**UCLouvain**

GESA2M

*2024 - 2025*

Master [120] in Management (with work-linked-training)

**At Mons - 120 credits - 2 years - Day schedule - In English**
Dissertation/Graduation Project : **YES** - Internship : **YES**
Activities in English: **YES** - Activities in other languages : **optional**
Activities on other sites : **YES**
Main study domain : **Sciences économiques et de gestion**
Organized by: **Louvain School of Management (LSM)**
Programme acronym: **GESA2M** - Francophone Certification Framework: 7

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- graduate management school
- teacher training certificate (upper secondary education)

<div style="border:1px solid">

**GESA2M -  Teaching profile**

</div>

## Learning outcomes

The Master in Management programme  **prepares graduates to take up the challenge of becoming socially responsible professionals with a cross-disciplinary approach to the various management functions** .

The **Master in Management** programme develops the transferable skills and expertise required for management functions in public and private, national and international, commercial and non-commercial organisations.

At the end of this programme, the graduate will have developed (in particular through an internship of at least 200 days during the course of the programme) the skills and know-how that will enable them to handle the complex and varied challenges faced by organisations in the management of jobs and skills, either at a strategic, tactical or operational level.

Thus, the Master in Management Sciences specialising in the digital transformation of the company enables students to acquire specific skills in the analysis and management of the digital transformation of the company. In addition, the work-study system allows these skills to be professionalized thanks to the work-study training offered in companies.

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

*Preamble*

The exit profile of Master in Management graduates is set out in the   *LSM competency framework*   with the following specifics:

- a background in economics and management studies, with a cross-disciplinary approach to management functions;
- priority skills:

  - a socially responsible mindset;
  - acquired knowledge;
  - experience in an international and multicultural environment;
- the possibility of developing some of these skills in greater depth through their choice of options, tracks, dissertation, internship and exchange.

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, integnty, 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 ad 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.
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### 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-toface 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

### 1. Core courses

It defines the common basis and the programme's orientation in the economics and management of digital transformation, including organisational and strategic credits. Courses are taught at both universities in French or English and offered in hybrid modes.

As part of the ongoing development at LSM to differentiate the content and format of the Master Thesis, the supervision of the Master Project Thesis for the programme will be related to the internship and will take the form of an independent project report on the work done, replacing the internship report.  The maximum number of pages will be limited and the focus should be on the main achievements during the work experience period

### 2. Work-study programs

Students complete a four-quarter paid internship.  Students join teams of professionals from the strategy, marketing, finance and regulatory departments to complete your internship of 3 days/week at the beginning of the course and 4 days/week at the end.
The internship is supervised by both an organisation's tutor and the university's training coordinator (or his representative).
The internship with work-linked-training differs from a standard internship in terms of duration, scope and remuneration.
The internship is accompanied by two seminars to allow the theorisation of practices and the taking of a perspective on professional practices. Regular seminars are organised on themes related to the digital transformation of the company. For each theme, academic theories are studied and put into perspective with professional practices. The regular seminars allow for exchanges aimed at developing the students' ability to take a step back and put things into perspective through dialogue with teachers and professionals.

### 3. Specialization courses (1 by bloc)

### 4. Option

| GESA2M Programme |
|:---:|

## Detailed programme by subject

### *CORE COURSES*

O Mandatory
⊗ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 or the following year
🟨 Activity with requisites
🌐 Open to incoming exchange students
🌐 Not open to incoming exchange students
[FR]

## PROFESSIONAL FOCUS: DIGITAL ENTERPRISE TRANSFORMATION [30.0]

O Mandatory
⊗ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 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...)

Year

1 2

### o Content:

| | | | | 1 | 2 |
|---|---|---|---|---|---|
| O MLSMM2161 | Internship search | | [FR] [q1] [] [2 Credits] 🌐 | x | |
| O MLSMM2162 | Coaching | Karine Charry Ingrid Poncin | [FR] [q2] [30h] [8 Credits] 🌐 | x | |
| O MLSMM2222 | Advanced work-linked-training internship | | [FR] [q1+q2] [] [15 Credits] 🌐 | | x |
| O MLSMM2264 | Coaching advanced | Christophe Lejeune Ingrid Poncin | [FR] [q1] [30h] [5 Credits] 🌐 | | x |

## OPTIONS

> List of electives   *[ en-prog-2024-gesa2m-mgesa400o ]*

One option from :

> Option Entrepreneurship (Mons)   *[ en-prog-2024-gesa2m-lgest564o ]*
> Option Transport & Logistics (Mons)   *[ en-prog-2024-gesa2m-lgest563o ]*
> Option Marketing Decision (Mons)   *[ en-prog-2024-gesa2m-mgesm205o ]*
> Option Finance and Transition I (Mons)   *[ en-prog-2024-gesa2m-mingm203o ]*

## LIST OF ELECTIVES [10.0]

O Mandatory
⊗ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 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...)

*2 learning unit (one per year) to choose from:*

Year

Marco Saerens   FR [q1] [30h] [5 Credits] ⊕

| | | | | Year | |
|---|---|---|---|---|---|
| | | | | **1** | **2** |
| ⊗ MLSMM2261 | Collective Entrepreneurship<br>*If this LU is chosen, the student will not be authorised to take the entrepreneurship option.* | Julie Hermans | FR [q1] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2262 | Technological Entrepreneurship<br>*If this LU is chosen, the student will not be authorised to take the entrepreneurship option.* | David Valentiny (compensates Julie Hermans) | FR [q1] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2263 | Entrepreneurial Change Making<br>*If this LU is chosen, the student will not be authorised to take the entrepreneurship option.* | Amélie Jacquemin | EN [q1] [30h] [5 Credits] ⊕<br>*> French-friendly* | x | x |
| ⊗ MLSMM2151 | Data Mining | Abdessamad Ait El Cadi | FR [q1] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2152 | New Technologies & Emerging Practices | Bart Jourquin | FR [q1] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2153 | Web Mining | François Fouss Corentin Vande Kerckhove | FR [q1] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2154 | Machine Learning | Marco Saerens | EN [q2] [30h] [5 Credits] ⊕ | x | x |
| ⊗ MLSMM2155 | Quantitative Decision Making | | | | |

## ONE OPTION FROM : [15.0]

One option to choose from:

### OPTION ENTREPRENEURSHIP (MONS) [15.0]

O Mandatory
⚅ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 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...)

Year
1 2

O **Content:**

| O MLSMM2261 | Collective Entrepreneurship | |

## OPTION MARKETING DECISION (MONS) [15.0]

◯ Mandatory
✖ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 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...)

*In partnership with BASF.*

*This option is not available to students who have followed the major Tactical & Digital Marketing Decisions.*

Year
1 2

*To access  this Master, students must have a good command of certain subjects. If this is not the case, in the first annual block of their Masters programme, students must take supplementary classes chosen by the faculty to satisfy course prerequisites.*

O Mandatory
⊗ Optional
△ Not offered in 2024-2025
⊘ Not offered in 2024-2025 but offered the following year
⊕ Offered in 2024-2025 but not the following year
△ ⊕ Not offered in 2024-2025 or the following year
🟨 Activity with requisites
🌐 Open to incoming exchange students
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[FR] Teaching language (FR, EN, ES, NL, DE, ...)

# Course prerequisites

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

# The programme's courses and learning outcomes

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

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### GESA2M -  Information

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## Access Requirements

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*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.***

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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

In addition to fulfilling the specific conditions described here below, candidates must provide proof of sufficient command of the **French language** (level B2 of the Common European Framework of Reference).

Given the organization of courses taught in **English** within the programme, a sufficient command of this language (level B1 of the Common European Framework of Reference) is strongly recommended.

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**DIRECT ACCESS OR APPLICATION-BASED ACCESS?  PLEASE CHECK THE FOLLOWING TABLES**

**!!!    As part of this Masters degree, the agreement between the student and the company must be signed before the student's enrollment in the program (no later than October 31st), or the enrollment will not be considered as valid (art. 11 of the decree of June 30, 2016 concerning work-linked-training)    . !!!**

### University Bachelors

| Diploma | Special Requirements | Access | Remarks |
|---|---|---|---|
| **UCLouvain Bachelors** | | | |
| Bachelor in Management (Mons campus)<br>Bachelor : Business Engineering (Mons campus)<br>Bachelor in Economics and Management (Louvain-la-Neuve campus)<br>Bachelor : Business Engineering (Louvain-la-Neuve campus)<br>Bachelor in Economics and Management (Saint-Louis Bruxelles campus)<br>Bachelor in Economics and Management (French-English) (Saint-Louis Bruxelles campus)<br>Bachelor in Economics and Management (French-Dutch-English) (Saint-Louis Bruxelles campus)<br>Bachelor : Business Engineering (Saint-Louis Bruxelles campus)<br>Bachelor : Business Engineering (French-English) (Saint-Louis Bruxelles campus) | | | |

| Other UCLouvain bachelor degrees | Meet the general and specific requirements. | Access based on application | If the general and specific requirements are met, application-based enrolment is possible with a maximum of 60 crédits supplementary classes > Online enrolment |
|---|---|---|---|

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

| Bachelor in Management Bachelor in Economics and Management Bachelor Business Engineering | | Direct access | > Online enrolment |
|---|---|---|---|
| Autre programme de bachelier | Meet the general and specific requirements. | Access based on application | If the general and specific requirements are met, application-based enrolment is possible with a maximum of 60 crédits supplementary classes > Online enrolme |

**Bachelors of the Dutch speaking Community of Belgium**

| Bachelor in de toegepaste economische wetenschappen Bachelor handelsingenieur Bachelor in de handelswetenschappen | | Direct access | > Online enrolment |
|---|---|---|---|
| Other Bachelor degrees | Meet the general and specific requirements. | Access based on application | If the general and specific requirements are met, application-based enrolment is possible with a maximum of 60 crédits supplementary classes > Online enrolment |

**Foreign Bachelors**

| Non-Belgian degrees in economics and management (or equivalent) issued by a recognized academic institution. | Meet the general and specific requirements. | Access based on application | If the general and specific requirements are met, application-based enrolment is possible with a maximum of 60 crédits supplementary classes > Online enrolment |
|---|---|---|---|

## 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, have access to the Master 120 in Management with possible additional teaching unit(s) (EU) > Submit a UCLouvain online request .

█████████████ the **short non-university bachelor's degrees** listed below have access to the Master 60 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 | Access | Remarks |
|---|---|---|

BA en gestion hôtellière - crédits supplémentaires entre 45 et 60

BA en immobilier - crédits supplémentaires entre 45 et 60

BA en informatique de gestion - 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

BA en vente - crédits supplémentaires entre 45 et 60

## Holders of a 2nd cycle University degree

| Diploma | Special Requirements | Access | Remarks |
|---------|---------------------|--------|---------|
| **"Licenciés"** | | | |
| Belgian Licence in Economics Belgian Licence in Management Belgian Licence in Applied Economics 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 access request |
| **Masters** | | | |
| Belgian Master 60 credits in Management | | Direct access | Possibility of valuation of max. 45 credits. |
| 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 access request |
| Any other Belgian Master's | 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 access request |
| Non-Belgian Master's university degree issued by a recognized academic institution | 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 |

# Teaching method

This programme, whose quality has been recognised by external auditors in the EQUIS international accreditation procedure, has the following 3 major strengths:

**A professional focus in digital transformation of the company in alternation and an offer of specialisation courses and options allowing to personalise the course**

An option (15 ECTS) is necessary to allow the student's management training beyond the interest in digital transformation.  Some of the options recommended here could concern entrepreneurship, strategy or a future field of application (procurement, marketing, finance, logistics, etc.)

**Teaching that combines academic learning and professional practice**

Teaching is provided in a balanced way by teachers who are also active researchers in their field and by professionals selected for their widely recognised experience and expertise. Students must also complete an internship in a company and may also construct their dissertation in response to a problem or mission identified during this internship, in the form of a project dissertation. Links with companies are omnipresent both in the teaching and in the extra-academic activities organised by the school's Corporate Unit.

**Teaching methods centered on learning and the development of transversal skills**

This is reflected in the almost widespread use of teaching methods geared towards problem solving, collaborative learning (case studies, projects, problems, simulations) and independent work. This approach is developed in conjunction with compulsory readings, theoretical frameworks and lectures and is based on a balance between continuous and final assessment of learning, between individual and group assessments.

# Evaluation

Faculty

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

Mandate(s)

- Dean : Matthieu de Nanteuil
- Administrative director : Helena Torres

Commission(s) of programme

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

Academic supervisor: Anne-Catherine Provost

Other academic Supervisor(s)

- Ingrid Poncin

Jury

- President of the jury: Patrick Scarmure
- Jury secretary: Caroline Ducarroz

Useful Contact(s)

- Information for future students (Aurélie Balena - tél. +3265/32.35.44): info-alternance@uclouvain.be
- Studies management officer: Maïté Van Daele
- Vice-Dean LSM Mons: Ingrid Poncin