



# ITIS 5431 D [W2]

## Business Analytics for Managers

---

**Wednesdays, 11:35 – 14:25, 1728DT**

Instructor: Dr. Alejandro Ramirez  
Office: 1722DT  
Phone: 613-520-2600, ext. 2397  
Email: Alex.Ramirez@Carleton.ca  
Office Hours: Tuesday 10:00 to 12:00 Hrs., or by appointment

**Course calendar entry from 2018/2019 graduate calendar:** Decision support systems in organizations; moving from business intelligence to business analytics; big data trends in organizations; theories and trends in data analytics.

**Course Description:** Managers need to assess their organizations' needs for business analytics, something that has become a sought-after skill for business practitioners and professionals. This course aims to empower managers to make decisions regarding the opportunities available to them by looking at how Decision Support Systems are used in organizations. By looking at the historical evolution of these systems that have moved from Business Intelligence to Business Analytics. Understand and engage in the conversation on Big Data trends in organizations. The sessions will include both theories and trends behind Data Analytics.

**Learning Objectives:** Assessing the role of computers in organizational decision-making and the affordances of Information Systems; Generating value from business data; Evaluating tools available for business analytics.

**Course Prerequisites:** ITIS 5401 or permission of the School of Business

**Textbook(s):** MODERN ANALYTICS METHODOLOGIES: DRIVING BUSINESS VALUE WITH ANALYTICS  
Michele Chambers & Thomas W. DINSMORE  
PEARSON EDUCATION  
ISBN: 978-0-13-49858-5

**Exam date:** Tuesday April 17, 2019 - 11:35 hrs.

**Drop Course Policy:**

The deadline for academic withdrawal is the last day of classes (each term).

**Grading Scheme:**

In Class Hands-on Exercises [5 @ 3%]	15%
Weekly Activities [5 @ 3%]	15%
Special Topic Group Presentation	10%
Individual Case Analysis Report	20%
Final Exam	40%
<b>TOTAL</b>	<b>100%</b>

**Preparation and participation:**

Preparation for the sessions is essential to fulfil the course’s goals. The readings assigned for each session are the way to set a framework for our discussion and in class exercises. Business Analytics skills are developed by acquiring a new perspective to look at business decision-making, which is, in essence, the most important role managers play.

**Weekly activities** are expected to be completed before the session starts. These activities aim to achieve a common background to engage fully in class exercises. Some students may need to do additional work if they need to refresh some skills, especially Excel and Statistics. Plan the completion of these activities accordingly. The deadlines for each one of them are clearly marked in the course schedule and in CU Learn.

Most of you are familiar with in class participation. Due to the nature of Business Analytics, the course will include **weekly in-class hands-on exercises** that are designed to serve as learning reinforcements. All students are expected to engage in these exercises. This is experiential learning by including hands on task using a *Virtual Desktop Interface (VDI)*. Each will be introduced by the instructor and includes a rubric to assess student engagement in the exercise.

The **Special Topic Group Presentation** is a way to enhance our horizons by sharing our understanding of a special topic. You will be able to select a special topic during the first week in class exercise. The goal is to try to motivate your classmates to see the benefits and limitations in the topic you are presenting. In that session groups will be formed.

**Missed weekly activities, in class exercises or special topic group presentation:**

Completion of some activities will become meaningless after the in-class exercises are conducted; therefore, some of these activities have **hard deadlines** and cannot be deferred. These activities, if not completed by the hard deadline will be missed and students will receive no marks for them. Similarly, there won’t be ways to make up for missed experiential in class exercises or the special topic group presentation.

### Individual Case Analysis:

We will be working with real data. It is important that you dedicate enough time to get to know the data and the context of this case. Case studies are an effective method for exposing you to the entire decision-making process because you will be asked to be part of the exercise, taking an active role as a decision maker who must perform the analysis and use the output to recommend a course of action.

### Final Exam:

During our schedule session, during the final exams week there will be a written final exam covering all the material in the course

### Deferred Final Examination:

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

### Course Schedule:

Week	Date	Topic/Agenda	Pre-class Prep
1	Mar 6	Overview of Business Analytics A framework for BA In class Exercise I	Chambers & Dinsmore: Chapters 1 to 3 Weekly Activity I
2	Mar 13	Decisions, Decision Makers, Decision Making Support In class Exercise II	Patokorpi 2008; Mintzberg 2013: Ch3; Cegielski & Jones-Farmer 2016; Chang, Wang & Hawamdeh 2018; Grossman 2018 [All available in Ares – CU Learn] Weekly Activity II
3	Mar 20	The Analytics Roadmap I In class Exercise III	Chambers & Dinsmore: Chapters 4 to 7 Weekly Activity III
4	Mar 27	The Analytics Roadmap II In class Exercise IV	Chambers & Dinsmore: Chapters 8 to 10 Weekly Activity IV
5	Apr 3	Implementing your Analytics Roadmap In class Exercise V	Chambers & Dinsmore: Chapters 11 to 13 Weekly Activity V
6	Apr 10	Big Data, future directions of Business Analytics Special Topic Presentations	Special Topic* Case Analysis Report
	Apr 17	<b>Final Exam</b>	

\* These readings will be decided during in class exercise I

## **Course Sharing Websites**

Student or professor 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).

## **Policy on Mobile Devices**

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

## **Group Work**

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor 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.*

## **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](https://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](https://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](http://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](http://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 cooperation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. 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. 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/>.

## Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>

MBA Program 2018-2019 Academic Year				
<b>MBA Skills Workshop:</b> Thurs. Sept. 6th and Fri. Sept. 7th				
Term	Activity	Start Date	Make Up Class	End Date
F1	Classes	Mon. Sept. 10	Fri. Oct. 12	Fri. Oct. 19
<b>Fall</b>	<b>FALL BREAK WEEK</b>	<b>Mon. Oct. 22</b>		<b>Fri. Oct. 26</b>
F1	Exam Week	Mon. Oct. 29		Fri. Nov. 2
F2	Classes	Mon. Nov. 5		Fri. Dec. 14
F2	Exam Week	Mon. Dec. 17		Fri. Dec. 21
W1	Classes	Mon. Jan. 7		Fri. Feb. 15
<b>Winter</b>	<b>WINTER BREAK WEEK</b>	<b>Mon. Feb. 18</b>		<b>Fri. Feb. 22</b>
W1	Exam Week	Mon. Feb. 25		Fri. Mar. 1
W2	Classes	Mon. Mar 4		Fri. Mar. 12
W2	Exam Week	Mon. Apr. 15		Fri. Apr. 19
<b>Notes:</b>				
1. Exams and class schedules can vary for cross-listed courses and non-MBA courses in International Development Management and Business Analytics Concentrations and the Master in Economics - MBA Dual Degree.				
2. Make-up classes may be held on Fridays.				