Programme objectives

The Master in Management Science is a demanding programme that aims to train students in all core disciplines and areas relevant to business management. Its key distinguishing features are the size of its first year common core (advanced mandatory courses)—which provides students with a solid base of knowledge and skills,—its strong emphasis on analytical skills, and its multi-disciplinary nature (law, economics, management, communication, and languages)—which provides students with a breadth of tools and approaches to evolve in an increasingly complex and dynamic world. A wide selection of electives in the second year allows students to pursue their intellectual interests in all disciplines of management or apply their skills in a supervised consulting project with partner companies.

Programme's added value

What the Solvay Brussels School has to offer:

- A location at the heart of Europe, within a comprehensive research university: the Université libre de Bruxelles.
- An international faculty with a staff of high-level researchers and accomplished practitioners, who work together to ensure that the training they provide is both relevant for business and policy practice and corresponds to the state of art.
- A tradition of rigorous and demanding curricula based on solid multidisciplinary and analytical training, promoting critical thinking and problem-solving skills.
- A diversity of teaching methods that are constantly revised to ensure teaching effectiveness.
- A diverse and international student body (up to 80% in some Master programmes).
- A comprehensive educational offering covering economics and business from the bachelor to in-company training.
- Accreditation from EQUIS (European Foundation for Management Development) and AMBA (Association of Masters of Business Administration). AACSB (Association to Advance Collegiate Schools of Business) accreditation is underway.

Career services

SBS-EM offers its students a number of resources for career development:

- Credited work placements [http://www.solvay.edu/credited-internship-programme] (full-time, 3-month minimum – 6-month maximum) allow participating students to gain work experience, apply their academic training, and develop their professional network before graduation.
- Career services [http://www.solvay.edu/career-services] provide practical guidance and preparation for the job market (workshops, writing a CV and a cover letter, simulated interviews, LinkedIn profile management, etc.) and organise events (lectures and seminars) with prominent business figures, presenting companies and their employment opportunities. Over the years, the SBS-EM has developed a wide network of recruiters and alumni and has established contacts with companies throughout Belgium and around the world.
- From their graduation onwards, students benefit from a strong and active alumni network [http://www.solvay.edu/alumni] with 23,000 members in 100 countries.

Study-abroad programmes

The Master in Management Science offers several opportunities to study abroad:

- The international exchange programme [http://www.solvay.edu/outgoing-students], with more than 130 partner universities in 40 countries.
- The Master with the QTEM network [http://www.solvay.edu/master-qtem]
Teaching methods

SBS-EM programmes emphasise the acquisition of both analytical and problem-solving skills. They combine conceptual courses—where students learn techniques and their theoretical underpinnings—with practical workshops and individual and team-based projects—where students can test their understanding of the theory and develop their ability to apply it creatively to real problems. Critical, creative, and independent thinking is required.

SBS-EM leverages its wide-ranging international exchange programmes to offer students training opportunities abroad during their studies. This Master also gives students the possibility to include a credited work placement in their curriculum.

Succeed in your studies

Choose
The information and guidance counsellors at the InfoR-études [https://www.ulb.be/en/studies-info-desk-1] service will help you choose your studies throughout the year.

Succeed

Get help
Apply for financial aid, look for accommodation or a student job, get support [https://www.ulb.be/fr/aides-services-et-accompagnement/aid-services-and-support-1] for your specific needs.

International/Openness

SBS-EM prepares its graduates for careers in multicultural and international environments. The curriculum includes language courses, which enable students to work in multilingual environments. Most courses cover the international dimensions of policy and management decision-making. Lastly, students can avail themselves of a rich offering of study-abroad programmes. These international experiences offer them an opportunity to enrich their curriculum and broaden their horizons, and are an essential element of professional life in a globalised world.

International Exchange Programme
Students may spend one semester abroad in one of our 130 partner universities. For more information, visit www.solvay.edu/outgoing-students. The QTEM networked master programme

Qualified students in the Master in Management Science can enrol in the Quantitative Techniques for Economics and Management (QTEM) Master programme. The QTEM master gives participants enhanced training in quantitative and analytical skills and two international experiences (two exchange periods or one exchange period and one long-term work placement). The QTEM network currently includes 23 partners. For more information, visit www.qtem.org.

Job opportunities

The comprehensive and multivalent nature of this programme gives our graduates access to a wide range of careers, from consulting and audit to executive positions, including:

- Executive positions in any type of organisation (public, private, or NGOs) and sectors
- Management, strategy, and IT consulting
- Auditing or management control
- Entrepreneurship
- Commercial management

Notable alumni include:
- Bernard de Launoit, Executive President, Chapelle Musicale Reine Elisabeth
- Olivier Legrain, Chief Executive Officer, IBA (Biotechnology)
- Natalia Vazilenko, Strategy and Operations Lead, Google Search and Assistant
- Daniel Weekers, Chief Executive Officer, Be TV
- Olivier Willock, Chief Executive Officer, Chambre de Commerce et Union des Entreprises de Bruxelles (BECI)

Contacts

- masters.solvay@ulb.be
- +32 2 650 39 10
- http://www.solvay.edu/bachelors-masters

Jury President
Evelyne VANPOUCKE

Jury Secretary
Judith BEHRENS
Master in Management Science
Focus Professional

Please find follow this link for more information on opportunities here below other possible options within this programme (international exchange programme, QTEM, credited internship).

Bloc 1 | M-GESTM | MA-GEST

Core courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Lecture</th>
<th>Tutorial Classes</th>
<th>Term</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>DROI-S400</td>
<td>Law for managers</td>
<td>Paul HERMANT (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td></td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>ECON-S462</td>
<td>Managerial Economics</td>
<td>Glenn MAGERMAN (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td>12h</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S4001</td>
<td>Research Methods in Management</td>
<td>Alba Jasini (Coordinator) and Pinar CELIK</td>
<td>5</td>
<td>24h</td>
<td>12h</td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S409</td>
<td>Advanced accounting</td>
<td>Pierre-Hugues BONNEFOY CUDRAZ (Coordinator) and Jean-Paul LOOZEN</td>
<td>5</td>
<td>36h</td>
<td>24h</td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S410</td>
<td>Advanced corporate finance</td>
<td>Kim OOSTERLINCK (Coordinator) and Benjamin LORENT</td>
<td>5</td>
<td>36h</td>
<td></td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S448</td>
<td>Organizational behaviour and leadership</td>
<td>Claudia TOMA (Coordinator) and Julie Terache</td>
<td>5</td>
<td>24h</td>
<td>12h</td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S468</td>
<td>Strategy and strategic analysis</td>
<td>Manuel HENSMANS (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td></td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S489</td>
<td>Advanced Marketing</td>
<td>Sandra ROTHENBERGER (Coordinator) and Nadia Steils</td>
<td>5</td>
<td>36h</td>
<td></td>
<td>first</td>
<td>English</td>
</tr>
<tr>
<td>STAT-S406</td>
<td>Data management and business analytics</td>
<td>Martine GEORGE (Coordinator)</td>
<td>5</td>
<td>36h</td>
<td></td>
<td>second</td>
<td>English</td>
</tr>
</tbody>
</table>

An alternative chosen from the three following

Specialization - Module cross-border entrepreneurship and innovation

2 mandatory courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Lecture</th>
<th>Tutorial Classes</th>
<th>Term</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEST-S421</td>
<td>Entrepreneurial ecosystems</td>
<td>Judith BEHRENS (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td>12h</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S449</td>
<td>Social innovation</td>
<td>Marek HUDON (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td></td>
<td>second</td>
<td>English</td>
</tr>
</tbody>
</table>

1 elective courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Lecture</th>
<th>Tutorial Classes</th>
<th>Term</th>
<th>Language</th>
</tr>
</thead>
</table>

One course chosen from the following
Entrepreneurial finance | Olivier WITMEUR (Coordinator) and Nathalie DE CEULAER
- 5 credits [lecture: 36h, tutorial classes: 12h]  
- second term  
- English

Innovation strategy | Manuel HENSMANS (Coordinator)
- 5 credits [lecture: 36h]  
- second term  
- English

Business Planning | Judith BEHRENS (Coordinator)
- 5 credits [lecture: 12h, seminars: 12h]  
- second term  
- English

Specialization - Module Managing global businesses

2 mandatory courses

Two courses chosen from the following

Global marketing | Virginie BRUNEAU (Coordinator)
- 5 credits [lecture: 24h]  
- second term  
- English

International supply chains | Evelyne VANPOUCKE (Coordinator)
- 5 credits [lecture: 24h]  
- second term  
- English

1 elective course

One course chosen from the following

Applied marketing analytics | Sandra ROTHENBERGER (Coordinator) and Philippe MAUCHARD
- 5 credits [lecture: 48h]  
- second term  
- English

Management and sustainable development : constraints and opportunities | Eric MONAMI (Coordinator)
- 5 credits [lecture: 24h; seminars: 36h]  
- second term  
- English

Digital and IT Governance | Georges ATAYA (Coordinator)
- 5 credits [lecture: 24h]  
- second term  
- English

Omnichannel & customer relationship strategies | Virginie BRUNEAU (Coordinator)
- 5 credits [lecture: 24h]  
- second term  
- English

Managing errors in organisations (Chaire InBev Baillet Latour) | Paul VERDIN (Coordinator)
- 5 credits [lecture: 48h]  
- second term  
- English

Integrated communication - Communication intégrée : concepts et travaux pratiques | Philippe BILTIAU (Coordinator) and HUGUES REY
- 5 credits [lecture: 24h]  
- second term  
- English

Regulation and Antitrust economics for businesses | Luis CORREIA DA SILVA (Coordinator)
- 5 credits [lecture: 24h]  
- second term  
- English

Specialization - Module Managing people and organizations

2 mandatory courses

Two courses chosen from the following
1 elective course

One course chosen from the following

GEST-S547 (optional) | International HR | Daniel MISEUR (Coordinator)
5 credits [lecture: 24h] | second term | English

GEST-S517 (optional) | Managing diversity and multiculturality | Claudia TOMA (Coordinator) and Joelle Jablan
5 credits [lecture: 24h] | second term | English

GEST-S507 (optional) | Stakeholder management and governance | Vincent MABILLARD (Coordinator)
5 credits [lecture: 24h] | second term | English
**Bloc 2 | M-GESTM | MA-GEST**

**Cours obligatoires**

MEMO-S505  
*Master-Thesis/Mémoire* | Olivier WITMEUR (Coordinator)

- 20 credits [mfe/tfe: 360h]
- first and second terms
- English/French

**Internship or Exchange programme**

*Chose one among the following possibilities*

**Contacts:**
HULB-0000: Coordinatrice: Tamara Schuller
STAG-S500: Coordinatrice: Pascaline Flon

*One course chosen from the following*

**HULB-0000 (optional)**

*Cours externe à l'Université*

- 25 credits
- academic year

**STAG-S500 (optional)**

*Credited internship with a critical mindset* | Jean-Nicolas Lambert (Coordinator), Xavier CLABOTS, Brigitte Marchand and Claudio Truzzi

- 25 credits [work placement: 600h]
- first term
- English/French

**Leadership skills**

**Core leadership skill**

*One course chosen from the following*

**GEST-S551 (optional)**

*Project management* | FREDERIC HOFFMANN (Coordinator)

- 5 credits [seminars: 24h]
- first term
- English

**GEST-S564 (optional)**

*Project management* | FREDERIC HOFFMANN (Coordinator)

- 5 credits [seminars: 24h]
- second term
- English

**1 elective leadership skill**

Attention: les cours de Français langue étrangère (LANG-B906/B907/B908/B909) sont accessible uniquement sur dossier et suite à la réalisation d’un test.

*One course chosen from the following*

**BIME-S5506 (optional)**

*Healthcare Innovation skills* | Hilde STEVENS (Coordinator)

- 5 credits [lecture: 24h]
- second term
- English

This course is only accessible in combination with « BIME-G5505 Interfaculty and interdisciplinary program in Healthcare Innovation » - the skill can not be taken alone.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Term</th>
<th>Language(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEST-S4002</td>
<td>Business Communication</td>
<td>Pinar CELIK (Coordinator)</td>
<td>5</td>
<td>second term</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S405</td>
<td>Coaching skills</td>
<td>Timothy DENCH (Coordinator) and Koen Claeys</td>
<td>5</td>
<td>second term</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S408</td>
<td>Negotiation Skills</td>
<td>Claudia TOMA (Coordinator) and Avi Goldstein</td>
<td>5</td>
<td>first term</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S579</td>
<td>Strategic Management Control for Sustainability and Innovation</td>
<td>Philip VERGAUWEN (Coordinator)</td>
<td>5</td>
<td>second term</td>
<td>English</td>
</tr>
<tr>
<td>LANG-B9061</td>
<td>Français langue étrangère - Niveau moyen 1</td>
<td>Nathalie DELCHAMBRE (Coordinator), Sabina GOLA, Eric Galiano and Nouël PARANTHOEN</td>
<td>5</td>
<td>first term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9062</td>
<td>Français langue étrangère - Niveau moyen 1</td>
<td>Nathalie DELCHAMBRE (Coordinator), Sabina GOLA, Eric Galiano and Nouël PARANTHOEN</td>
<td>5</td>
<td>second term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9071</td>
<td>Français langue étrangère - Niveau moyen 2</td>
<td>MURIELLE UYTERELST (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>first term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9072</td>
<td>Français langue étrangère - Niveau moyen 2</td>
<td>MURIELLE UYTERELST (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>second term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9081</td>
<td>Français langue étrangère Niveau avancé 1</td>
<td>Nathalie DELCHAMBRE (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>first term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9082</td>
<td>Français langue étrangère Niveau avancé 1</td>
<td>Nathalie DELCHAMBRE (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>second term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9091</td>
<td>Français langue étrangère Niveau avancé 2</td>
<td>MURIELLE UYTERELST (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>first term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-B9092</td>
<td>Français langue étrangère Niveau avancé 2</td>
<td>MURIELLE UYTERELST (Coordinator) and Sabina GOLA</td>
<td>5</td>
<td>second term</td>
<td>French</td>
</tr>
<tr>
<td>LANG-S004</td>
<td>Allemand IV</td>
<td>Dorothea GASSENMEYER (Coordinator)</td>
<td>5</td>
<td>academic year</td>
<td>German</td>
</tr>
<tr>
<td>LANG-S407</td>
<td>Néerlandais IV</td>
<td>Christelle JUSSIANT (Coordinator), Evie TOPS and Sofie VAN GEIJN</td>
<td>5</td>
<td>first and second terms</td>
<td>Dutch</td>
</tr>
<tr>
<td>ORIE-B206</td>
<td>Arabe dialectal</td>
<td>Xavier LUFIN (Coordinator) and Manhal MAKOUL</td>
<td>5</td>
<td>second term</td>
<td>Arabic</td>
</tr>
</tbody>
</table>

An alternative chosen from the two following

Practical experience

For those who are doing an exchange program: select a field project (allocation based on a selection process)

Select a field project

(Allocation based on a selection process)
### One course chosen from the following

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Term(s)</th>
<th>Language(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIME-G5505</td>
<td>Interfaculty and interdisciplinary program in Healthcare Innovation</td>
<td>Hilde STEVENS (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S530</td>
<td>Field project: IT governance</td>
<td>Georges ATAYA (Coordinator)</td>
<td>5</td>
<td>academic</td>
<td>English/French</td>
</tr>
<tr>
<td>GEST-S546</td>
<td>Field project: HRM</td>
<td></td>
<td>5</td>
<td>academic</td>
<td>French</td>
</tr>
<tr>
<td>GEST-S550</td>
<td>Field project</td>
<td>Jean MATTIJS (Coordinator), Georges ATAYA, Jorn Mannaerts, Jean-Jacques VIALA, MICHEL VLASSELAER and Olivier WITMEUR</td>
<td>5</td>
<td>first and second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S552</td>
<td>Field project: Public management</td>
<td>Jean MATTIJS (Coordinator) and Jean-Jacques VIALA</td>
<td>5</td>
<td>academic</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S553</td>
<td>Field project: NGO and sustainable development</td>
<td>Christine DROOGMANS (Coordinator)</td>
<td>5</td>
<td>academic</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S554</td>
<td>Field project: International strategy</td>
<td>MICHEL VLASSELAER (Coordinator)</td>
<td>5</td>
<td>first and second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S555</td>
<td>Field project: management, strategy and entrepreneurship</td>
<td>Jean-Nicolas Lambert (Coordinator)</td>
<td>5</td>
<td>academic</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S556</td>
<td>Field project: start up / scale up businesses</td>
<td>Olivier WITMEUR (Coordinator)</td>
<td>5</td>
<td>academic</td>
<td>English</td>
</tr>
</tbody>
</table>

### Optional Courses

For those doing an internship or an exchange: select a course (5 ECTS) within the elective of all specialization track (Q2) (see below), a field project (Q1 and Q2 if there is a free spot) or another course among the university (necessity of the agreement of the director).

### Elective course from Bloc 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Coordinator(s)</th>
<th>Credits</th>
<th>Term(s)</th>
<th>Language(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEST-S424</td>
<td>Entrepreneurial finance</td>
<td>Olivier WITMEUR (Coordinator) and Nathalie DE CEULAER</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S440</td>
<td>Applied marketing analytics</td>
<td>Sandra ROTHENBERGER (Coordinator) and Philippe MAUCHARD</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S471</td>
<td>Management and sustainable development : constraints and opportunities</td>
<td>Eric MONAMI (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S476</td>
<td>Managing organizational innovation and change</td>
<td>Jean MATTIJS (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S483</td>
<td>Digital and IT Governance</td>
<td>Georges ATAYA (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S484</td>
<td>Innovation strategy</td>
<td>Manuel HENSMANS (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>GEST-S491</td>
<td>Omnichannel &amp; customer relationship strategies</td>
<td>Virginie BRUNEAU (Coordinator)</td>
<td>5</td>
<td>second</td>
<td>English</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Coordinator(s)</td>
<td>Credits</td>
<td>Lecture Hours</td>
<td>Term</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------</td>
<td>---------------</td>
<td>-------</td>
</tr>
<tr>
<td>GEST-S494</td>
<td>Managing errors in organisations (Chaire InBev Baillet Latour)</td>
<td>Paul VERDIN (Coordinator)</td>
<td>5</td>
<td>48h</td>
<td>Second</td>
</tr>
<tr>
<td>GEST-S507</td>
<td>Stakeholder management and governance</td>
<td>Vincent MABILLARD (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td>Second</td>
</tr>
<tr>
<td>GEST-S508</td>
<td>Integrated communication - Communication intégrée : concepts et travaux pratiques</td>
<td>Philippe BILIAU (Coordinator) and HUGUES REY</td>
<td>5</td>
<td>24h</td>
<td>Second</td>
</tr>
<tr>
<td>GEST-S565</td>
<td>Business Planning</td>
<td>Judith BEHRENS (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td>Second</td>
</tr>
<tr>
<td>GEST-S567</td>
<td>Regulation and Antitrust economics for businesses</td>
<td>Luis CORREIA DA SILVA (Coordinator)</td>
<td>5</td>
<td>24h</td>
<td>Second</td>
</tr>
<tr>
<td>TEMP-0000</td>
<td>Cours extérieurs au programme</td>
<td></td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**QTEM student specific course**

GEST-S510 - Global Business analytics Challenge - 8 crédits - M. Michele Cincera et M. Antonio Pacifico