2284** Corporate Sustainability Reporting and Marketing Strategy  
  Yves De Rongé  
  Valérie Swaen  
  [q2] [30h] [5 Credits]
- **LCPME2005** Social and Sustainable Entrepreneurship  
  Julie Hermans  
  [q2] [30h] [5 Credits]

#### Complément en droit (10 credits)
- **LDROI1304** Contract Law  
  Patrick Wéry  
  [q2] [30h+8h] [3 Credits]
- **LDROI1303C** Business Law  
  Gabriela de Pierport  
  Gabriela de Pierport  
  (compensates Yves De Cordt)  
  [q2] [30h] [2 Credits]
- **LDROI1224L** Criminal Law  
  Thierry Moreau  
  Damien Vandermeersch  
  [q1] [45h] [5 Credits]

#### Bloc annuel 2 (70 credits)
- **LLSMD2901** Mémoire  
  [q1+q2] [18 Credits]
- **LLSMD2094** Séminaire d’accompagnement du mémoire  
  Chantal De Moerloose  
  [q1+q2] [30h] [2 Credits]
- **LLSMD2915** Internship and Career development  
  [q1+q2] [30h] [10 Credits]

#### Option "Droit et Gestion" (30 credits)
- **LDROI2101** Tax law and Accountancy law  
  Michel De Wolf  
  Edoardo Traversa  
  [q1] [75h] [7 Credits]
- **LDROI2102** Private international law  
  Jean-Yves Carlier  
  Stéphanie Francq  
  [q1] [60h] [6 Credits]
- **LDROI2106** Social security law  
  Steve Gilson  
  Auriane Lamine  
  [q1] [30h] [4 Credits]
- **LDROI2107** Law on Security Interests  
  Isabelle Durant  
  [q1] [30h] [4 Credits]
- **LDROI2104** Corporate law  
  Yves De Cordt  
  [q2] [30h] [4 Credits]
- **LDROI1307** Procedure law  
  L’étudiant est tenu de s’inscrire, en faculté de droit, aux exercices pratiques de cette UE.  
  Jean-François Van Drooghenbroeck  
  [q1] [60h+12h] [5 Credits]

#### Complément en droit (10 credits)
L’étudiant est tenu de s’inscrire, en faculté de droit, aux exercices pratiques des UE ci-dessous.
- **LDROI1305** Administrative Law  
  David Renders  
  [q2] [60h+12h] [5 Credits]
- **LDROI1306** Real and Intellectual Law  
  Isabelle Durant  
  [q1] [45h+10h] [5 Credits]
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.

- **Mandatory**
- **Optional**
- △ Not offered in 2022-2023
- ◆ Offered in 2022-2023 but not 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...)

### Basic courses (40 credits)

Students with a BA in accounting will get an exemption for LECGE1219 course and those with a BA in Marketing, in Foreign Trade or in e-business for LECGE1213 course. These students will then have an annual program of 55 credits.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Teaching Language</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>LECGE1222</td>
<td>Microeconomics</td>
<td>[q1 or q2] [45h+15h]</td>
<td>FR</td>
<td>[q1 or q2] [45h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1219</td>
<td>Accounting II and analysis of financial statements</td>
<td>[q2] [45h+15h]</td>
<td>FR</td>
<td>[q2] [45h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1213</td>
<td>Marketing</td>
<td>[q1] [30h+15h]</td>
<td>FR</td>
<td>[q1] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1315</td>
<td>Business Strategy</td>
<td>[q1 or q2] [20h+10h]</td>
<td>FR</td>
<td>[q1 or q2] [20h+10h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1223</td>
<td>Production and Operations Management</td>
<td>[q1] [30h]</td>
<td>FR</td>
<td>[q1] [30h] [5 Credits]</td>
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<tr>
<td>LECGE1321</td>
<td>Human Management</td>
<td>[q2] [30h+15h]</td>
<td>FR</td>
<td>[q2] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1332</td>
<td>Finance</td>
<td>[q1] [30h]</td>
<td>FR</td>
<td>[q1] [30h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1317</td>
<td>Critical Analysis of organizations and markets</td>
<td>[q2] [30h+15h]</td>
<td>FR</td>
<td>[q2] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1112</td>
<td>Mathematics in economy and management</td>
<td>[q1] [45h+30h]</td>
<td>FR</td>
<td>[q1] [45h+30h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1337</td>
<td>Advanced mathematics and foundations of econometrics</td>
<td>[q2] [30h+15h]</td>
<td>FR</td>
<td>[q2] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1114</td>
<td>Statistics in Economics and Management I</td>
<td>[q2] [30h+30h]</td>
<td>FR</td>
<td>[q2] [30h+30h] [5 Credits]</td>
</tr>
</tbody>
</table>

### Courses in quantitative methods (15 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Teaching Language</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>LECGE1112</td>
<td>Mathematics in economy and management</td>
<td>[q1] [45h+30h]</td>
<td>FR</td>
<td>[q1] [45h+30h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1337</td>
<td>Advanced mathematics and foundations of econometrics</td>
<td>[q2] [30h+15h]</td>
<td>FR</td>
<td>[q2] [30h+15h] [5 Credits]</td>
</tr>
<tr>
<td>LECGE1114</td>
<td>Statistics in Economics and Management I</td>
<td>[q2] [30h+30h]</td>
<td>FR</td>
<td>[q2] [30h+30h] [5 Credits]</td>
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</table>

### Language course (5 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Teaching Language</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>LANGL1532</td>
<td>English for Business Students (Upper-Intermediate level)</td>
<td>[q1+q2] [60h]</td>
<td>FR</td>
<td>[q1+q2] [60h] [5 Credits]</td>
</tr>
</tbody>
</table>
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 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 2021-2022
------------------------

DIRECT ACCESS OR ACCESS BASED ON APPLICATION?

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>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor in Economics and Management (site of Louvain-la-Neuve) - ECGE1BA</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
<td></td>
</tr>
<tr>
<td>Bachelor in Management (site of Mons) - GESM1BA</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
<td></td>
</tr>
<tr>
<td>Bachelor : Business Engineering (site of Louvain-la-Neuve) - INGE1BA</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
<td></td>
</tr>
<tr>
<td>Bachelor : Business Engineering (site of Mons) - INGM1BA</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
<td></td>
</tr>
</tbody>
</table>
| 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 addition of a maximum of 60 additional credits into the
### Others Bachelors of the French speaking Community of Belgium

<table>
<thead>
<tr>
<th>Bachelor in Sciences de Gestion</th>
<th>Direct access</th>
<th>&gt; Direct online registration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Sciences économiques et de gestion</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
</tr>
<tr>
<td>Bachelor en ingénieur de gestion</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
</tr>
<tr>
<td>Bachelor en sciences économiques</td>
<td>Meet the general and specific access requirements</td>
<td>Access based on application If general and specific requirements are met &gt; possibility of access on file with the addition of a maximum of 60 additional credits into the master's programme &gt; Submit a UCLouvain online request</td>
</tr>
</tbody>
</table>

### Bachelors of the Dutch speaking Community of Belgium

<table>
<thead>
<tr>
<th>Bachelor in de toegepaste economische wetenschappen</th>
<th>Direct access</th>
<th>&gt; Direct online registration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in handelsingenieur</td>
<td>Direct access</td>
<td>&gt; Direct online registration</td>
</tr>
<tr>
<td>Other Bachelors</td>
<td>Meet the general and specific access requirements</td>
<td>Access based on application If general and specific access requirements are met &gt; possibility of access on file with the addition of a maximum of 60 additional credits into the master's programme &gt; Submit a UCLouvain online request</td>
</tr>
</tbody>
</table>

### Foreign Bachelors

| Non-belgian bachelor's university degree in Economics and Management or equivalent | 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 or in business management may, after analysis of the file by the jury, access the Master's degree in Management, with maybe an additional teaching unit (EU) in "mathématiques avancées et fondement d'économétrie". > Submit a UCLouvain online request

Holders of one of the **short non-university bachelor's degrees** listed below have access to the Master 120 in Management with the addition of a minimum of 45 credits and a maximum of 60 credits of additional teaching units (EU) (= complementary module) > List of additional teaching units of the complementary module > Submit a UCLouvain online request

### Diploma

<table>
<thead>
<tr>
<th>Diploma</th>
<th>Access</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA - assistant(e) de direction - EPS - crédits supplémentaires entre 45 et 60</td>
<td>Les enseignements supplémentaires éventuels peuvent être consultés dans le module complémentaire.</td>
<td>Type court</td>
</tr>
<tr>
<td>BA - assistant(e) de direction - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA - conseiller(ère) en développement durable - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en assurances - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en assurances - EPS - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en commerce et développement - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en commerce extérieur - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en commerce extérieur - EPS - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en comptabilité - HE - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA en comptabilité - EPS - crédits supplémentaires entre 45 et 60</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BA en coopération internationale - EPS - crédits supplémentaires entre 45 et 60
BA en coopération internationale - HE - crédits supplémentaires entre 45 et 60
BA en e-business - HE - crédits supplémentaires entre 45 et 60
BA en e-business - EPS - crédits supplémentaires entre 45 et 60
BA en gestion hôtelière - HE - crédits supplémentaires entre 45 et 60
BA en immobilier - HE - crédits supplémentaires entre 45 et 60
BA en immobilier - EPS - crédits supplémentaires entre 45 et 60
BA en informatique de gestion - EPS - crédits supplémentaires entre 45 et 60
BA en informatique de gestion - HE - crédits supplémentaires entre 45 et 60
BA en management de la logistique - HE - crédits supplémentaires entre 45 et 60
BA en management du tourisme et des loisirs - EPS - crédits supplémentaires entre 45 et 60
BA en management du tourisme et des loisirs - HE - crédits supplémentaires entre 45 et 60
BA en marketing - EPS - crédits supplémentaires entre 45 et 60
BA en marketing - HE - crédits supplémentaires entre 45 et 60
BA en relations publiques - HE - crédits supplémentaires entre 45 et 60
BA en relations publiques - EPS - crédits supplémentaires entre 45 et 60
BA en sciences administratives et gestion publique - HE - crédits supplémentaires entre 45 et 60
BA en sciences administratives et gestion publique - EPS - crédits supplémentaires entre 45 et 60
BA en vente - EPS - crédits supplémentaires entre 45 et 60

**Diploma** | **Special Requirements** | **Access** | **Remarks**
--- | --- | --- | ---
"Licenciés" | Meet the general and specific access requirements | Access based on application | Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. 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
Belgian Licence in Economics | Meet the general and specific access requirements | Access based on application | Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. 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
Belgian Licence in Management | Meet the general and specific access requirements | Access based on application | Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. 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
Belgian Licence in Applied Economics | Meet the general and specific access requirements | Access based on application | Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. If general and specific requirements are
### Belgian Licence in Business Engineering
- **Meet the general and specific access requirements**
- **Access based on application**

Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. 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

### Any other belgian licence
- **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

### Non-belgian licence’s (2nd cycle) university degree 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

### Masters

#### Belgian Master 120 credits in Management, Professional focus
- **Direct access**

The Master’s degree 120 in Management, Professional focus can be obtained by succeeding the 30 credits of Professional focus only > Direct online registration

#### Belgian Master 120 credits in Management, Research focus
- **Direct access**

The Master's degree 120 in Management, Research focus can be obtained by succeeding the 30 credits of Research focus only > Direct online registration

#### Belgian Master 60 credits in Management
- **Meet the general and specific access requirements**
- **Access based on application**

Composition of the programme to be determined according to the student’s background and specialization needs. > Direct online registration

#### Belgian Master 60 credits in Economics
- **Meet the general and specific access requirements**
- **Access based on application**

Composition of the programme to be determined according to the student’s background and specialization needs. Possibility of possible valuation of credits. 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

#### Belgian Master’s degree compromising at least 45 course credits, at master’s level, equivalent to the courses of the Master [120] in Management of the Louvain School of Management, giving the possibility of obtaining, in
- **Meet the general and specific access requirements**
- **Access based on application**

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

<table>
<thead>
<tr>
<th>Any other belgian Master's</th>
<th>Meet the general and specific access requirements</th>
<th>Access based on application</th>
<th>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 &gt; Submit a UCLouvain online request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-belgian Master's university degree issued by a recognized academic institution</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; Submit a UCLouvain online request</td>
</tr>
<tr>
<td>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 Management of the Louvain School of Management, giving the possibility of obtaining, in one year, the Master [120] in Management</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 to obtain, in one year, the Master's degree 120 credits in Management &gt; Submit a UCLouvain online request</td>
</tr>
</tbody>
</table>

**Holders of a non-University 2nd cycle degree**

**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 priori experience.

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

For continuing education programme in management, please refer to: https://uclouvain.be/lsm-formation-continue

**Access based on application**

Admission based on the basis of a submitted dossier may be granted either directly or on the condition of completing additional coursework 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
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

**Admission and Enrolment Procedures for general registration**

Please visit the UCLouvain enrolment Office
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 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:

1. **A quadrimester abroad** (30 credits) as part of an exchange programme in one of the 145 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...
2. **A quadrimester in Flanders** (30 credits) as part of the Erasmus Belgica programme, at one of the 3 recognised partner universities in management.
3. The exclusive and unique opportunity in Belgium to follow the prestigious Master’s in International Management organised by the CEMS network.
4. 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.
5. 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.
6. 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)
- Master in Law (through the successful completion of the bachelor’s and master’s degrees in management, as well as the minor’s access and additional courses in law)
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: Per Joakim Agrell
- 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
- Secretary of the jury: Paul Belleflamme

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