1. Core subjects worth 30 credits
This core curriculum includes the master's thesis (20 credits) as well as an internship (10 credits) which may be linked to an issue dealt with in the master's thesis.

2. A professional focus worth 30 credits
In-depth study of the distinctive disciplines of the management: strategy, finance, management accounting, marketing, human resources.
OR
A research focus worth 30 credits
including a basic epistemological training and a choice of courses in research methodologies in Management.

Description of the research focus: https://bit.ly/2ElFXYo

3. A major worth 30 credits
Spread in two parts, it enables the student to specialise in one of the management field (Marketing, Strategy and Organisation. Finance, Audit,...). The student has access to majors offered on the two sites of the Louvain School of Management: Louvain-la-Neuve and Mons.
TABLE OF majors

Majors accessible to Master [120] in Management & Business Engineering

- International Finance (LLN)
- Marketing Strategy For Connected Brands (LLN)
- "Philippe De Woot" In Corporate Sustainable Management (LLN)
- CPME - Formation interdisciplinaire en création d'entreprise (LLN)
- Financial Management (MONS)
- Décisions Marketing Tactiques Et Digitales (MONS)
- International Business "IB" (LLN)

Majors accessible to Master [120] in Business Engineering only

- Supply Chain Management (LLN)
- Innovation Management (LLN)
- Financial Engineering (LLN)
- Business Analytics (MONS)
- Business Analytics and Digital Marketing (MONS)
- Transportation Management (MONS) and Supply Chain (LLN)

Majors accessible to Master [120] in Management only

- Management Humain et Intervention dans les organisations (LLN)
- European Business (LLN)
- Corporate Finance (LLN)
- Révisiorat et Expertise Comptable (MONS)
- Consumer Insight (LLN)
INTERNATIONAL FINANCE

LANGUAGE:
English

PREREQUISITES:
Bachelor in Business engineering or management

TEACHING METHODS:
Ex-catedra, case studies, company visits, group and individual projects

EVALUATION METHODS:
Written exams, oral exams, case presentations, project presentation, case reports

AIMS:
Develop both methodological and practical knowledge in the area of international finance.

CONTENT

The international environment of a firm is in continuous evolution. Understanding what the consequences of these changes are and how a firm can adapt or exploit them is crucial.

In this major, several specialists from the private sector (CEO/senior experts of banks), financial institutions (Directors/senior experts of Central Banks), and internationally recognized professors will teach to students (i) some of the state of the art techniques used in international finance, (ii) the most important changes in the international environment of the firm and (iii) how to deal with these changes. The major is a balanced mix between theory and application (with more focus on applications). Students will have the possibility to participate to innovative initiatives (at a Belgian level) such as short visits to international institutions and trainings given by international experts. The students also will be able to master the most important data provider and tool used in finance, i.e. Bloomberg.
6 MANDATORY COURSES

- Principles of banking and finance (Q1)
- International Finance (Q1)
- Financial Innovation (Q1)
- Central banking, financial regulation, supervision (Q2)
- International corporate finance (Q2)
- International financial management (Q2)

Acquired Skills:
Analytical skills, presentation skills, problem solving, helicopter view, decision making, Bloomberg Market Concepts®

Career Opportunities:
Various positions in national and international financial institutions such as insurance, banks, hedge funds, and central banks. Your role could be that of a risk manager, consultant, supervisor, financial analyst, etc. Given the background acquired, your position, possibly after an initial training, you can be at a senior (executive) level.
MARKETING STRATEGY FOR CONNECTED BRANDS

LANGUAGE:
English

PREREQUISITES:
One basic marketing course needed

TEACHING METHODS:
Lectures, case studies, conferences from marketing managers, discussion of articles and videos and development of group projects will be used depending on the course. Participation to company games will also be organized.

EVALUATION METHODS:
Individual exams and group projects

CONTENT

The objective of this new marketing major is to understand how to strategically manage brands in the new and changing digital landscape.

The new digital environment had a major impact on consumers’ habits and needs. As a result, the way to understand, communicate and reach consumers has changed dramatically. The different courses organized in this major will tackle all these changes with state of the art concepts and models given by specialists in the different fields.

AIMS:
The objective is to master all the new concepts and techniques that are needed to manage brands in the current digital landscape. At the end of the course, the student will be able to develop on his own a marketing strategy and effective marketing program for a brand, using all the traditional and digital tools that are available in the market today. He will also understand how the multiple digital data can be used to predict consumer behavior and achieve a good ROI.
6 MANDATORY COURSES

- Marketing Research (Q1)
- International Marketing (Q1)
- New Business Models and E-commerce (Q1)
- Brand Management (Q2)
- Big Data/Data Mining Applied to Marketing (Q2)
- On-line and Off-line Communication Strategies (Q2)

Acquired Skills:
Knowledge and reasoning using multiple digital data, Scientific and systematic approach, Project management skills, Communication and interpersonal skills.

Career Opportunities:
The student will be prepared for careers in marketing or general management or consulting. In marketing, he could become a Brand manager in an international company, in a medium size company or in start-ups in multiple industries from Consumer Goods to services or BTB. He could become marketing analyst or consultant or work in advertising or digital agencies.
PHILIPPE DE WOOT IN CORPORATE SUSTAINABLE MANAGEMENT

**PREREQUISITES:**
The CSR class (compulsary course in the part 1 of the first semester).

**TEACHING METHODS:**
The format is based on active learning and includes lectures, conferences with practitioners, multisector case studies, videos, readings, incidents and class discussion, and project work (individual projects and projects by group).

**CONTENT**
The current economic system has been very effective in supporting private interests, but this wealth creation now faces two major challenges that jeopardize future prosperity. (i) wealth creation is very unequally shared among individuals and countries. (ii) natural resources management and environmental issues now turn out to able to limit our growth perspectives. The new challenge is to manage global commons, which requires to adopt a creative and transversal perspective in business management. In this context, this multidisciplinary major aims to develop competent and responsible leaders with a transversal view of the different management fields (leadership, strategy, entrepreneurship, human resource, finance, marketing, accounting, audit, supply chain). This major will offer a solid understanding of the complex dilemmas and the tools to develop agile and responsible organizational cultures and to implement effective compliance, business ethics and corporate sustainable management programmes.

**EVALUATION METHODS:**
Discussion and active participation will be very important in this major. It’s only through sharing and confronting opinions and ideas that you can forge your own values and convictions and develop your knowledge on this topic. Moreover, students’ acquisition of knowledge and know-how will be assessed using written exam, written reports based on group or individual projects, and oral presentations.
6 MANDATORY COURSES

- Business Ethics and Compliance Management (Q1)
- Sustainable Management and Value Chains (Q1)
- Finance and Responsible Investment Practices (Q1)
- Sustainable Human Resource Management and Leadership (Q2)
- Corporate Sustainability Reporting and Marketing Strategy (Q2)
- Social and Sustainable Entrepreneurship (Q2)

Career Opportunities:
We live in a "risk society" that is struggling to maintain its values; the job opportunities related to corporate sustainable management, ethics and compliance are thus growing. These opportunities are transversal functions that require both a thorough knowledge of the company and the ability to work closely with all the functions of the company. Among other career opportunities, we can quote ethics and compliance officers, CSR managers, sustainability manager, management consultants, risk managers, auditors, CEOs, board members, directors, regulators, public officers and international directors.
Priority in this major is given to
• Corporate citizenship to enhance ability to act consciously, aware of your responsibilities, placing human and ethical considerations at the very heart of thinking and actions;
• Innovation and entrepreneurship or the ability to innovate, develop entrepreneurial skills and lead change;
• Knowledge and reasoning to master a multidisciplinary body of knowledge (in terms of contents, methods, models and conceptual frameworks);
• Personal development to prepare students to act effectively as an emerging leader or as a professional in the field of compliance management, business ethics and sustainable development of companies;
• Work effectively in an international and multicultural environment: The capacity to serve as an interface between stakeholders with different ways of thinking, belief systems, backgrounds, nationalities, cultures, etc.

AIMS:
The objectives of this multidisciplinary major are:
• to analyze how business organizations can learn how to use their resources not only efficiently but also in a sustainable and regenerative way and thus to integrate sustainability and responsibility thinking in corporate policies, strategies and practices;
• to identify how this fundamental paradigmatic change in thinking about management can contribute to addressing effectively economic, environmental, societal and human sustainability challenges (such as climate change, human rights);
• to provide appropriate understanding of the management tools needed to develop policies, strategies and practices which contribute not only to corporate sustainability but also to societal sustainable welfare and how these tools can be implemented and dealt with on a daily basis;
• to stimulate students' critical thinking about their role in a society confronted with sustainability challenges and paradoxical choice situations as individuals, consumers, future employees and corporate leaders.
CPME FORMATION INTERDISCIPLINAIRE EN CREATION D'ENTREPRISE

**LANGUE:**
Français (anglais pour certains cours au choix)

**PREREQUIS :**
Avoir posé sa candidature pour la formation CPME avant la rentrée du bloc annuel 1 de master 120
www.uclouvain.be/cpme

**METHODES D'ENSEIGNEMENT :**
Pédagogies actives et participatives en équipes interdisciplinaires.
Etudes de cas,
Analyses de terrain
Projet entrepreneurial interdisciplinaire (voire international),
Participation à des concours.
Mémoire projet de création d’entreprise

**CONTENU**
CPME est une option en entrepreneuriat, insérée dans plus de 30 masters de 9 facultés. Elle vous permet de développer et de renforcer vos compétences et aptitudes entrepreneuriales, ainsi que vos aptitudes interdisciplinaires.

- 4 cours obligatoires en français (tronc commun suivi ensemble avec tous les étudiants CPME issus de 9 facultés différentes):
  - Théorie de l’entrepreneuriat (Q1)
  - Aspects juridiques, économiques et managériaux de la création d’entreprise (Q1)
  - Plan d’affaires et étapes-clefs de la création d’entreprise (Q1+Q2) (suivi méthodologique du mémoire CPME)
  - Séminaire d’approfondissement en entrepreneuriat (Q2)
- 2 cours obligatoires en anglais (excepté IngénieuxSud en français), pour les étudiants LSM, à choisir parmi :
  - Regenerative Economy (Q1)
  - Entrepreneurial Finance (Q1)
  - Innovation classes (Q1)
  - International Entrepreneurship (Q2)
  - Strategic Management of Start-ups (Q2)
  - Social and Sustainable Entrepreneurship (Q2)
  - IngénieuxSud (Q2)
OBJECTIFS :
Outiller et renforcer les compétences entrepreneuriales des étudiants de manière à ce qu’ils soient capables de concevoir un business plan (spinoff, startup ou autre projet intrapreneurial) et se sentent en confiance pour se lancer dans l’aventure entrepreneuriale/intrapreneuriale.

OPPORTUNITES DE CARRIERE :
Enterrepreneuriat & Intrapreneuriat
- Création ou reprise d’entreprise
- Développement de projets entrepreneuriaux au sein d’une entreprise existante
- Internationalisation d’une PME
- Consultance/Services aux entrepreneurs
- Audit de PME

COMPETENCES ACQUISES :
Au terme des deux années de cours et travaux dans le cadre de la majeure CPME, l’étudiant·e
- Aura acquis les connaissances et les compétences nécessaires à la réalisation d’un plan d’affaires ;
- Sera capable d’agir en acteur socialement responsable ;
- Sera capable de gérer un projet en équipe ;
- Sera capable de présenter un projet entrepreneurial et de convaincre des partenaires potentiels ;
- Se sera construit un réseau professionnel et entrepreneurial ;
- Sera capable de détecter de nouvelles opportunités ;
- Sera capable de planifier la stratégie d’une nouvelle entreprise ;
- Sera capable de prendre en compte l’environnement dans lequel évolue une entreprise et modifier la stratégie de celle-ci au besoin ;
FINANCIAL MANAGEMENT

LANGUE:
Anglais et français

PREREQUIS:
Cours de finance de base, mathématiques, probabilités et statistiques, économétrie (niveau bachelier)

MÉTHODES D’ENSEIGNEMENTS:
Méthodes variées : exposés, classe inversée, exercices en salle informatique, études de cas, expérimentations, gestion d’un portefeuille virtuel

MÉTHODES D’EVALUATION:
Méthodes variées : examen final, quiz hebdomadaires, travaux de groupes, travaux individuels

CONTENU

Le contenu de la majeure est défini pour permettre aux étudiants d’aborder les sujets de finance faisant l’objet des examens du CFA Institute.

La première partie de la majeure (Q1) est consacrée aux instruments financiers : actions, obligations, produits dérivés. Dans la deuxième partie de la majeure (Q2), ces produits sont intégrés dans une gestion de portefeuille. La majeure propose aussi une introduction à la gestion des risques et au nouvel environnement réglementaire des institutions financières. On offre également aux étudiants la possibilité de s’interroger sur l’hypothèse de l’investisseur rationnel, en tenant compte des biais comportementaux.

Les étudiants intéressés pourront compléter la majeure par une option en Q3 qui couvre les sujets non abordés dans les examens du CFA : les questions éthiques et le code de conduite des CFA Charterholders, les référentiels IFRS de publications de l’information financière et les investissements alternatifs.

OBJECTIFS:
Préparer les étudiants pour qu’ils soient capables de présenter les examens du CFA, niveau 1 et niveau 2.
6 COURS OBLIGATOIRES

- Derivative Securities (Q1)
- Equity Valuation (Q1)
- Fixed Income Analysis (Q1)
- Portfolio Management (Q2)
- Risk Management and Financial Institutions (Q2)
- Behavioural Finance (Q2)

COMPETENCES ACQUISES:
Les acquis d’apprentissage des cours sont en ligne avec les « learning outcomes » du CFA Institute en ce qui concerne les matières de : Fixed Income, Equity Investments, Derivatives, Portfolio Management, Alternative Investment

OPPORTUNITES DE CARRIERE:
Gestionnaire de portefeuille, analyste, consultant, conseiller financier, trading, direction financière, private banking. De manière générale, dans les métiers de la banque et de l’investissement, à un certain niveau, la certification CFA est souvent exigée.
DÉCISIONS MARKETING TACTIQUES ET DIGITALES

LANGUAGE:
French is used most of the time, but sessions conducted in partnership with international speakers will be taught in English.

PREREQUISITES:
Introductory course of marketing.

TEACHING METHODS:
Lectures, conferences by professionals, case studies, practical exercises on computer, discussion on scientific and managerial articles, group assignments with methodological supervision provided by the professors.

EVALUATION METHODS:
Oral exams, written exams, group assignments evaluation. Individual work on articles and e-learning are also assessed.

CONTENT

Built on the core fundamentals of any marketing plan and taking into account the evolution of marketing in the digital environment, the Decisions and Digital Marketing major focuses on the strategic and operational dimensions of key marketing decisions: product innovation, pricing and distribution as well as the marketing decisions making and management in the digital world.

The courses track is designed so that students dig into the conceptual as well as the methodological foundations of each marketing decision: product innovation, price and retailing, taking the perspectives of two main actors: the company and the consumer, and alternating examples from the B2C and B2B sectors. The second part of the major focuses more specifically on digital marketing shedding the light on the understanding of the e-consumer behavior and the digital marketing trends. The objective is to offer a 360-degree in-depth perspective of issues the marketing manager has to deal with.

Students will also study and practice advanced qualitative and quantitative methods as well as tools that help managers making optimal marketing decisions in the digital world.

Several course of this major are built on the basis of partnerships:
- with an international company active in the B2B chemical sector and
- with companies involved in the IPM-Digital Marketing chair.

MONS - Master [120] in Management & Business Engineering
AIMS:
In this major, students will learn to master the strategic as well as the operational nature of all aspects of marketing decisions. Hence they will develop specific competencies that are key when managing marketing decisions in the digital world. Participants will be equipped with the most significant conceptual frameworks and latest thinking on identifying, formulating and assessing companies’ pricing, retailing, product innovation strategies and tactics, also in a digital marketing context. A special emphasis is set on advanced and innovative approaches used in the practice, as well as on the interdependencies of decisions taken in relationship with these marketing mix variables.

6 MANDATORY COURSES
- Distribution (Q1)
- Price Management (Q1)
- Product and Innovation (Q1)
- E-comportement du consommateur (Q2)
- Tendances en Digital Marketing (Q2)
- Méthodes et modèles en marketing (Q2)

Acquired Skills:
Knowledge and reasoning, Scientific and systematic approach, Capacity to work effectively in an international and multicultural environment, Project management skills Communication and interpersonal skills

Career Opportunities:
This major prepares students who want to pursue careers in marketing (marketing management, product management, price management, retail management, marketing analyst, digital marketing), in general management and in business consulting, in large as well as small companies, mainly focused on the national market or opened internationally.
INTERNATIONAL BUSINESS

LANGUAGE:
English

PREREQUISITES:
Bachelor in management

AIMS:
Develop a broad knowledge base about international management and business

CONTENT

The IB track offers 25 selected students the opportunity to act as intrapreneurs, undertaking concrete initiatives in an international context and transforming ideas into business success.

It offers ONE year abroad during master 2: four to five months of academic exchange in a partner university and a 6-month internship outside Europe within an international SME, multi-national or NGO.

6 MANDATORY COURSES

- Entrepreneurial Finance (Q1)
- International Financial Management (Q1)
- International Marketing (Q1)
- Industrial Relations in Europe (Q2)
- Cross Cultural Competences and Management (Q2)
- International Business (Q2)
Career Opportunities:
Former IB students now work in companies such as Accenture, AB-Inbev, L’Oréal, Deloitte, Unilever, Total, but also in many SMEs or NGOs in Asia, Europe or Latin America

Acquired Skills:
Work effectively in an international and multicultural environment
Personal and professional development (self-motivation, self-awareness, self-control, ability to manage one’s work independently)
SUPPLY CHAIN MANAGEMENT

**LANGUAGE:**
English / French

**PREREQUISITES:**
Bachelor in business engineering or a course in operations management and a course in operations research

**TEACHING METHODS:**
Ex-catedra, case studies, company visits, group and individual projects

**EVALUATION METHODS:**
Written exams (mostly open book), oral exams, case presentations, project presentation, case reports

**AIMS:**
Develop both methodological and practical knowledge in the area of supply chain management.

**6 MANDATORY COURSES**
- Supply Chain Management (Q1)
- Tools for Supply Chain Management Decisions (Q1)
- Supply Chain Coordination and Sourcing (Q1)
- Advanced Operations Management: Models and Applications (Q2)
- International Supply Chain Management (Q2)
- Supply Chain Planning (Q2)
Acquired Skills:
Analytical skills, presentation skills, mathematical skills.

Career Opportunities:
Various supply chain management functions (planning, customer support, operations management, transport, sourcing) for multinational companies, consultant, logistic companies, distribution companies. In general the supply chain management function involves a lot of coordination between different departments or companies. Your role will be that of facilitating exchanges of goods, information and payments.
INNOVATION MANAGEMENT

**LANGUAGE:**
English

**PREREQUISITES:**
Bachelor in Business engineering

**TEACHING METHODS:**
Lectures, pre-reading, case studies, testimonials, group works

**EVALUATION METHODS:**
Written and oral exams, group reports and presentations

**AIMS:**
At the end of the major, students will be able to better master how to manage organizations and regions in innovation-intensive environments, where constant disruptions is the “new normal” and where new partners and new knowledge are key assets.

**CONTENT**
The management and economics of innovations, in particular from a knowledge-intensive, ecosystem and digital economy viewpoints.

**6 MANDATORY COURSES**
- Innovation Management (Q1)
- Economics of Innovation (Q1)
- Developing Innovative Ventures (Q1)
- Knowledge Management (Q2)
- Innovation Policy and Ecosystems (Q2)
- Economics of the internet (Q2)
- « Bonus » course: International Entrepreneurship (Q2)

(it is possible to take this extra course in addition to the 6 courses of the innovation major).
Acquired Skills:
Analytical skills, presentation skills, problem solving, helicopter view, decision making, Bloomberg Market Concepts®

Career Opportunities:
Executive positions in innovative firms
Corporate entrepreneurship, new business development and corporate venturing roles
Innovation policy responsibilities
FINANCIAL ENGINEERING

LANGUAGE:
English

PREREQUISITES:
Bachelor in business engineering. In particular, basic Courses in: Mathematics, Probability and Statistics, Econometrics, Finance

TEACHING METHODS:
Ex-catedra, case studies, company visits, group and individual projects

EVALUATION METHODS:
Written exams, oral exams, case presentations, project presentation, case reports

CONTENT

This major aims at delivering top-quality courses offering both a sound theoretical basis as well as applied methods and tools to address topical questions of finance in a scientific way.

The theory will be illustrated on realistic examples and practiced on realistic cases via projects that will be handled in groups using professional softwares. This major also aims at bridging the gap between the university and the professional sector. Several specialists from the private sector (CEO/senior experts of banks/asset management firms), financial institutions (senior experts of European Commission), and internationally recognized professors will teach in this major. In addition, the students can take part to innovative initiative (at the Belgian level) such as the Bloomberg market concept® certificate and trainings in London at Bloomberg headquarters and in several financial institutions such as asset management firms and hedge funds.
AIMS:
Finance is becoming increasingly complex and relies more and more on advanced quantitative methods. Managers cannot afford to overlook this complexity any longer, neither can they naïvely rely on technical experts: they have to understand how to tackle this reality. The courses selected in this major precisely aim at preparing the students to face this challenge. The track is structured along three objectives: (i) equip the student with the necessary background allowing for a rigorous treatment of financial problems; (ii) propose to students an overview of the current applied finance-related issue; (iii) teach softwares as well as powerful techniques and numerical methods to solve real-world investment, pricing or risk-management problems.

6 MANDATORY COURSES
- Forecasting (Q1)
- Investments (Q1)
- Derivative Pricing (Q1)
- Macro Finance (Q2)
- Credit and interest rate risk (Q2)
- Big data in finance (Q2)

Acquired Skills:
Critical approach, team working, programming, Bloomberg Market Concepts®, scientific approach to problem solving

Career Opportunities:
National and international financial institutions such as insurance, banks, hedge funds, and central banks. In these institutions, the type of work could be related to quantitative aspect and in particular to Risk Management, Asset Management, Consultancy, Insurance, Banking, FinTech
BUSINESS ANALYTICS

LANGUE:
Français (principalement) et anglais

PREREQUIS:
Bachelier en ingénieur de gestion

MÉTHODES D'ENSEIGNEMENT:
(A déterminer par chaque enseignant)
Principalement :
Exposés magistraux, exercices intégrés au cours, développement de projets

MÉTHODES D'ÉVALUATION:
(A déterminer par chaque enseignant)
Principalement :
Examens écrits et défenses de projets

CONTENU
Les technologies de l'information et de la communication jouent un rôle de plus en plus crucial dans l'évolution des organisations et affectent significativement leurs pratiques et modes de vie. Plus particulièrement, l'utilisation de l'outil informatique comme aide à la prise de décision est désormais considéré comme un élément stratégique dans de nombreuses politiques d'entreprises.

La majeure en Business Analytics fournira, dans chacun de ses cours, des outils aux étudiants pour traiter des données, données caractérisées par leur volume, leur variété, leur valeur, leur vitesse ou encore leur véracité.

OBJECTIFS:
La majeure en Business Analytics a pour objectif d'apprendre à maîtriser les principales techniques de recherche, de récolte, de nettoyage et d'analyse de données business (données qui peuvent être de différents types et provenir de différentes sources), ainsi que les principales techniques d'interprétation et d'exploitation des résultats obtenus.
6 COURS OBLIGATOIRES

- Principles of banking and finance (Q1)
- International Finance (Q1)
- Financial Innovation (Q1)
- Central banking, financial regulation, supervision (Q2)
- International corporate finance (Q2)
- International financial management (Q2)

COMPETENCES ACQUISÉES:
Appliquer une démarche scientifique d’analyse de données
Appliquer les méthodes adéquates face à un problème donné
Gérer des projets
Résoudre des problèmes complexes
Porter un jugement critique sur les apports et limites du traitement de données dans une organisation

OPPORTUNITES DE CARRIERE:
Le traitement des données (dans tous les volets évoqués ci-dessus) étant désormais un élément clef de toute stratégie d’entreprise, tout étudiant ayant suivi la majeure en Business Analytics pourra s’orienter vers tout métier touchant à des données, et donc également, dans de nombreux domaines d’activité.
Les technologies de l'information et de la communication jouent un rôle de plus en plus crucial dans l'évolution des organisations et affectent significativement leurs pratiques et modes de vie. Plus particulièrement, l'utilisation de l'outil informatique comme aide à la prise de décision est désormais considéré comme un élément stratégique dans de nombreuses politiques d'entreprises.

La majeure en Business Analytics and Digital Marketing fournira, dans chacun de ses cours, des outils aux étudiants pour traiter des données, données caractérisées par leur volume, leur variété, leur valeur, leur vélocité ou encore leur véracité. La deuxième partie de la majeure se concentre plus spécifiquement sur le marketing numérique en mettant en lumière la compréhension du comportement des e-consommateurs et les tendances du marketing numérique. L'objectif est d'offrir une perspective approfondie à 360 degrés des problèmes auxquels le directeur du marketing doit faire face.
OBJECTIFS:
La majeure en Business Analytics and Digital Marketing a pour objectif d’apprendre à maîtriser les principales techniques de recherche, de récolte, de nettoyage et d’analyse de données business (données qui peuvent être de différents types et provenir de différentes sources), ainsi que les principales techniques d’interprétation et d’exploitation des résultats obtenus.

Students will learn to master the strategic as well as the operational nature of all aspects of marketing decisions. Hence they will develop specific competencies that are key when managing marketing decisions in the digital world.

Participants will be equipped with the most significant conceptual frameworks and latest thinking on identifying, formulating and assessing companies’ pricing, retailing, product innovation strategies and tactics, also in a digital marketing context.

COMPETENCES ACQUISES:
Appliquer une démarche scientifique d’analyse de données
Appliquer les méthodes adéquates face à un problème donné
Gérer des projets
Résoudre des problèmes complexes
Porter un jugement critique sur les apports et limites du traitement de données dans une organisation
Connaissance et raisonnement
Capacité à travailler efficacement dans un environnement international et multiculturel
Aptitudes à la communication et aux relations interpersonnelles

6 COURS OBLIGATOIRES
• Nouvelles technologies et pratiques émergentes (Q1)
• Data Mining (Q1)
• Web Mining (Q1)
• E-comportement du consommateur (Q2)
• Tendances en Digital Marketing (Q2)
• Méthodes et modèles en marketing (Q2)

OPPORTUNITES DE CARRIERE
Le traitement des données (dans tous les volets évoqués ci-dessus) étant désormais un élément clef de toute stratégie d’entreprise, tout étudiant ayant suivi la majeure en Business Analytics and Digital Marketing pourra s’orienter vers tout métier touchant à des données, et donc également, dans de nombreux domaines d’activité. Cette majeure prépare les étudiants qui souhaitent poursuivre une carrière en marketing (gestion du marketing, gestion des produits, gestion des prix, gestion de la distribution, analyse marketing, marketing numérique), en gestion générale et en conseil aux entreprises, grandes ou petites, principalement axées sur le marché national ou ouvertes sur l’international.
TRANSPORTATION AND SUPPLY CHAIN MANAGEMENT

LANGUAGE:
English mainly & French

PREREQUISITES:
Bachelier Ingénieur de Gestion (Majeure et option), Bachelier Sciences de Gestion (Option Q3)

TEACHING METHODS:
Lectures, case studies, individual and group projects, student presentations, class discussions, serious game and company visits

EVALUATION METHODS:
Written exam (mostly open book), oral exams, case presentations, case reports, project presentation, individual and group assignments.

CONTENT
A supply chain is the alignment of stages that bring products to markets. Managing it efficiently and dynamically is thus key to please a company’s customers.

Supply chain management is rightfully seen as a competitive imperative for companies to manage their far-reaching and increasingly more complex supply networks. Supply chain management excellence requires understanding how to align the supply chain strategy to satisfy customers, how to manage inventory and information, as well as how to preserve superior supplier relationships. In this major, 6 courses (half in Mons, half in Louvain-la-Neuve) introduce the students to various dimensions of the supply chain management.

AIMS:
At the end of the three Mons courses, the student should become familiar with the main concepts in logistics, and have a more in-depth knowledge of the main theories and models in transportation. When followed with the three courses in SCM II (LLN), the student gets a broader expertise in supply chain management (operations, planning and international SCM).

The aim of the three LLN courses is to develop both methodological and practical knowledge in the area of supply chain management.
6 MANDATORY COURSES

- Supply Chain Management (Q1 – Mons)
- Modélisation des systèmes de transport (Q1 – Mons)
- Transport et mobilité (Q1 – Mons)
- Advanced Operations Management: Models and Applications (Q2 – LLN)
- International Supply Chain Management (Q2 – LLN)
- Supply Chain Planning (Q2 – LLN)

Acquired Skills:
Supply chain management, transportation, operations management, inventory management, transportation networks modeling and analytical skills, presentation skills, mathematical skills.

Career Opportunities:
Supply chain management (as well as logistics and transportation) is a flourishing sector, generating many interesting jobs, particularly in our region of Europe. Jobs are to be found in distribution centers, transportation companies, factories, purchasing or planning departments, international export companies, etc. Various supply chain management functions (planning, customer support, operations management, transport, sourcing) for multinational companies, consultant, logistic companies, distribution companies. In general the supply chain management function involves a lot of coordination between different departments or companies. Your role will be that of facilitating exchanges of goods, information and payments.
The aim of the track is to propose frameworks and practices which allow to understand how HRM and organization policies are set out (scope and means) as well as the effects they produce at short, mid and long-term for individuals (employees and employers), organizations and institutions. In short, the major makes students able to understand and act on human dimensions of modern management.

The two parts of the major allow students to consider HRM and intervention in organizations from complementary levels of analysis and action: individual, group, and organizational. In the first part, at an organizational level, tools for diagnosing organizations are studied as well as the issue of change management; at a more individual level, the issue of how people experience management and organizational practices will be investigated.

In the second part of the major, at an organizational level, the way a strategy in HRM is developed will be studied as well as some contemporary issues specific to the field (like, e.g., diversity management); at an individual and group level, students will learn the dynamics of the (behavioural) relationship between them and the organization.
6 MANDATORY COURSES

- Diagnostic organisationnel (Q1)
- Sociologie clinique du travail (Q1)
- Gestion du changement (Q1)
- Gestion des diversités (Q2)
- Gestion stratégique des ressources humaines (Q2)
- Problématiques et pratiques contemporaines en GRH (Q2)

AIMS:
A track which combines theory and practice, reflexive and pragmatic approaches, analytical and experiential postures in order to develop the necessary competences to managing humanly.

Career Opportunities:
The major offers numerous opportunities for students to confront to real-work situations as well as to professionals and business cases. Through the courses offered, the major also introduce students to the challenge and conditions of managing humanly.
EUROPEAN BUSINESS

LANGUAGE:
English

PREREQUISITES:
Microeconomics, Macroeconomics, International Economics, Political Economy, Introduction to public, private and commercial Law, Production management, Industrial organization, Strategy

TEACHING METHODS:
Various methods: see specific course descriptions

EVALUATION METHODS:
Various methods: written and oral examinations, essays, readings, team projects

CONTENT

6 MANDATORY COURSES

- European Corporate Governance (Q1)
- European Economic Policy (Q1)
- European Public Affairs (Q1)
- Corporate Strategy in Europe (Q2)
- Management of European Companies (Business Cases) (Q2)
- Industrial Relations in Europe (Q2)
AIMS:
To provide a better understanding on how business operates in the EU single market, how EU policies affect business and on how business and EU institutions interact.

Acquired Skills:
Knowledge of the European business environment and business strategies in the EU. Analysis of EU policies.

Career Opportunities:
MNEs (EU corporate governance & supply chain), European institutions, Think-tanks, Lobbying.
CORPORATE FINANCE

LANGUAGE:
English

PREREQUISITES:
Lectures, presentations, case studies, discussions

TEACHING METHODS:
Final exam plus extra activities, such as team projects and workshops

AIMS:
Read, understand and act according to financial information, acquire skills in terms of financial data acquisition and analysis

CONTENT

The objective of this major is to expose the global environment in which corporates have to evolve. Specific attention will be paid to the analysis of the international accountancy rules and regulatory framework which becomes of primary importance for firms. Indeed, regulation has a key impact on firms’ strategies in terms of management. The students will also learn how firms are organized and operate in practice. They will also understand how firms can adjust their financial & funding strategies as well as their capital structure to their environment. Finally, the specific risks faced by financial institutions will be reviewed and the procedures to mitigate them will be analyzed.

EVALUATION METHODS:
The objective of this major it to expose the global environment in which corporates have to evolve. Specific attention will be paid to the analysis of the international accountancy rules and regulatory framework which becomes of primary importance for firms. Indeed, regulation has a key impact on firms strategies in terms of management. The students will also learn how firms are organized and operate in practice. They will also understand how firms can adjust their financial & funding strategies as well as their capital structure to their environment. Finally, the specific risks faced by financial institutions will be reviewed and the procedures to mitigate them will be analyzed.
Career Opportunities:
Various positions in national and international firms and financial institutions. Your role could be that of a financial analyst, cost analyst, cash manager, real estate officer and so on.

ACQUIRED SKILLS:
Financial managers, banking, financial analysts

6 MANDATORY COURSES
- Entrepreneurial Finance (Q1)
- IAS/IFRS (Q1)
- International Financial Management (Q1)
- Risk Management of Financial Institutions (Q2)
- Advanced Corporate Finance (Q2)
- Project Evaluation (Q2)
RÉVISORAT ET EXPERTISE COMPTABLE

LANGUE:
Français

PREREQUIS:
Aucun pour le premier module. Le suivi du deuxième et du troisième module nécessite toutefois les acquis du module précédent.

MÉTHODES D’ENSEIGNEMENT:
Cours interactifs, mises en situation-problème, classes inversées, études de cas, serious game, projets intégrateurs

MÉTHODES D’ÉVALUATION:
Examen écrit/oral (à livre ouvert/fermé) ; QCM : Présentation orale ; Rapport écrit ; Travaux de groupe/individuel ; Essai individuel.

CONTENU
La majeure est composée de trois modules intégrés, chacun d’entre eux nécessitant les acquis des modules précédents et répartis sur 3 quadrimestres. Le quatrième quadrimestre est dédié aux stages et au mémoire. Ainsi sont approfondis au niveau comptable les concepts de droit comptable, de règles d’évaluation, de normes comptables internationales et de consolidation. La fiscalité nationale et internationale fait également partie du cursus requis. Par ailleurs, un cours spécifique est dédié à l’éthique des professions comptables.

Cage de qualité de cette filière, tous ces cours de spécialisation sont dispensés par des professionnels ayant des compétences pédagogiques reconnues, mais également des acteurs de terrain qui connaissent les exigences du monde économique actuel.

OBJECTIFS:
6 COURS OBLIGATOIRES

- Contrôle interne et gestion des risques (Q1)
- Règles d’évaluation (Q1)
- Droit comptable (Q1)
- IAS et IFRS (Q2)
- Normes comptables internationales de consolidation (Q2)
- Droit des sociétés approfondi et gouvernance d’entreprise (Q2)

COMPÉTENCES ACQUISÉES:
Spécialisation dans les matières de gestion comptable et financière de l’entreprise afin à la fois de contrôler la mise en place du système d’information comptable interne à l’organisation et porter un jugement d’expert sur l’information qui sera mise à la disposition du grand public, tout en ayant un large bagage législatif.

OPPORTUNITÉS DE CARRIERE:
- Reviseur d’entreprises
- Expert-comptable et conseil fiscal
- Audit interne
- Contrôle de gestion
- Consolidation
- Fonctions administratives et financières
CONSUMER INSIGHT

LANGUAGE: English

PREREQUISITES: Introduction to marketing course

TEACHING METHODS: Lectures, group assignments, & case studies presented by marketing professionals

EVALUATION METHODS: Group assignments evaluated for their methodological and theoretical quality as well as individual exams

CONTENT

Today, the foundation of an organization's success lies largely in relevant insights into how consumers feel, think, choose, and consume. In this major you will learn to adopt a consumer-centric perspective of marketing.

You will study and use the tools and methods needed to systematically investigate and answer marketing questions through large scale data collections as well as in-depth qualitative studies and more experimental methods. We will also teach you and ask you to use theories and models of consumer behavior in a wide range of marketing topics, from service marketing to B2B marketing and ethical consumption.

AIMS:
Organized around a consumer-centric approach, the purpose of this major is to give students a comprehensive coverage of state-of-the-art frameworks, concepts, tools, and techniques to understand, predict and leverage consumers’ emotions, attitudes and behaviors. It also aims at addressing relevant inputs required by the increasingly digital marketing landscape, as well as other highly topical subjects such as ethical consumption and sustainability.
6 MANDATORY COURSES

- Consumer Behavior (Q1)
- Marketing Studies (Q1)
- Managing Brand Equity (Q1)
- Customer Relationship Management (CRM) (Q2)
- Ethical and Sustainable Consumption (Q2)
- Neuromarketing, virtual reality, and experimental approach (Q2)

COMPETENCES ACQUIRES:
In this track the students will develop their:
Corporate citizenship
Knowledge and reasoning
Scientific and systematic approach
Capacity to work effectively in an international and multicultural environment
Project management skills
Communication and interpersonal skills

CAREER OPPORTUNITIES:
This major prepares students for pursuing careers in marketing (on the side of announcers or marketing agencies) but also in general management, entrepreneurship, business consulting, media, or consumer-oriented not-for-profit organizations.