

## First Year

### Compulsory courses

DROI1262-1	<i>Labour Law</i> - Paul CRAHAY	30	-	-	5
GEST1079-3	<i>Entrepreneurship</i> (english language) - JeanMarie CHOFFRAY	30	-	-	5
GEST3029-1	<i>International Strategy</i> (english language) - Nathalie CRUTZEN, Thomas FROEHLICHER	18	-	-	3
INFO2039-2	<i>Management Information Systems</i> (english language) - Ashwin ITTOO	30	-	-	5
GEST3030-1	<i>Development of managerial skills</i> - JeanMarie DUJARDIN, Jocelyne ROBERT	12	-	-	2
MQGE0005-5	<i>Quantitative Methods in Management</i> (english language)				5
	- <i>Part : Operations Research</i> - Yasemin ARDA	15	-	-	
	- <i>Part : Statistics</i> - Cédric HEUCHENNE	15	-	-	
MARK0781-2	<i>Strategic Marketing</i> (english language) - Zelal ATES, Cécile DELCOURT, Jean TONDEUR	30	-	-	5
FINA0050-1	<i>Valuation and Capital Budgeting</i> (english language) - Marie LAMBERT, Alain SCHOCKERT	30	-	-	5
GRHO0017-2	<i>Change Management</i> (english language) - François PICHULT	30	-	-	5

### Optional courses

Choose one language course from the following :

*Notice* : access to basic-level language courses is subject to a number of requirements - see the HEC regulations.

LANG1925-1	<i>German 4</i> - Marie MAWHIN	30	-	-	5
LANG1926-1	<i>Advanced German 4</i> - Sylvia DEROOSE	30	-	-	5
LANG1927-1	<i>Spanish 4</i> - Nicole GRUTMAN	30	-	-	5
LANG1928-1	<i>Advanced Spanish 4</i> - Véronique PEIFFER	30	-	-	5
LANG1929-1	<i>Italian 4</i> - Christine HANON	30	-	-	5
LANG1930-1	<i>Advanced Italian 4</i> - Christine HANON	30	-	-	5
LANG1931-1	<i>Dutch 4</i> - Nicole ENGELEN, Lutgarde NACHTERGAELE, Baudoin YANS	30	-	-	5
LANG1932-1	<i>Advanced Dutch 4</i> - Lutgarde NACHTERGAELE	30	-	-	5
LANG1933-1	<i>Elementary German 1</i> - Marie MAWHIN	30	-	-	5
LANG1934-1	<i>Elementary Spanish 1</i> - Nicole GRUTMAN	30	-	-	5
LANG1936-1	<i>Elementary Dutch 1</i> - Nicole ENGELEN	30	-	-	5
LANG1954-1	<i>French beginner level 1</i> - ISLV	30	-	-	5

*Notice* : this course is only open to non-French speaking students.

### Choose one option from the following :

*Notice* : each option given below is a prerequisite to access to the concerned focus, offered in 2nd year of Master.

#### Option "Banking and Asset Management"

FINA0051-1	<i>Banking and Insurance</i> (english language) - Fabien BONIVER, Georges HÜBNER	30	-	-	5
FINA0052-1	<i>Financial Derivatives</i> (english language) - Aline MULLER	30	-	-	5
FINA0053-1	<i>Investments and Portfolio Management</i> (english language) - Séverine PLUNUS	30	-	-	5

#### Option "Financial Analysis and audit"

FINA0011-2	<i>Audit</i> (english language) - Félix FANK	30	-	-	5
FINA0030-1	<i>Consolidation and IFRS</i> (english language) - Patrice SCHUMESCH	30	-	-	5
FINA0044-5	<i>Strategic Performance Management</i> (english language) - Gabriele CATANIA	30	-	-	5

#### Option "Marketing and Strategic Intelligence"

MARK0783-1	<i>Consumer Intelligence</i> (english language) - Zelal ATES	30	-	-	5
------------	--	----	---	---	---

MARK0784-1	<i>Introduction to Strategic Intelligence</i> (english language) - Claire GRUSLIN	30	-	-	5
------------	---	----	---	---	---

Choose one of the following courses :

MARK0785-1	<i>Branding and Reputation Management</i> (english language) - Zelal ATES	30	-	-	5
GEST3146-1	<i>Digital Marketing Essentials</i> (english language) - André BLAVIER, Michael SCHYNS	30	-	-	5

#### Option "Social enterprise management"

GEST3035-1	<i>Introduction to social economy and social entrepreneurship</i> - Jacques DEFOURNY	30	-	-	5
GEST3036-1	<i>Social Innovation and Organisational Diversity</i> (english language) - Benjamin HUYBRECHTS	30	-	-	5
GEST3037-1	<i>Financing a social enterprise</i> - Sybille MERTENS DE WILMARS	30	-	-	5

## Second Year

Upon the authorisation of the Doctoral College and with the prior agreement of the President of the jury, students will have the possibility of substituting a maximum of ten course credits from their programme with preparatory courses in doctoral research.

### Compulsory courses

GTFE0013-1	<i>Final work</i> - COLLÉGIALITÉ	-	-	-	20
GEST1076-1	<i>Sustainable strategy in a multi-polar world</i> (english language) - Nathalie CRUTZEN, Marc DESCHAMPS, Thomas FROELICHER	30	-	-	5

*Notice* : The students enrolled in the professional focus in entrepreneurship are invited to attend the course GEST0215-2 "Growth strategy" (5 ECTS) instead of the course GEST1076-1

#### This course is aimed at students enrolled at the professional focus in entrepreneurship

GEST0215-2	<i>Growth strategy</i> - Marc BEAUJEAN, Marc FOIDART	15	30	-	5
------------	--	----	----	---	---

### Optional courses

Continuation of the choice of second language taken in the 1st year of the masters :

LANG0823-2	<i>German for management (L2) level 5</i> - Françoise CARL, ISLV	30	-	-	3
LANG0824-2	<i>Spanish for Management (L2) Level 5</i> - Alexis ALVAREZ BARBOSA, Véronique PEIFFER	30	-	-	3
LANG0825-2	<i>Italian for Management (L2) Level 5</i> - Christine HANON	30	-	-	3
LANG0827-2	<i>Business Dutch (L2) level 5</i> - Doris DE LAET, ISLV	30	-	-	3
LANG0829-2	<i>Dutch for Management (L2) Beginner 2</i> - Claire DE LAMOTTE	30	-	-	3
LANG0830-2	<i>German for management (L2) level beginners 2</i> - Sylvia DEROOSE	30	-	-	3
LANG0909-1	<i>French for Management (L3) beginner level 2</i> - ISLV	24	-	-	3

*Notice* : this cours is only open to non-French speaking students

LANG1984-1	<i>Chinese for Management (L2) level 5</i> - N...	30	-	-	3
------------	---	----	---	---	---

Follow-up to the language choice made in the 1st year of Master :

LANG0885-1	<i>Intercultural Studies - Part II</i> (english language)	30	-	-	2
LANG0831-2	<i>German for management (L3) level 5</i> - Françoise CARL, ISLV	30	-	-	2
LANG0832-2	<i>Spanish for Management (L3) Level 5</i> - Alexis ALVAREZ BARBOSA, Véronique PEIFFER	30	-	-	2
LANG0833-2	<i>Italian for Management (L3) Level 5</i> - Christine HANON	30	-	-	2
LANG1985-1	<i>Chinese for Management (L3) level 5</i> - N...	30	-	-	2
LANG0835-2	<i>Business Dutch (L3) level 5</i> - Doris DE LAET, ISLV	30	-	-	2
LANG0837-2	<i>Dutch for management (L3) beginner 2</i> - Claire DE LAMOTTE	30	-	-	2
LANG0838-2	<i>German for management (L3) level beginners 2</i> - Sylvia DEROOSE	30	-	-	2
LANG0908-2	<i>English for Entrepreneurs</i> - Jonathan SOLHEID	10	60	-	5

*Notice* : courses only for the students of the professional focus in entrepreneurship

*Notice* : focus open to students  
who have taken the option  
"Marketing and strategic

intelligence" during the 1st year  
of Master.

**Compulsory courses**

GEST3141-1	<i>Advanced business cases in strategic management (+ crisis management)</i> (english language) - Claire GRUSLIN, Jean TONDEUR	30	-	-	<b>5</b>
GEST3142-1	<i>Knowledge Management and Influence</i> (english language) - Claire GRUSLIN	30	-	-	<b>5</b>
GEST3061-1	<i>Skills portfolio</i> - Louis ESCH	-	-	-	<b>5</b>
GSTG0014-4	<i>Placement</i> - COLLÉGIALITÉ	-	-	-	<b>10</b>

**Optional courses**

Choose one of the following courses :

GEST3032-1	<i>eBusiness and eCommerce</i> (english language) - André BLAVIER, Ashwin ITTOO	30	-	-	<b>5</b>
GEST3143-1	<i>Geopolitics and State Security</i> (english language) - Michel HERMANS	30	-	-	<b>5</b>
GEST3144-1	(pas organisé en 2013-2014) <i>Multivariate Analysis for Business Research</i> (english language) - N...	30	-	-	<b>5</b>
MARK0786-1	<i>Services Marketing and Management</i> (english language) - Cécile DELCOURT	30	-	-	<b>5</b>