GEST2M1 - **Introduction**

## Introduction

### Introduction

The Master's 60 credits in Management can be completed in one year, it covers most of the basic management programme. It aims to train you in the main management skills to enrich your basic training, previously acquired in another field.

### Your profile

You

- have a second cycle university degree in sciences, in applied sciences or in human sciences;
- wish to acquire additional management training;
- wish to give an added value to your degree by developing an understanding of the management problems of the organisations or companies where you will be called upon to practise your profession;
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### GEST2M1 -  Teaching profile

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## 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*** *, 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 situation5199738 458ua7.59190 0 -13ethodseomi4

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-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

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 additional training LESPO2100 "Political Economy" added to their programme. Those who do not have a basic knowledge of mathematics and statistics will have the additional training course LECGE1112 "Mathematics in Economics and Management I" added to their programme.)
- Students who have **a direct access, like mentioned on the "access reqirements",** 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 a**dvanced 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**

## ○ **Final paper (15 credits)**

| ○ LLSMD2951 | Travail de fin d'études | | FR [q2] [] [15 Credits] 🌐 |
|---|---|---|---|

| ○ LLSMD2951 | Travail de fin d'études | | FR [q2] [] [15 Credits] 🌐 |
|---|---|---|---|

## Alternatives

Students with a Bachelor's degree must follow the  **advanced Master 60 programme** .

Students who have obtained a **non-university bachelor's degree of the short type**, from the official list visible on the Access Requirements page, must follow the **complementary module**.

Students who have successfully completed the complementary module must follow the  **advanced Master 60 programme** .

## Supplementary classes

> *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.*

Students who have obtained a **short non-university bachelor's degrees**, from the official list visible on the Access Requirements page, must follow the **preparatory module** described below.

Once they have passed the preparatory module, they will have to follow the programme of an  **advanced version of the Master 60 credits.**

⭘ 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...)

### ⭘ Basic courses (40 credits)

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

| | | | |
|---|---|---|---|
| ⭘ LECGE1222 | Microeconomics | Arastou Khatibi<br>Arastou Khatibi (compensates Johannes Johnen)<br>Arastou Khatibi (compensates François Maniquet) | [FR] [q1 or q2] [45h+15h] [5 Credits] 🌐 |
| ⭘ LECGE1219 | Accounting II and analysis of financial statements | Michel De Wolf<br>Maxence Postaire | |

# 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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**GEST2M1 -  Information**

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## Access Requirements

*Master course admission requirements are defined by the French Community of Belgium Decree of 7 November 2013 defining the higher education landscape and the academic organisation of courses.*

*General and specific admission requirements for this programme must be satisfied at the time of enrolling at the university.*

*Unless explicitly mentioned, the bachelor's, master's and licentiate degrees listed in this table or on this page are to be understood as those issued by an institution of the French, Flemish or German-speaking Community, or by the Royal Military Academy.*

***In the event of the divergence between the different linguistic versions of the present conditions, the French version shall prevail.***

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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

**Deadlines for applying to UCLouvain** (different depending on your nationality, visa requirements,...)

**Please note that attendance to classes is compulsory from the beginning of the academic year.**

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**Tuition fees 2024-2025**

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**DIRECT ACCESS OR ACCESS BASED ON APPLICATION?  >> CHECK THE REQUIREMENTS AND PROCEDURES IN THE TABLE HERE BELOW**

**I AM (future) HOLDER OF:**

### University Bachelors

| Diploma | Special Requirements | Access | Remarks |
|---|---|---|---|
| **UCLouvain Bachelors** | | | |
| Bachelor in Economics and Management (site of Louvain-la-Neuve) - ECGE1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor in Economics and Management (site of Bruxelles - Saint-Louis) - ECGB1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor in Economics and Management (French-English) (site of Bruxelles - Saint-Louis) - ECAB1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor in Economics and Management (French-Dutch-English) (site of Bruxelles - Saint-Louis) - ECTB1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor in Management (site of Mons) - GESM1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor : Business Engineering (site of Louvain-la-Neuve) - INGE1BA | | Direct access | The programme will consist of advanced management courses > direct online registration |

| | | |
|---|---|---|
| Bachelor : Business Engineering (site of Mons) - INGM1BA | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor : Business Engineering (site of Bruxelles - Saint-Louis) - INGB1BA | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor : Business Engineering (French-English) (site of Bruxelles - Saint-Louis) - INAB1BA | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor : Business Engineering (French-Dutch-English) (site of Bruxelles - Saint-Louis) - INTB1BA | Direct access | The programme will consist of advanced management courses > direct online registration |
| Bachelor of Science in Business Engineering (site of Bruxelles - Saint-Louis) - BBEB1BA | Direct access | |

## 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

*The evaluation methods comply with the regulations concerning studies and exams. More detailed explanation of the modalities specific to each learning unit are available on their description sheets under the heading "Learning outcomes evaluation method".*

There are different methods of assessment: individual and/or group work and/or written and oral examinations.

## Mobility and/or Internationalisation outlook

This programme has, for many years, attracted a significant proportion of international students (+/-30%) who have already gained a first degree in their home country and who wish to have additional training in management.

## Possible trainings at the end of the programme

- Master [120] in Management (site of Louvain-la-Neuve)
- Master [120] in Management (site of Mons)

## Contacts

### Curriculum Management

Faculty

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

Mandate(s)

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

Commission(s) of programme

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

Academic supervisor: lsm-masters60-pm@uclouvain.be

Jury

- President of the jury - Prof. Benoît Gailly: president-jury-lln@uclouvain.be

• 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