



**Carleton**  
University

**Sprott**  
School of Business

CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSINESS 4406 A  
FALL 2021

## **BUSINESS ANALYTICS**

**Instructor: Alejandro Ramirez, PhD**  
**Office: 7027 Nicol Building**  
**Zoom Room Office Hours: Wednesday 10:00 – 12:00 Hrs.**  
**Email: Alex.Ramirez@Carleton.ca**  
**Phone Number:**

**TA:**  
**Office Hours:**  
**Email:**

### **Class Times**

<i>Section</i>	<i>Day</i>	<i>Time</i>	<i>Location</i>
A	Tuesdays	14:35 – 17:25 Hrs.	302 AT

**Modality: \* Lectures will be in person, not suitable for online students – the sessions include experiential learning exercises.**

### **Pre-requisites & precluded Courses:**

Third year standing and BUSI 2400 with a grade of C or higher.

---

### **COURSE CALENDAR DESCRIPTION FROM THE 2020/2021 UNIVERSITY CALENDAR:**

BUSI 4406 [0.5 Credit]

#### **Business Analytics**

Evolution of Decision Support Systems. Business Intelligence. Data Mining and Warehousing. Web Analytics. Mobile Apps for Business Analytics. Strategic use of Information Systems for Competitive Advantage

### **COURSE DESCRIPTION:**

This course uses the evolution of organizational decision making and the systems that support decision making in organizations to develop a critical view of the use of computers in organizations.



The goal is to understand the role of *Business Analytics* in today organizational environment. It was designed to help you:

- become aware of the present state of knowledge in the areas of Business Intelligence and Business Analytics
- become familiar with academic and non-academic literature in these fields.
- develop a personal perspective on emerging theories and their application, current debates, and controversies within these disciplines.
- develop analytical and critical skills to deal with these issues (i.e., help you develop, present, and defend arguments)

### **Approach taken in this Course:**

Business Analytics continues to be the *buzzword* of the day. Business Analytics is a **data-driven process that provides insight**. It may report on historical information or predictions about future events. The end goal of analytics is to add value through analyses that turn data into information. This course introduces a range of methods and modern technologies that are used in business analytics. We start from where we are all comfortable, MS-Excel, and move into a world of more sophisticated tools that need a different understanding of manipulation of data through tools that are for modelling, visualization, and forecasting.

The instructional approach will include some software demos and illustrate applications of decision support technologies to problems in finance, marketing, manufacturing, services and health care management, and information systems consulting.

The course introduces recent approaches to managerial decision analysis and support. The student will be exposed to formal methods and specific computer-based tools. The course deals with advanced techniques and tools to support decision making processes.

### **Learning Outcomes:**

The main goal of this course is to provide the students with an understanding of management support capabilities of information technologies to support the function of Business Analytics, and the development of skills to become a business analytics professional. At the conclusion of this course, students will be able to:

1. explain the theory of *Bounded Rationality* and its implications on managerial decision making.
2. demonstrate an understanding of the underlying theories, methods and technologies used in business analytics.
3. analyse and applied alternate methods for designing, developing, and implementing Business Analytics tools.
4. identify and justify opportunities for management support systems development and the specific considerations which apply in their effective management.
5. Become aware of trends and best practices in Business Analytics.

### **Reading(s)/Textbook(s)/Required Materials (incl. technical requirements):**

There is an Ares page with access to the reading material for this course. Also available through Brightspace. You are expected to read this material and/or watch the videos assigned before the indicated lecture. These readings and videos are part of the midterm assessment. Students are expected to discuss the relevance and implications of them to Business Analytics.

Additionally, students will need to either install the VMWare client in their devices or launch it from their browser to use Spratt's Virtual Desktop Interface through **Carleton's CU Desktop** [<https://cudesktop.carleton.ca/>].

**Course Requirements & Methods of Evaluation (including due dates):**

[SATISFACTORY IN TERM PERFORMANCE MEANS A STUDENT SUBMITTED ALL ASSIGNMENTS, PARTICIPATED IN THE GROUP PRESENTATION, & WROTE THE MIDTERM AND FINAL EXAMINATIONS]

Your final grade will be composed of the following:

- ✓ **Three Assignments 25%**
  - Decision Style Inventory (5%) due September 28, 2021 – by 10:00 PM
  - Excel Assignment (10%) due October 12, 2021 – by 10:00 PM
  - SAS Assignment (10%) due November 23, 2021 – by 10:00 PM
- ✓ **Group Presentation 5%**
  - Presentation is due December 7, 2021 – schedule of presentations will be revealed at the beginning of the session.
- ✓ **Take Home Midterm Examination 30%** - October 19, 2021 (during class time)
- ✓ **Final Exam 40%** - 3-hour in class examination scheduled by the university

There is a Brightspace site for this course. All expected deliverables for this course are expected to be submitted through the site. You will find your feedback there as well. It is important that you visit the site regularly to stay on top of the course's expectations. When communicating with the TA or the instructor, please use the mail service associated with the course or include in your message the course number.

**Assignments:**

THESE ARE INDIVIDUAL ASSIGNMENTS! That does not mean that you cannot discuss them with your classmates, on the contrary, business analytics is better when you are able to discuss the issues with your peers – collective intelligence is what has moved this field forward. What it means is that you need to do your own analysis and write your own reports. It is one of the most important skills you need to develop in this course. Therefore, once the analysis is finished, write your report considering that it is expected to empower your manager to make decisions. Most of the output generated during your analysis can be included only as appendices, the body of the report only needs to refer to it when necessary.

Late assignments will be penalized 25% and accepted only within a 24-hour period, after that will be considered missed and tabulated as 0 [Zero].

**Group Presentation:**

You are expected to form a group of 4 or 5 members in this course. In Brightspace there is a list of topics of business analytics trends. Topics will be assigned to groups via email. As a group you need to request via email, investigate, and make a 10-minute presentation on one of those topics. There is a Peer Evaluation component for this presentation.

**In Class Midterm Examination:**

There will be an in-class examination that needs to be submitted in Brightspace. You need to bring your own computer to the classroom.

**Final Exam:**

Scheduled during the University Examination Period.

## Outline\*

Session	Date	Topic
1	09/14	<b><u>THEORIES</u></b> Welcome – Course Administration – Overview From Decision Making and Support Systems to Business Analytics: A historical introduction
2	09/21	Decision Making, Systems, Modelling, and Support – Business Analytics Concepts, Methodologies, and Technologies: An Overview <b><u>TOOLS</u></b> Excel: Opportunities and Limitations Videos: Satisficing, Bounded Rationality, Herbert A. Simon on Bounded Rationality, Henry Mintzberg on Management, Decision Making and Managerial Roles
3	09/28	Data Warehousing & Data Marts – Analyzing Data in Excel 2019 with Business Intelligence Readings: Ramirez 2019 & Ramirez 2020
4	10/05	Data Visualization Excel's Power Query, Power Pivot & Power View Reading: Gattu 2019 Video: McCandless' The Beauty of Data Visualization
5	10/12	From Excel to SAS – Data Preparation Data Analyses & SAS Enterprise Guide Reading: Bhaskar & Liebowitz 2020
6	10/19	<b><i>Mid Term Exam</i></b>
	10/26	<b><i>Fall Break – No lecture</i></b>
7	11/02	Predictive Modelling & SAS Enterprise Miner I Reading: Verbeke, Baesens, & Bravo 2018
8	11/09	Predictive Modelling & SAS Enterprise Miner II
9	11/16	Business Forecasting Reading: Lin & Lin 2021
10	11/23	SAS Forecast Studio
11	11/30	Artificial Intelligence & Expert Systems Reading: Richards 2021 <b><u>TRENDS</u></b> Big Data Emerging Trends
12	12/07	Social Networking & the Cloud Group Presentations

\* Note: While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

**CONTRIBUTION TO LEARNING GOALS OF THE PROGRAM ([BCOM](#), [BIB](#))**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught, But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>		<b>X</b>		
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>			<b>X</b>	
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>			<b>X</b>	
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>			<b>X</b>	
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>X</b>			

**ADDITIONAL INFORMATION**

**Course Sharing Websites**

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

**Required calculator in BUSI course examinations**

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

**Group work**

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### **Academic Regulations**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodation**

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

#### **Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

#### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](http://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its

survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others.

**For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Spratt Student Services**

---

The Spratt Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@spratt.carleton.ca](mailto:bcom@spratt.carleton.ca) or at [bib@spratt.carleton.ca](mailto:bib@spratt.carleton.ca).

**Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

**Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
-