

# MASTERS IN FINANCIAL MANAGEMENT



## CURRICULUM OVERVIEW

### FINANCIAL MANAGEMENT ESSENTIALS

- Intro to Corporate Finance, Options, Cost & Financial Accounting
- Financial Modeling
- Economic Update and Outlooks

### BUSINESS INTEGRATION

- Corporate & Business Strategy
- Entrepreneurship
- Investment Research Challenge
- IMEx Business Simulation

### FINANCIAL MARKETS AND INSTRUMENTS

- Insurance Challenge
- Investments
- Management of Financial Institutions (Banking Game)
- Advanced Asset and Portfolio Management

### BOOT CAMP (choose 1)

- Data Science for Finance & strategy
- Digital Transformation
- Global Supply Chain Strategy
- Sports Business & Digital Innovation
- Strategic Innovation (Fintech, Retail & Marketing, Healthcare)

### CORPORATE FINANCE

- Advanced Corporate Finance
- Careers in Finance: The Talks
- Mergers, Acquisitions and Buyouts
- Capital Budgeting and Valuation
- Introduction to Sustainability
- Corporate Taxation
- Strategic Mgt. Accounting & Control
- Financial Accounting & Financial Statement Analysis
- Entrepreneurial Finance

### ACTION LEARNING

#### AMSTERDAM FINANCE TRIP

#### LONDON FINANCE TRIP

#### EXCHANGE ABROAD (optional)

#### CONSULTANCY PROJECT

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

### PERSONAL DEVELOPMENT

- Negotiation, Management, Presentation & Career Skills
- Diversity, Equity & Inclusion Awareness Track

# COURSE DESCRIPTIONS

## PRE-PROGRAMME

### Financial Mathematics

#### What?

- Understand how the value of money can move back and forth in time.
- Apply present and future value calculations to simple but realistic cases.
- Evaluate the value of an annuity.
- Create a framework that supports future courses of corporate finance.

#### How?

- By discussing many practical examples.
- By solving many in class exercises.
- By a guest speaker that will explain the practical use of the time value of money.

#### Courseholder:

[Prof. Dr. David Veredas](#)

## FINANCIAL MANAGEMENT ESSENTIALS

### Intro to Corporate Finance

#### What?

- Interpret and critically assess financial statement data.
- Identify drivers of working capital management.
- Construct a financial plan.
- Calculate a firm's cost of capital.
- Select value-creating investment projects based upon various capital budgeting techniques.

#### How?

- By providing students with a solid knowledge of the fundamental concepts and tools in corporate finance that will allow individuals to intelligently solve practical business problems.
- By looking at several real-life examples, there will be a strong emphasis on intuition and applicability.
- By combining a discussion of theory with the use of problems and mini case studies through lectures which will be conducted in an interactive manner.
- Through input from the class which in order to bring real experience and testimony into the debate so that the fit between theory and reality can be well understood.

#### Courseholder:

[Prof. Dr. Mathieu Luypaert](#)

## Options

### What?

- Understand the different types of option contract that are available and how they can be used in practice.
- Calculate the price and intrinsic value of option contracts.
- Evaluate the risks and returns associated with using option contracts.

### How?

- Through the focus on the practical application of option contracts. This will be supported by a guest lecture, from an experienced practitioner.
- By discussing information on real world option contracts and prices will in class, including information from Bloomberg.
- Through interactive quizzes and marks for participation.

### Courseholder:

[Prof. Dr. Simon Ashby](#)

## Cost Accounting

### Why you need this course?

- Understand the meaning and relevance of key cost accounting concepts.
- Use cost accounting information to make decisions-included decisions related to strategy formulations, research and development, production planning, and pricing, among others.
- Use Excel to analytically solve cost accounting problems.

### How?

- By discussing many practical examples and real-world applications in various industries.
- Through short assignments and business cases, you will be able to absorb and master the course material in manageable pieces.

### Courseholder:

[Prof. Dr. Aleksandra Klein](#)

## 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 many practical examples and real-world applications.
- Through formative assignments and online exercises with immediate feedback (MyLab Accounting), students will be able to absorb and master the course material in manageable pieces.

### Courseholder:

[Prof. Dr. Aleksandra Klein](#)

## **Financial Modelling**

### **What?**

- Use and structure (financial) models through the usage of Excel.
- Build reliable and efficient models that will facilitate computational work.
- Avoid repetitive & boring work.
- Apply tips, tricks & avoid common pitfalls.

### **How?**

- By completing many practical examples yourself based on real-life models.
- By having refreshed the most common formulas, reporting tools, sensitivity tools.

### **Courseholder:**

[Mr Kenneth Depuydt, CFA](#)

## **Economics Updates and Outlooks**

### **What?**

- Understand the theoretical background and practical consequences of selected economic topics.
- Understand why and how economic analysis can lead to apparently contradictory conclusions.
- Understand the basic drivers of economic life today, and their consequences for the future.

### **How?**

- Discussion of actual economic/political developments in class.
- Research and presentations by groups of students about actual challenges.
- Reading of the international economic newspapers and reviews such as the Financial Times and The Economist.

### **Courseholder:**

[Mr. Freddy Van den Spiegel](#)

# FINANCIAL MARKETS & INSTRUMENTS

## Insurance Challenge

### What?

- Explain the nature of the insurance business.
- Classify the different business lines and operations of an insurer.
- Assess the risk management of insurers.
- Appraise the balance sheet of an insurance company.

### How?

- Through teamwork where you will be grouped as a “management team”, each team representing an insurance company.
- The simulation produces a realistic set of market variables that affect insurers.
- The teams make their decisions under uncertainty macroeconomic, financial, and weather conditions. The teams experience the implications of their decisions.
- The knowledge required to manage an insurance company will be co-developed by the professors and the students.
- The participants will have the unique opportunity to apply what they have learnt in the classroom towards managing their insurance company.

### Courseholder:

[Prof. Dr. David Veredas](#)

## Investments

### What?

- Explain the main investment processes and discuss their opportunities and challenges.
- Give a full overview of traditional investment categories: stocks, bonds and money markets and their distinct investment characteristics.
- Look at pricing of the different investment categories from a theoretical and a practical perspective.
- Bring these financial products together with the purpose of forming portfolios using modern portfolio theory.
- Discuss the different investment philosophies and their consequences.

### How?

- By reflecting on how investing in the ‘real world’ is practiced: it will be intense, direct, practical and relevant. Therefore, you’ll get some recommended readings and you will have to keep up with the financial/economic news during this course.
- By keeping up with the financial news; big picture things. E.g., are the major economies expanding or contracting, do bellwether companies beat their revenue/profit forecasts or not, what are the major central banks’ interest rates, is inflation a problem...
- Through dynamic sessions such as cold-calling and foster discussions.

### Courseholder:

[Prof. Dr. Simon Ashby](#)

## **Management of Financial Institutions (Banking Game)**

### **What?**

- Understand the financial management decisions that are made by banks and how different decision strategies can affect profits, risk and shareholder value.
- Apply a knowledge of financial decision making to four different banking sectors: retail, commercial, private and investment.
- Examine how bank financial management decisions are affected by regulation (Basel) and competition with other banks.
- Formulate a strategy for creating shareholder value within a full service (universal) bank.

### **How?**

- By playing a realistic banking simulation game, competing against rival banks to generate a strong financial performance and share price, while at the same time ensuring that you do not take excessive risks.
- Through sessions that blend theory and practice, coupled with time to play the game and present on your performance at the end.
- Through lecture sessions are often delivered by experts who combine an academic knowledge of banking with experience working in banks.

### **Courseholder:**

[Prof. Dr. Simon Ashby](#)

## **Advanced Asset and Portfolio Management**

### **What?**

- Understand how the asset management industry works and what private and institutional clients' needs are.
- Formulate an investment philosophy as the basis of sound investment strategies.
- Distinguish between different investment styles.
- Identify, avoid and benefit from behavioural pitfalls.
- Build investment portfolios using sophisticated techniques.

### **How?**

- Through numerous testimonies by 5 experienced visiting professionals with proven outstanding performance track records.
- Through intense interaction with the two teachers, both of which have leading positions in the asset management industry.
- By combining theoretical courses with hands-on exercises in Excel.

### **Courseholder:**

[Prof. Dr. Jan Longeval - Mr. Frederiek Van Holle](#)

# CORPORATE FINANCE

## Advanced Corporate Finance

### What?

- Interpret financial statements, reports and press releases to evaluate firms' financial performance and risk.
- Judge the role of information asymmetries and conflicts of interest in the world of finance.
- Identify flaws in valuation methods, construct proper valuation models and defend assumptions and input parameters deployed.
- Evaluate and investigate various financing alternatives and a wide range of financial management decisions.
- Critically analyse the financial press.

### How?

- Through active class participation and presenting your analysis and perspectives.
- Through a series of Corporate Finance in the News overviews.
- Through combination of case work, in-class exercises, group discussions and tackling "What is wrong here?" questions, guest lectures and practitioner testimonials.
- By writing and presenting a Final Masterpiece pushing you to critically judge a transaction, event or theme in corporate finance, and provide an in-depth financial statement analysis.
- By completing Bloomberg Market Concepts, an e-learning course that provides a visual introduction to the financial markets (Economics, Currencies, Fixed Income and Equities) woven together from Bloomberg data, news, analytics, and television.

### Courseholder:

[Prof. Dr. Wouter De Maeseneire](#)

## Careers in Finance: The Talks

### What?

- Develop further insight in personal career ambitions – what kind of jobs are out there, which positions and industries are (not) appealing to me, and what are routes to land my dream job.
- Design an appropriate career track and strategy.
- Appraise the importance of networking.
- Compare finance theory and practice.

### How?

- Through a multitude of testimonials, not only talking about current challenges in various fields of finance but mainly focusing on career-related matters.
- By solving and presenting a M&A case.
- By networking with company representatives and alumni.

### Courseholder:

[Prof. Dr. Wouter De Maeseneire](#)

## Mergers, Acquisitions & Buyouts

### What?

- Identify various drivers behind M&A transactions.
- Execute a valuation exercise of takeover targets.
- Implement and critically assess payment and financing structures.
- Measure M&A success.
- Identify value creation potential in buyout transactions.

### How?

- Through interactive lectures that will combine a discussion of theory with the use of cases and real-life examples.
- Through a business simulation during the final two sessions of this elective, where you will work on the different steps in an M&A process.

### Courseholder:

[Prof. Dr. Mathieu Luypaert](#)

## Capital Budgeting and Valuation

### What?

- Interpret financial statements and extract information relevant for company valuation.
- Explain why a sound capital budgeting process is critical for maximizing shareholder value, and develop (finetune) it for your organization.
- Identify flaws of traditional project and company valuation techniques.
- Apply proper valuation methods and defend your assumptions and input parameters deployed.
- Critically judge valuation models built by others.

### How?

- Through active class participation and presenting your analysis and perspectives.
- Through a combination of case-based lectures, in-class exercises, group discussions and tackling “What is wrong here?” questions.
- By involving two practitioners who will be teaching the majority of classes, and who will bridge valuation theory to practice.
- By making and presenting a company valuation (Meditools) and drafting an equity analyst report (Investment Research Challenge/IRC).
- By providing, on an individual basis, critical, detailed and constructive feedback on a valuation report of your peers.

### Courseholder:

[Prof. Dr. Wouter De Maeseneire](#)

## Introduction to Sustainability

### What?

- Discuss, explore and clarify the content, meaning and different dimensions of (strategic) CSR.
- How can CSR be integrated in different management disciplines such as performance management, reporting, HRM, supply chain management, marketing, etc.
- Discussing and explaining how and to what extent CSR can lead to innovation in products and services.
- Explore whether and to what extent CSR can lead to a competitive advantage.

### Courseholder:

[Prof. Dr. Xavier Baeten](#)

## Corporate Taxation

### What?

- Spot corporate tax issues and raise relevant tax questions when reviewing cross-border group structures, financings or restructurings of multinational groups.
- Understand the distinction between acceptable and aggressive tax planning.
- Apply a road map in examining a cross-border structure from a corporate tax perspective.

### How?

- By reviewing and discussing many practical examples in class.

### Courseholder:

[Mr. Wim Wuyts](#)

## Strategic Management Accounting & Control

### What?

- Rely on a sound basic literacy in managerial accounting and its strategic use. Literacy refers to both “reading” (understanding) and “writing” (doing). Therefore, the course emphasizes and trains you in two aspects: the sound conceptual understanding of the fundamentals of managerial accounting and the clever application of the discipline’s essential tool kit.
- Appreciate that managerial accounting is about much more than numbers. It is “the forgotten leadership discipline”. This is so because accounting numbers like revenues, costs, and profits do not manage themselves – people manage them, and people are managed with them.

**How?**

- By discussing many practical examples and real-world applications in various industries.
- Through short structured assignments, business cases and simulations, you will be able to absorb and master the course material in manageable pieces.
- Through role playing sessions where you will present your key decisions to the board of directors of the case company (a role that is played by the lecturer).

**Courseholder:**

[Prof. Dr. Kristof Stouthuyzen](#)

## Financial Accounting and Financial Statement Analysis

**What?**

- Understand the history of the accounting approaches, opposing common law and civil code accounting environment.
- Have a holistic view (accounting and finance) of different topics: analysis of the assets, stocks, claims, financial instruments, reserves, pension liabilities, stock options, deferred taxes, EPS, leasing etc.
- Formulate an appreciation on the enterprise financial situation.

**How?**

- By becoming different observers of accounting and developing of your intuition.
- By understanding financial markets and their accounting translation.
- By apprehending the mechanism and appraisal of financial statements.
- By understanding in an intuitive way the most complex financial instruments with regards to their accounting treatment.
- Through a sound knowledge of the most current accounting topics.

**Courseholder:**

[Prof. Dr. Bruno Colmant](#)

## Entrepreneurial Finance

**What?**

- Develop a financing strategy for an ambitious entrepreneurial start-up.
- Apply appropriate valuation techniques for entrepreneurial companies.
- Understand how future dilution and liquidation preferences impact initial valuations.
- Analyse an investor's proposed contract.

**How?**

- By analysing and discussing real cases, discussions with entrepreneurs and investors.
- Through developing a full financing strategy (including valuations and potential investors) for a real entrepreneurial venture currently in fundraising mode.

**Courseholder:**

[Prof. Dr. Sophie Manigart](#)

# BUSINESS INTEGRATION

## Corporate and Business Strategy

### What?

- Structure your strategic analysis.
- Critically evaluate existing strategies from an outside perspective.
- Make recommendations on how to improve the strategy.
- Substantiate your financial forecasts and decisions with strategic aspects.

### How?

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

### Courseholder:

[Prof. Dr. Kerstin Fehre](#)

## 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.
- Understand how to finance a new venture.
- Develop and present a business case for a new venture.

### How?

- By tapping into entrepreneurial experiences as much as possible In order to maximize your learning regarding the process of entrepreneurship.
- By providing hands-on learning on what it's like to actually start a company.
- By relying on two main resources, in order to contextualize and make some sense of all the entrepreneurial stories we will be discussing:
  - The Vlerick Business Creation Toolpack: <http://toolpack.vlerick.com/>. This tool pack should give you an overview of the main steps and principles to be followed when setting up a venture. The website also lists several relevant readings, interesting websites and insightful videos.
  - The New Venture Proposal Blueprint which will be included in your course package.

### Courseholder:

[Prof. Dr. Yannick Dillen](#)

## **Investment Research Challenge (IRC)**

### **What?**

- Be able to act as a sell-side equity analyst.
- Write a report that meets the level required by professionals in the industry.
- Present and defend your findings in an appealing and convincing way.

### **How?**

- Through this fully action-oriented course and writing a sell-side analyst report.
- Providing a clear recommendation for investors to either buy or sell shares of a particular company.

### **Courseholder:**

[Prof. Dr. Wouter De Maeseneire](#)

## **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?**

- By making 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.

### **Courseholder:**

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

# 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 we can 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](#)

## 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](#)

## **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](#)

## **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 Stouthuyzen](#)

# AMSTERDAM FINANCE TRIP

## What?

- Next to major financial hubs like New York and London, Amsterdam also provides rich job opportunities for finance profiles.
- Compare finance theory and practice.
- Develop further insights into personal career ambitions.

## You'll obtain a hands-on learning experience:

- Through a multitude of company visits and being exposed to the Amsterdam vibes.
- By solving and presenting a business case.
- By networking with company representatives and alumni.

## Courseholder:

[Prof. Dr. Wouter De Maeseneire](#)

# LONDON FINANCE TRIP

## What?

- Intensive immersion in the vibrant atmosphere of the City through a mix of visits to top-tier companies and financial institutions, fascinating talks, networking, career advice and sightseeing.
- Describe and critique how financial institutions and markets operate.
- Critically read the financial press and interpret corporate financial communication.
- Develop further insight in personal career ambitions.
- Appraise the importance of networking.

## How?

- Through a multitude of company visits and tasting the unique London atmosphere.
- By solving and presenting a business case.
- By networking with company representatives and alumni.
- By experiencing a trading room simulation.

## Courseholder:

[Prof. Dr. Yannick Dillen](#)

# GLOBAL CONSULTANCY 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. Students work within the company for 3 months to develop a full-fledged plan. At the end, the team presents its proposal to a jury consisting of both an academic expert and company executives.

# PERSONAL DEVELOPMENT

## Negotiation Skills

### What?

- Negotiation fundamentals.
- Developing a mindset conducive to value creating negotiation.
- Choosing an appropriate negotiation strategy and tactics.
- Preparation and planning for negotiation.
- Interpersonal skills.

### How?

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

### Courseholder:

[Prof. Dr. Barney Jordaan](#)

## 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. David Patient](#)

## 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](#)

## 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 Schampelaere](#)

## My Vlerick Development Portfolio (MyVDP)

**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 Schampelaere](#)

## Diversity, Equity & Inclusion Awareness Track

### What?

- Recognise the challenges and grasp the unique opportunities of managing yourself and others in diverse settings.
- Understand and articulate the pervasive but often hidden influence of culture on behaviour, particularly with respect to management philosophies and practices.
- Heighten your understanding and appreciation of differences between people and also how to manage diversity in order to achieve better results.

### How?

- Through experiential exercises, discussion and self-reflection on the many facets of diversity and how we relate to them.
- Via a self-paced online tool & resources, leaving more room during the encounter itself to experience.

### Courseholder:

[Prof. Dr. Andreea Gorbatai](#)