



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

ITIS5431P
Business Analytics for Managers
Summer / 2021

Instructor: Hugh Cairns
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Phone: 613 755 2324
Office: NA
Office Hours: By appointment

Modality: Online 18 hours synchronous (*i.e., delivered in real-time*)
___ hours asynchronous

Course Calendar Description: Decision support systems in organizations; moving from business intelligence to business analytics; big data trends in organizations; theories and trends in data analytics. Includes: Experiential Learning Activity

Course Description: This course covers key concepts for managers involved with Business Analytics. Students will understand the different components of Business Analytics and be competent in discussing at a business level the different technologies available to organizations wishing to pursue an analytics program.

Learning Objectives:

Introduction of the role of data mining in current business organizational strategy. This course will provide an overview of the different Analytics approaches by situating data mining in organizational and commercial context. Students will be expected to understand and communicate the business value of the business analytics and the merits of different analytical approaches.

Course Prerequisites: [ITIS 5401](#) or permission of the School of Business.

Required Materials:

The course follows the textbook closely; however, most of the concepts are covered in the course notes. Students may wish to purchase the textbook for a more comprehensive discussion of some topics.

Chambers, M., & Dinsmore, T. W. (2015). *Modern Analytic Methodologies; Driving Business Value with Analytics*. Upper Saddle River, New Jersey: Pearson Educational Inc.

Final Exam Date: TBD during first lecture

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

Grading Scheme:

Contribution to Class Discussion	5%
Organizational Summary Presentation	15%
Written Case Analysis	30%
Final Exam	50%
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- Organizational Summary Presentation: Please see course page in Brightspace for more details.
- Written Case Analyses: Please see course page in Brightspace for more details.
- Contribution to Class Discussion: Please see course page in Brightspace for more details.
- Final Exam: A final exam will be scheduled prior to the June 9th to allow the students to prepare for their next session. A final date will be decided upon during the weekend lectures..

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

Students are expected to be prepared and attend all online lectures. These will not be pre-recorded and student participation is valued and encouraged. Students that cannot attend due to unforeseen reasons should contact the instructor as soon as possible. Please see the course outline in this document for a more detailed explanation of expectations for online class preparation.

Contribution to Learning Goals of the Program ([MBA](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>			X	

MB2 Communication <i>Graduates will be effective communicators</i>				X
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				X
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>				X
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		X		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				X

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).

Recommended Calculator for 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 Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him or herself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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:

<https://calendar.carleton.ca/grad/gradregulations/>

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**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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 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. <https://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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-grad-students/>

COURSE SCHEDULE

Course Schedule

Mandatory
Optional

Date	Topic/Agenda	Readings
5/28/2021 8:35-12:00pm	<ul style="list-style-type: none"> • Introduction and review of course outlines, class norms and technical environment • Principles of Modern Analytics • Discussion on the spectrum of business Analytics and the types of business problems that can be solved. • Business Analytics Maturity Model • The Environment enabling Business Analytics • The Business Analytics Model • The Levels of Business Analytics 	<ul style="list-style-type: none"> • Chambers and Dinsmore 1-3 • Lecture Slides • Kiron, D., & Shockley, R. (2011). Creating Business Value with Analytics. MIT Sloan Management Review Vol 53. No. 1, 57-63. • Davenport, T. H. (2006). COMPETING ON ANALYTICS. Harvard Business Review, 84(1), 98-107.
5/28/2021 1:00pm-5:30pm	<ul style="list-style-type: none"> • Goals of analytical Projects • Examination of the properties of data • Introduction to the data lifecycle and how it supports analytical activities. • Sources of Data • The Data Warehouse • Overview of data integration by means of the ETL process. • Overview of Business Intelligence • The Data Analytics Roadmap • Discussion of data quality and sources of poor data. 	<ul style="list-style-type: none"> • Chambers and Dinsmore 4-6 • Lecture Slides
5/29/2021 8:35-12:00pm	<ul style="list-style-type: none"> • CRISP and SEMMA • The Analytics Roadmap • Big Data • Contrasting Business Intelligence and Predictive Analytics • Analytics Methods • Analytics Platforms • Analytics Governance • Further Considerations to the analytical approach to CRM • Prioritization of Analytic Projects • Future Directions • Ethical Considerations of analytics • Review 	<ul style="list-style-type: none"> • Chambers and Dinsmore 7,8,10 • Lecture Slides • Nguyen, Bang (2011). The Dark Side of CRM, <i>The Marketing Review Vol 11 No.2</i> pp137-149. • <i>Research 15(2)</i> 150-165 • Boyd, D., & Crawford, K. (2012). Critical Questions for Big Data; Provocations for a cultural, technological, and scholarly phenomenon. <i>Information, Communication, and Society Vol. 15 No. 5</i>, 662-679.
5/29/2021 1:00pm-5:30pm	Individual Organization Assessments	
TBD	<ul style="list-style-type: none"> • Final Exam 	