

GEST2M1 - Teaching profile

Learning outcomes

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

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

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

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

> **Responsible:** capable of implementing socially responsible management practices in private or public organisations.

> **A professional:**

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

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

THE COMPETENCY FRAMEWORK

Introduction

The exit profile of the Master 60 in Management Sciences graduate is specified by the **LSM competency framework** (<https://uclouvain.be/en/faculties/lsm/competency-framework.html>), with in particular:

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

On successful completion of this programme, each student is able to :

1. Corporate citizenship: Act consciously, aware of their responsibilities, placing human and ethical considerations at the very heart of their thinking and actions.

1.1. Demonstrate independent reasoning, look critically and consciously at acquired knowledge (both academic and common sense) and managerial practices, in light of emerging circumstances and their outcomes.

1.2. Decide and act by incorporating ethical and humanistic values, integrity, respect for the laws and conventions, solidarity and civic action, and sustainable development.

1.3. Decide and act responsibly, while taking into account the social, economic and environmental, sometimes antinomic, outcomes in the short, medium and long term, for the various stakeholders.

2. Knowledge and Reasoning: Master an active and integrated command of a multidisciplinary body of knowledge (content, methods, models, conceptual frameworks) essential to act expertly in the various areas of management.

2.1. Master the core knowledge of each area of management.

2.2. Master highly specific knowledge in one or two areas of management: advanced and current research-based knowledge and methods.

2.3. Articulate the acquired knowledge from different areas of management.

2.4. Activate and apply the acquired knowledge accordingly to solve a problem.

2.5. Contribute to the development and advancement of the management field.

3. A scientific and systematic approach: Analyze and resolve problems in multidisciplinary and complex management situations using a scientific and systematic approach.

3.1. Conduct a clear, structured, analytical reasoning by applying, and eventually adapting, scientifically based conceptual frameworks and models, to define and analyze a problem.

3.2. Collect, select and analyze relevant information using rigorous, advanced and appropriate methods.

3.3. Consider problems using a systemic and holistic approach: recognize the different aspects of the situation and their interactions in a dynamic process.

3.4. Perceptively synthesize the essential elements of a situation, demonstrating a certain conceptual distance, to diagnose and identify pertinent conclusions.

3.5. Produce, through analysis and diagnosis, implementable solutions in context and identify priorities for action.

4. Innovation and Entrepreneurship: Innovate, initiate and lead change.

- 4.1. Identify new opportunities, propose creative and useful ideas in situations that require new strategic approaches, break with existing models and paradigms, promote progress and change.
- 4.2. Initiate, develop and implement ideas around a new product, service, process or organizational structure, having evaluated the risks and remain pragmatic.
- 4.3. Integrate, collaborate and actively drive forward collective actions for change, and diffuse for social awareness.
- 4.4. Reflect on and improve the content, processes and goals of professional practices.
- 5. Work effectively in an international and multicultural environment:** Work as an interface between stakeholders with different rationales, belief systems, training, nationalities, cultures ...
- 5.1. Understand the inner workings of an organization: develop a global approach and integrate the internal logic used, within the organization.
- 5.2. Position and understand the functioning of an organization, in its local and international socio-economic dimensions and identify the associated strategic issues and operational decisions.
- 5.3. Understand and establish their own role and scope for action, in the overall operation of the organization, while liaising with the various internal and external stakeholders.
- 6. Teamwork and leadership:** Integrate and work in a team, exercise enlightened leadership within the group.
- 6.1. Work in a team: join in and collaborate with team members. Be open and take into consideration the different points of view and ways of thinking, manage differences and conflicts constructively, accept diversity.
- 6.2. Exercise enlightened leadership skills: unite and motivate different team members, identify, draw on and develop their skills and talents, guide them towards achieving a common goal, while adapting to time constraints and the changing environment.
- 7. Project Management:** Define and manage a project to completion, taking into account the objectives, resources and constraints that characterize the project environment.
- 7.1. Analyse a project within its environment and define the expected outcomes: identify what is at stake, the required outcomes and the environmental constraints; clearly define the project objectives and associate the performance indicators.
- 7.2. Organize, manage and control the process: structure and schedule the tasks, identify and allocate human and material resources, coordinate, delegate and supervise the tasks; take into account the anticipated constraints and risks.
- 7.3. Make decisions and take responsibility for them in an uncertain world: take initiatives and act, anticipate and be proactive, show discernment and good judgment and be prepared to make quick decisions, taking into account multiple factors and uncertainties; accept the risks and consequences of decisions.
- 8. Communication and Interpersonal Skills:** Communicate, converse effectively and convincingly with the stakeholders.
- 8.1. Express a clear and structured message, both orally and in writing in their mother tongue, in English and ideally, in a third language, adapted to the audience and using context specific communication standards.
- 8.2. Interact and discuss effectively and respectfully with diverse stakeholders (supervisors, peers, colleagues, clients...) in face-to-face and group contexts, using both verbal and nonverbal communication skills: demonstrate the ability to listen, empathize, be assertive, provide and accept constructive criticism.
- 8.3. Persuade and negotiate: understand the needs and viewpoints of others, put forward their reasoning in an appropriate, relevant and persuasive manner, able to bring out points of agreement, even in antagonistic situations.
- 9. Personal and professional development:** Display self-knowledge and independence, able to adapt quickly to new situations and involve positively.
- 9.1. Independent self-starter: set priorities, anticipate and plan work activities within time constraints, rigorous, structured and thorough, even in changing, uncertain environments or crisis.
- 9.2. Self-awareness and self-control: be aware of and manage their own emotions, able to be objective about their work and behaviour, and recognize their own strengths and weaknesses, accept them and use them in a professional manner.
- 9.3. Self-motivation: be capable of creating a project in line with their own values and aspirations, confident and motivated in managing the implementation of the project, and persevere in difficult situations.
- 9.4. Quick study, lifelong learner: quickly and independently assimilate new information and skills needed to evolve in their professional environment, learn from successes and errors in the spirit of lifelong learning.

Programme structure

The structure of your programme will depend on your previous academic background.

- Students who have obtained a **Belgian Master's degree in a field other than management** or a **non-Belgian Master's degree** must follow the **core courses programme**. This programme consists of compulsory and elective courses spread over two terms and a final paper. (Please note that students who do not have the required background in economics will have the prerequisite course LESPO2100 "Political Economy" added to their programme. Those who do not have a basic knowledge of mathematics and statistics will have the prerequisite course LECGE1112 "Mathematics in Economics and Management I" added to their programme.)
- Students who have obtained a **Bachelor's degree in Economics and Management** must follow the **advanced version of the Master 60**. This adapted programme includes courses that are taught intensively over six weeks. Assessments may be organised at the end of each six-week part or during the examination sessions at the end of the four-month period to complement the continuous assessment (intermediate tests, individual and group work) that is organised during this part. This adapted Master's programme also includes one or more courses given over a whole term as well as the final paper.
- Students who have obtained a **short non-university bachelor's degree**, from the official list visible on the access conditions page, must follow the **Preparatory module**. This preparatory module includes compulsory courses spread over two terms.
- Students who have **successfully completed the Preparatory module courses** must then follow the **advanced version of the Master 60** (see 2nd bullet point here above).

GEST2M1 Programme

Detailed programme by subject

CORE COURSES

Students who have obtained a **Belgian Master's degree in a field other than management** or a **non-Belgian Master's degree** must follow the **core courses programme** here below.

Please note that students who do not have the required background in economics will have the **prerequisite course LESPO2100 "Political Economy"** added to their programme. Those who do not have a basic knowledge of mathematics and statistics will have the **prerequisite course LECGE1112 "Mathematics in Economics and Management I"** added to their programme.

- Mandatory
- ⊗ Optional
- △ Not offered in 2023-2024
- ⊙ Not offered in 2023-2024 but offered the following year
- ⊕ Offered in 2023-2024 but not the following year
- △ ⊕ Not offered in 2023-2024 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...)

o Compulsory courses

○ LLSMG2000	Comptabilité et analyse des états financiers	Karine Cerrada Cristia	FR [q1] [30h+10h] [5 Credits] 🌐
○ LLSMG2001	Finance	Philippe Grégoire	FR [q1] [30h+10h] [5 Credits] 🌐
○ LLSMG2002	Marketing	Chantal de Moerloose	FR [q1] [30h+10h] [5 Credits] 🌐
○ LLSMG2003	Operations, Management and Modeling	Daniele Catanzaro Nishant Mishra	EN [q1] [30h+10h] [5 Credits] 🌐
○ LLSMG2004	Gestion des ressources humaines	Evelyne Léonard	FR [q1] [30h+10h] [5 Credits] 🌐
○ LLSMG2006	Management stratégique	Guilhem Bascle Xavier Desclée De Maredsous	FR [q2] [30h+10h] [5 Credits] 🌐
○ LLSMG2097	Responsabilité sociétale des entreprises	Valérie Swaen	FR [q2] [30h] [5 Credits] 🌐

o Elective courses (10 credits)

Select 2 courses :

⊗ LCOMU2360	Marketing digital <i>This course is limited to 20 seats</i>	Aurélie Vachandez (compensates Damien Renard)	FR [q2] [30h] [5 Credits] 🌐
⊗ LFIAL2660	Digital practices seminar	Paul Bertrand	FR [q2] [15h] [5 Credits] 🌐
⊗ LEPL2214	Law, Regulation and Legal Context	Vincent Cassiers Werner Derycke	FR [q1] [30h+5h] [5 Credits] 🌐
⊗ LBIR2050	Challenges of sustainable development and transition	Valentin Couvreur Nathalie Delzenne Valérie Swaen (coord.)	FR [q2] [30h] [5 Credits] 🌐
⊗ LTRAV2640	Bargaining theory and practice <i>This course is limited to 20 seats</i>	Stéphanie Demoulin	FR [q1] [25h] [5 Credits] 🌐
⊗ LLSMS2070	Diagnostic organisationnel	Evelyne Léonard	FR [q2] [30h] [5 Credits] 🌐

o Final paper (15 credits)

○ LLSMD2951	Travail de fin d'études		FR [q2] [] [15 Credits] 🌐
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o Courses in quantitative methods (15 credits)

o LECGE1112	Mathematics in economy and management	
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The programme's courses and learning outcomes

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

Bachelor : Business Engineering (site de Mons) - INGM1BA		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Other UCLouvain bachelors		-	No access
Others Bachelors of the French speaking Community of Belgium			
Bachelier en sciences économiques et de gestion		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Bachelier en sciences de gestion		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Bachelier en ingénieur de gestion		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Bachelier en sciences économiques		-	No access
Any other bachelor		-	No access
Bachelors of the Dutch speaking Community of Belgium			
Bachelor in de toegepaste economische wetenschappen		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Bachelor in ingenieurs wetenschappen		Direct access	The programme will consist of advanced management courses > direct online registration (https://uclouvain.be/en/study/inscriptions/futurs-etudiants.html)
Foreign Bachelors			
Non-Belgian bachelor's university degree of minimum 4 years (equivalent to 240 credits including the completion of a Master's thesis) 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 > possibility of access based on application with the possible addition of a maximum of 60 additional credits into the master's programme > Submit a UCLouvain online access 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, do not have access to the Master 60 in Management.

However, they can, after analysis of the file by the jury, have access to the [Master 120 in Management](#) or access, under certain conditions, to the [Master 120 in Business Engineering](#) (for holders of a bachelor in commercial engineering only).

Holders of one of the **short non-university bachelor's degrees** listed below have access to the Master 60 in Management with the

BA - assistant(e) de direction - crédits supplémentaires entre 45 et 60
 BA - conseiller(ère) en développement durable - crédits supplémentaires entre 45 et 60
 BA en assurances et gestion du risque - crédits supplémentaires entre 45 et 60
 BA en commerce et développement - crédits supplémentaires entre 45 et 60
 BA en comptabilité - crédits supplémentaires entre 45 et 60
 BA en coopération internationale - crédits supplémentaires entre 45 et 60
 BA en e-business - crédits supplémentaires entre 45 et 60
 BA en gestion hôtelière, orientation arts culinaires - crédits supplémentaires entre 45 et 60
 BA en gestion hôtelière, orientation management - crédits supplémentaires entre 45 et 60
 BA en immobilier - crédits supplémentaires entre 45 et 60
 BA en informatique, orientation développement d'applications - crédits supplémentaires entre 45 et 60
 BA en international business - crédits supplémentaires entre 45 et 60
 BA en management de la logistique - crédits supplémentaires entre 45 et 60
 BA en management du tourisme et des loisirs - crédits supplémentaires entre 45 et 60
 BA en marketing - crédits supplémentaires entre 45 et 60
 BA en relations publiques - crédits supplémentaires entre 45 et 60
 BA en sales account manager - crédits supplémentaires entre 45 et 60
 BA en sciences administratives et gestion publique - crédits supplémentaires entre 45 et 60

Les enseignements supplémentaires éventuels peuvent être consultés dans le [module complémentaire](#).

Type court

Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
"Licenciés"			
Belgian "licence" in another field than Management	Meet the general and specific access requirements	Access based on application	If general and specific access requirements are met > possibility of access based on application with the possible addition of two prerequisites courses into the master's programme : one course in Economie politique and one course in Mathématiques > Submit a UCLouvain online access 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 > possibility of access based on application file with the possible addition of two prerequisites courses into the master's programme : one course in Economie politique and one course in Mathématiques > Submit a UCLouvain online access request

Masters

Belgian Master in another 9.84399986 Tm [T Q q 1 0 .6M]72 1 0 0 -1 0 9.8478.888 15.6 | - .7059 0.549 rg -3 0 119.472 17.671 re f Q q 1 0 0 1 116.972

[Submit a UCLouvain online access request](#)

Non-Belgian Master's university degree issued by a recognized academic institution	
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Teaching method

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

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

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

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

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

Evaluation

- Secretary of the jury - Prof. Gordy Pleyers: lsm-masters60-pm@uclouvain.be

Useful Contact(s)

- Admissions of (future) holders of a Belgian's degree - Mrs Anneliese Desbuquoit: lsm-belgian-admissions@uclouvain.be
- Admissions of (future) holders of a non-Belgian's degree - Mrs Estelle Tonon: lsm-international-admissions@uclouvain.be
- Studies Advisor - Mrs Anneliese Desbuquoit: lsm-head-student-office@uclouvain.be

