

CURRICULUM OVERVIEW

CORE CURRICULUM

MANAGEMENT ESSENTIALS

- Intro to Statistics, Economics, Financial Accounting

MANAGEMENT FUNDAMENTALS

- Strategic Management
- Operations Management
- Corporate Finance
- Intro to Sustainability
- Human Resources Management
- Strategic Management Accounting
- Marketing Management

GROWING THE ORGANISATION

- Decision Sciences for Business
- Innovation Management
- International Management
- Goldstein Brewery Case
- Electives (choose 4)

MANAGEMENT INTEGRATION

- IMEx Business Simulation
- International Study Trip Berlin
- Entrepreneurship

BERLIN STUDY TRIP

PERSONAL DEVELOPMENT

MANAGEMENT SKILLS

- Management, Career & Presentation Skills
- Personal Development Portfolio
- Negotiation & Sales

DIVERSITY, EQUITY & INCLUSION AWARENESS TRACK

ACTION LEARNING

EUROPEAN HRM EXCHANGE (optional)

BOOT CAMP (choose 1)

Immerse yourself in an industry or subject of your choice

IN-COMPANY PROJECT

Spend two months in a company of your choice analysing and solving a specific business issue.

COURSE DESCRIPTIONS

MANAGEMENT ESSENTIALS

Intro to Statistics

What?

- Summarize data into meaningful information needed to feed business decision-making.
- Calculate the likelihood of an event happening.
- Understand why sampling is necessary to make inferences about the population.

How?

- Through blended learning via our digital learning environment, to allow you to learn at your own pace at home while reserving class time for applications and discussions.
- Through a dataset of the Delhaize retail store which lists data from customers on their shop visit behaviour.
- Through an optional MS Excel training to sharpen your spreadsheet skills, which will be crucial when discussing data analysis.

Courseholder:

[Prof. Dr. Brecht Cardoen](#)

Intro to Economics

What?

- Understand the meaning of economics and economic systems, and how economics influences all stakeholders in society.
- Be able to determine their influence on the future performance of a country, organization, manager.
- Understand the behaviour of consumers and firms in a modern economy.
- Understand how and why economic policy decisions are made based on the above and determine the impact of such decisions on the managerial function.

How?

- By discussing practical examples, through engaging in formal and informal debates and discussions.
- Through continuous encouragement to make informed decisions, based on the processing and integration of credible information and knowledge.

Courseholder:

[Prof. Dr. André Roux](#)

Intro to Financial Accounting

What?

- Understand the meaning and relevance of key concepts in accounting.
- Develop the skills needed to analyse and interpret financial reports or financial statements in an international context.

How?

- By discussing practical examples and real-world applications.
- Through formative assignments and online exercises with immediate feedback (MyLab Accounting).

Courseholder:

[Prof. Dr. Aleksandra Klein](#)

Finance and Accounting Simulation Tool (FAST)

What?

- Interpret an organisation's financial statements: balance sheet, income statement and cash flow statement and how they fit together.
- Understand how operational decisions impact an organisation's financial statements.
- Analyse an organisation's short-term and long-term financial risk, based upon its financial statements.
- Evaluate a firm's profitability and understand its different components

How?

- Through a simulation of the activities of a fictitious company (Aquajet, a speed boat manufacturer) with gradually increasing complexity, focusing on its operational processes as well as on the related financial transactions.
- By visualizing all operational and financial flows by means of tokens during a physical board game.
- Through analyzing all recorded changes in operating activities and financing via financial statements (on liquidity, profitability and solvency).

Courseholder:

[Prof. Dr. Mathieu Luybaert](#)

MANAGEMENT FUNDAMENTALS

Strategic Management

What?

- Structure your strategic analysis to critically evaluate an existing strategy, make necessary adjustments to a strategy or develop a strategy from scratch.
- Make recommendations on how to adapt and improve the strategy taking into account key success factors for a specific company.

How?

- By working on case studies & discussing real-life and actual examples.
- By tackling and defending your own strategy assignment.

Courseholder:

[Prof. Dr. Kerstin Fehre](#)

Operations Management

What?

- Through a process view of operations, you will analyse different key operational dimensions such as flow, inventory, and capacity management, as well as lean operation developments through.
- Put into action the operations management language, concepts, insights and tools & detect the major operational problems and issues that confront managers.
- Deal with these issues in order to gain competitive advantage through operations.

How?

- By studying cases (e.g. Benihana, Toyota) to engage you in the issues, to teach you ways to think about and analyse operational problems, and to prepare you to be effective managers.
- By encouraging collective learning and discovering during class discussions and team assignments.
- Through a field trip to (inter)national plants and facilities (e.g. Opera Ballet Flanders, DHL Aviation, AB InBev) all over Belgium to let you experience operations management in practice.

Courseholder:

[Prof. Dr. Behzad Samii](#)

Corporate Finance

What?

- Interpret financial statements and evaluate a firm's financial performance and risk.
- Distinguish and choose between different financing sources.
- Calculate a firm's weighted average cost of capital.
- Compare, evaluate and construct different capital budgeting evaluation models.

How?

- With fundamental concepts and tools in corporate finance that allow individuals to intelligently solve practical business problems.
- Through a strong emphasis on intuition and applicability, and by looking at several real-life examples and mini-case studies.

Courseholder:

[Prof. Dr. Mathieu Luypaert](#)

Intro to Sustainability

What?

- Discuss, explore, and clarify the content, meaning, and different dimensions of sustainability in the business context.
- Coming from the marketing discipline, it provides a number of useful conceptual tools and business processes for defining sustainable value propositions and communicating these to relevant stakeholders.

How?

- By discussing and explaining how the sustainability concept is integrated in business and different organisational functions, including marketing, operations, strategy, etc. tackle the challenges.
- By inviting and debating with industry experts and by challenging participants with their current business cases.

Courseholder:

[Prof. Dr. Fred Lemke](#)

Human Resource Management

What?

- Understand the key elements of a strong HR approach and its impact on business performance.
- Improve selection decisions, enabling you to maximize chances of hiring high-performing people.
- Understand and manage employee motivation and retention in a better way.
- Manage difficult situations and employee emotions in the workplace.

How?

- Through a selection interview simulation game which enables you to take both the position of a candidate and an interviewer.
- By acting as a consultant and helping an SME-owner to set up and shape a solid HR approach.
- By role-playing a downsizing operation which will help you improve dealing with emotions at work.

Courseholders:

[Prof. Dr. Koen Dewettinck](#) - [Prof. Dr. Dirk Buyens](#)

Strategic Management Accounting

What?

- Use tools and techniques to explore managerial issues, as well as prepare and interpret management reports.
- Use accounting and control systems for implementing effective strategies and enhancing business performance.
- Analyse cost management and performance measurement tools in order to manage businesses towards sustainable success and managerial decision-making.

How?

- By studying and debating real-life cases, best practices and the latest research in the field.
- By discovering new concepts encouraging and collective learning during class discussions and group assignments.
- By engaging in a stimulating simulation exercise on strategy execution.

Courseholder:

[Prof. Dr. Aleksandra Klein](#)

Marketing Management

What?

- Understand and apply a selection of frameworks and concepts related to strategic & operational marketing and customer-innovation approaches.
- Explore tangible best-practice examples of strong marketing approaches by companies.

How?

- Through the inclusion of two real-life case challenges co-facilitated by business representatives (one focused on strategic marketing/customer-based innovation and one focused on operational marketing).
- Through business guest lectures and active coaching by business professionals to guide you in tackling these real-life case challenges.
- By working with companies that are actively involved in this course (examples from the past: KBC, Nespresso, Studio 100, Nestlé).

Courseholder:

[Prof. Dr. Frank Goedertier](#)

GROWING THE ORGANISATION

Decision Sciences for Business

What?

- Identify which business problems are amendable for modelling.
- Develop technical models to solve real business problems.
- Gain insights into the use of modelling software tools.
- Create understanding in problem analytics.

How?

- By solving small exercises or case studies.
- Through case study discussions of practical business cases (e.g. Brussels Airlines, University Hospital).
- Through simulation of an assigned case study exercise.
- By critically reviewing popular decision-support methodologies.

Courseholder:

[Prof. Dr. Mario Vanhoucke](#)

Innovation Management

What?

- Assess the (innovation) ecosystem of a company and derive implications for its innovation strategy.
- Discuss how to create a corporate environment that fosters creativity.
- Analyse a firm's innovation process.
- Evaluate trade-offs when choosing innovation projects to build a balanced R&D portfolio.

How?

- Through simulations that showcase the analysis and decision process of an innovation manager.
- Through guest lectures on innovation management of large companies or innovative startups.
- By discussing many practical examples of innovative ideas and new technologies.
- By solving case studies on innovation strategies individually or in small groups.

Courseholder:

[Prof. Dr. Robin Kleer](#)

International Management

What?

- Understand and assess critical decisions facing a company when it internationalizes, along with strategic trade-offs associated with these decisions.
- Understand how to design and implement international strategies.
- Recognize and understand key issues in managing foreign subsidiaries, including assessing the impact of cultural and institutional diversity on a range of behaviours and outcomes such as communication, leadership, and management.

How?

- By investigating and debating cases from a variety of industries and countries.
- Through interactions with an experienced guest speaker and by designing international strategies of real-life companies.
- By checking your own biases and interpretations of doing business internationally compared to others, i.e., engaging in collective learning.

Courseholder:

[Prof. Dr. Esha Mendiratta](#)

Goldstein Brewery Case

What?

- Understand the management of different functional domains on an operational level.
- Discover actionable results based on a large amount of data.
- Collaborate with consultants from PwC to understand the types of challenges in management consultancy.

How?

- By working on an actual business case.
- Through collaborating in a team and leveraging the strengths of each team member.
- By working with an advanced data analysis tool used by PwC in real life.
- Through pitching your findings and action plan in front of a jury of experts.

Courseholder:

[Prof. Dr. Bjorn Cumps](#)

ELECTIVES

Insight over Instincts - The Experimental Revolution in Business and Marketing

Courseholders:
[Prof Andreas Munzel](#)

Leadership Skills in an Agile World

Courseholders:
[Prof Dr Ralf Wetzel](#)

Family Business

Courseholders:
[Prof Dr Philippe Haspeslagh](#)

The Leader as Negotiator

Courseholders:
[Prof Dr Barney Jordaan](#)

Gaming & Esports

Courseholders:
[Prof Dr Bjorn Cumps](#)

Business Development & Sales

Courseholders:
[Prof Dr Adam Rapp](#)

Data-Driven Project Management

Courseholders:
[Prof Dr Mario Vanhoucke](#)

Social Entrepreneurship

Courseholders:
[Prof Dr Veroniek Collewaert](#)

Organisational Design - Turning Strategy into Organisational Structuring

Courseholders:
[Prof Dr Dirk Buyens](#) and [Prof Dr Kerstin Fehre](#)

Mastering Disruption - Entrepreneurial Strategies for a Digital and Global World

Courseholders:
[Prof Dr Oli Mihalache](#)

ELECTIVES

Advanced Corporate Finance

Courseholders:

[Prof Dr Wouter De Maeseneire](#)

Managing Risk to Maximise Opportunity

Courseholders:

[Prof Dr Kerstin Fehre](#)

Introduction to applied AI with Big Data

Courseholders:

[Prof Dr Philippe Baecke](#)

Mergers & Acquisitions

Courseholders:

[Prof Dr Mathieu Luypaert](#)

Turning Supply Chain Management into a Competitive Advantage

Courseholders:

[Prof Dr Behzad Samii](#)

How to Decarbonize an Economy

Courseholders:

[Prof Dr David Veredas](#)

Advanced Strategy

Courseholders:

[Prof Dr Kerstin Fehre](#)

MANAGEMENT INTEGRATION

IMEx - Integrated Management Exercise

What?

- Apply techniques and concepts from the entire program in a real-life setting.
- Develop a strategy for a company and take operational decisions based on that strategy.
- Manage a company by considering the objectives of multiple stakeholders.

How?

- Be at the head of a fictitious company and make decisions in a competitive, dynamic and interactive environment.
- Through working together in a team as well as competing against other teams.
- By receiving quick and hands-on feedback on your performance.

Courseholders:

[Prof. Dr. Bjorn Cumps](#) - [Prof. Dr. Behzad Samii](#)

Entrepreneurship

What?

- Explore and identify new venture opportunities in a more systematic way.
- Understand the importance of a business model for new venture creation.
- Evaluate the viability of a new venture idea and understand how to finance it.
- Develop and pitch a business case for a new venture.

How?

- By developing and pitching a business plan in front of potential investors.
- By receiving hands-on coaching in New Venture Labs to improve your business case.
- Through testimonials of successful entrepreneurs and their lessons learned.
- By analysing in detail different aspects of the new venture creation process using real cases from across the globe.

Courseholder:

[Prof. Dr. Miguel Meuleman](#)

INTERNATIONAL STUDY TRIP BERLIN

What?

- Spot societal and technological trends as well as threats and opportunities they offer more systematically.
- Understand how organisations prepare for change.
- Understand how multiple actors collaborate in ecosystems to drive change.
- Reflect on your own role in helping to shape change in society.

How?

- Through visits to both start-ups and big corporates (e.g., Porsche, Siemens) and through observing how they prepare for change and explore new opportunities.
- By being introduced to different technological trends (e.g., AI) and using cases for these technologies.
- By taking part in discussions with leading experts and developing a critical view on technological and societal change and the role you can play in this.

Courseholder:

[Prof. Dr. Miguel Meuleman](#)

PERSONAL DEVELOPMENT AND MANAGEMENT SKILLS

Management Skills

What?

- Enhance your personal and professional growth by developing a number of important competencies, both on the individual level (e.g., knowledge of your own cognitive and interaction style) and the professional level (e.g., presentation skills, brainstorming skills, communication skills, giving and receiving feedback, intercultural awareness).
- Use some basic theoretical frameworks, practical information and hands-on experiences to reflect on and manage group dynamics and interaction between people.

How?

- By working on a real business case and pitching your solution as consultants to the client company.
- By reflecting on the team processes while working on the problem, with the help of coaches and the theoretical frames provided.

Courseholder:

[Prof. Dr. Karlien Vanderheyden](#)

Career Skills

What?

- Pitch your strengths and talents, clarify your career values and energy drivers, and match them with specific jobs and company cultures.
- Effectively prepare for the different stages of the job search process in order to successfully land a job that will give you career satisfaction.

How?

- Through a mixture of in-class sessions, coaching in small groups, and many practical exercises.
- Through exchanges with practitioners and a diverse group of young and senior Vlerick alumni.
- By using the Career Focus Tool, a practical tool that will facilitate your job search.

Courseholder:

[Ms. Veroniek De Schamphelaere](#)

Presentation Skills

What?

- Develop a presentation flow, with an awareness-creating introduction, a main body with clear messages, and an ending that secures the outcomes.
- Use slides and other aids as a means of transmitting their messages.
- Deliver presentations, aware of their individual appearance and connecting with the audience.

How?

- By trying out your communication and presentation skills in various short exercises.
- By developing and performing presentations.
- Through direct feedback on the spot to improve your performance.

Courseholder:

[Prof. Dr. Frank Goedertier](#)

Personal Development Portfolio

What?

- Take the necessary actions to develop and optimise your potential during your Masters at Vlerick and get support from your peers.
- Describe your learning process, demonstrate the progress you made, and make it visible by taking charge of your own learning.

How?

- By completing a 360° assessment, peer feedback, and individual as well as several (group) coaching moments you will compile a portfolio to enable you to reflect and be critical of yourself, and help you understand your strengths and weaknesses, not only as you define them but also through the eyes of others.

Courseholder:

[Ms. Veroniek De Schamphelaere](#)

Negotiations and Sales

What?

- Distinguish between the taking of positions and the exploration of interests in negotiation.
- Apply creativity to find integrative solutions to difficult negotiation situations.
- Communicate more effectively in negotiation.
- Prepare better for future negotiations.
- Manage the three dimensions of negotiation more consciously.

How?

- Through a series of simulations, exercises and cases that increase in complexity over the course.

Courseholders:

[Prof. Dr. Barney Jordaan - Prof. Dr. Adam Rapp](#)

DIVERSITY, EQUITY & INCLUSION AWARENESS TRACK

What?

- Define and describe basic concepts related to diversity, equity and inclusion, and explain why they are important and how they are interconnected.
- Recognise the challenges, and grasp the complexity of planning and managing diversity, equity, and inclusion in organizations.
- Heighten your understanding and appreciation of how our interpersonal differences add richness to our lives.
- Manage moments of conflict and disagreement to enable better mutual understanding and personal growth, for yourselves and others.

How?

- Through experiential exercises, online resources, and online and live discussions linked illustrating and connecting facets of diversity, equity and inclusion.
- Through self-reflection on your own uniqueness and opportunities to make a difference in our Vlerick community.
- Through engagement with real-life DEI project implementations in Belgian organizations and Vlerick business units.

Courseholder:

[Prof. Dr. Andreea Gorbatai](#)

BOOTCAMPS

Digital Transformation

Through this three-week Digital Transformation Boot Camp, we aim to provide students with insights in the challenges and opportunities associated with today's digitalizing business environment. Through week one, we will have a closer look at how traditional companies must change their perspective on creating customer value to be able to compete in the digital economy. Through week two, we will explore digital leadership behaviours, learn what creating a data-driven business entails, discover how can we transform strategy by taking an ecosystem perspective, how to venture beyond the core business and, finally, zoom in on prominent people, culture and change problems. The last week of the bootcamp, students will be able to integrate and apply the learnings from the Digital Transformation Bootcamp in real-life group case.

Courseholder:

[Prof. Dr. Stijn Viaene](#)

Strategic Innovation: Healthcare

The Healthcare Innovation Boot Camp is designed to equip MBA and Masters students with the skills to perform as an innovator to the health provider and the innovative life sciences technology producer sides of the healthcare value chain. Through the first week, we will focus on the global health system, its purpose and how we are moving more from a 'sick-care' system to a system geared to safeguarding population health & wellbeing. We will also dive into the management intricacies of the healthcare provider, and the hospital sector. Through the second week, we will focus on the strategy for the healthcare and life sciences industry, the pharma and MedTech sector. Students will learn how health technologies are created and commercialised in ecosystems for drugs and medical devices. On the last week, students will be able to defend your boot camp case to a panel of senior executives from major biopharma and MedTech companies and professors.

Courseholder:

[Prof. Dr. Walter Van Dyck & Prof. Dr Brecht Cardoen](#)

Strategic Innovation: Fintech

The Strategic Innovation: Fintech Boot Camp goal is to build an in-depth understanding of the main drivers, forces and dynamics of the financial services sector. Students will welcome a diverse selection of industry experts that will focus on the impact of digitalisation, AI, blockchain, payment platforms, lending, investment management and insurance. Through the first two weeks, students will have a mix of content sessions. Examples of previous sessions subjects are: changing FinTech landscape, Fintech start-ups, AI Applications in financial services, market infrastructures (SWIFT, Euroclear...) After each session, students will work on group assignments. The last week of the boot camp will be dedicated to the final group real-life case, and students will present their solution to the jury.

Courseholder:

[Prof. Dr. Bjorn Cumps](#)

Sports Business & Digital Innovation

The Sports Business & Digital Innovation Boot Camp will focus on the business part of the sports industry. Students will be introduced to the industry and how digital technologies have changed the game of the sports business significantly. A second part of this bootcamp will discuss how digital technologies such as social media, sensors, virtual and augmented reality, data analytics and artificial intelligence push this industry further into “over-the-top” customer experiences. Through the first week, students will mainly focus on the sports industry, its stakeholders and the multiple revenue generating elements in the business such as sponsorships, ticketing, and media rights. Through the second week, we will focus on the entire range of innovative opportunities arising in the industry and that a sports manager should be able to take advantage of. Lastly, the students will have to apply their knowledge to two business challenges: a main challenge in collaboration with Flanders Classics (cycling) and a mini-challenge on Sport sponsorship.

Courseholder:

[Prof. Dr. Philippe Baecke](#)

Global Supply Chain Strategy

The Global Supply Chain Strategy Boot Camp goal is to understand how supply chain design and planning decisions impact the performance of the firm as well as the entire supply chain. This will be interesting for students aspiring to design and manage supply chain, either directly (logistics, planning) or indirectly (management consulting). Through the three weeks boot camp, students will engage in case-based classes where they will be expected to prepare beforehand and engage in class discussions. Collective reasoning and discovery will be critical to the success of the teaching method. In addition to the case-based classes, field trips will be organized, and business executives will be invited for guest lectures. On the last week of the boot camp, students will present their real-life case to the jury together with the rest of the team.

Courseholder:

[Prof. Dr. Robert Boute](#)

Strategic Innovation: Retail & Marketing of FMCG

The Strategic Innovation: Retail & Marketing of FMCG Boot Camp goal is to provide students insights related to new trends, challenges, and the different stakeholders that are involved in the marketing and retail of fast-moving consumer goods (FMCG). This means you will learn about new strategies in FMCG marketing, how to achieve business goals focusing on sustainability, trends and technology in marketing research etc. Through this 3-weeks boot camp, students will take part in sessions consisting of plenary talks, guest lectures, field visits, and coaching sessions. In addition to this, they will be asked to work on 2 big real-life challenges and 2 mini challenges facilitated by our business partners.

Courseholder:

[Prof. Dr. Xzavier He](#)

Data Science for Finance & Strategy

The Data Science for Finance & Strategy boot camp will provide students with all the tools they need to get started with machine learning (ML) and Artificial Intelligence (AI) in a business context. They will be exposed to current data and technology challenges that organizations face nowadays. Students will be provided with language, concepts, insights, and analytical tools to deal with these issues and improve their financial and strategic decision-making. Through the first 2 weeks, students will get acquainted with AI and ML and submerge themselves in the data science field. They will get an overview on techniques to model and summarize datasets, develop skills to design and use algorithms in Python and apply this to specific issues. The last week of the boot camp will be dedicated to a real-life case (Hackaton) that will be presented to a jury.

Courseholder:

[Prof. Dr. Kristof Stouthuysen](#)

Internationalisation

In this dynamic three-week course, students will immerse themselves in the complex world of international business expansion as they are challenged to develop an international expansion plan for a real organization. The first week focuses on global strategic insights and entrepreneurial dynamics, equipping students with essential frameworks for international growth. The second week delves into global market strategies, emphasizing practical decision-making in market selection and entry strategies. The final week culminates in crafting and presenting a real-world international expansion plan. This course blends theoretical knowledge with practical applications, preparing students to navigate and succeed in the global business environment.

Courseholder:

[Prof. Oli Mihalache](#)

IN-COMPANY PROJECT

What?

In the final months, students will apply everything they have learned during a real consultancy project (In-Company Project or "ICP") or a global social project for an NGO. Working in teams of two or three, students analyse a specific business issue for a company of their choice which can be as diverse as a multinational corporation, an SME or a non-profit organisation. You'll work within the company for 2 months to develop a full-fledged plan. At the end, your team presents its proposal to a jury consisting of both an academic expert and company executives. During this unique project, you'll gain insights into the particular industry and business, identify breakthrough ideas, develop a business concept, and present an implementation plan to the organisation.