MGMTEX 439 – SELECTED TOPICS IN MANAGEMENT: TOOLS AND ANALYSIS FOR BUSINESS STRATEGY

Winter 2023 – 4 Units

Course Syllabus

Instructor Information

Faculty of Record:	Professor Lori Santikian
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Office hours:	Via Zoom or phone appointment
Teaching Assistant:	Zitong Zeng
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Course meeting times and location

Course Day & Time: This class generally meets on Tuesdays, 7:10-10:00 pm PT

Course Location: *Zoom*. Please find Zoom link on course site.

Course Site:

Pre-requisites/ Co-requisites

None.

Course Description

Seminar. Limited to Executive MBA and fully employed MBA program students. Examination of selected problems and issues in area of current concern in management.

"The challenge of the information age is what to do with it."
- Chris Cox, Chief Product Officer at Facebook

"The amount of data in our world has been exploding and analyzing large data sets – so-called big data – will become a key basis of competition...Leaders in every sector will have to grapple with the implications of big data, not just a few data-oriented managers...Companies must tackle significant hurdles to fully capture big data's potential, including a shortage of skilled analysts and managers. The United States alone faces a shortage of 140,000 to 190,000 people with analytical expertise and 1.5 million managers and analysts with the skills to understand and make decisions based on the analysis of big data." - The McKinsey Global Institute

This is a clinical course. Learning by doing is the best way to become both a producer and consumer of data analysis. The assignments and class time are designed to give you tangible experience implementing tools and interpreting results.

The analytical revolution is changing the process of business decision-making in profound ways. The classic skill sets are not being replaced: fundamental disciplinary knowledge, strategic thinking ability, industry depth, and effective communication skills are still the hallmarks of effective business decision- making. But these classic skills need to be enhanced to navigate the data revolution. Quantitative reasoning and statistical analysis are rapidly becoming indispensable business disciplinary knowledge and inputs for strategy formulation. Likewise, depth of industry knowledge progressively requires knowing the type of data that is generated in your industry, how to access it, and what it means. Finally, effective communication in business increasingly relies on visual design and information display toolkits. To harness data analytics as a competitive advantage for firms and individual careers, it cannot be outsourced.

Course Objectives

The principal objective of this class is to increase your level of comfort with the design, execution, and interpretation of data analysis that can meaningfully inform business strategy formulation. The pedagogical approach is firmly rooted in learning by doing. We will use a variety of real-world examples to gain practice with quantitative methods that can be deployed in business settings to analyze the underlying predictors and causes of firm success.

At the end of the course, students will be able to:

1. Take any (meaningful!) data set your boss/client gives you and turn that into strategic insight.

2. Learn how to use R.

3. Gain familiarity with all stages of the work flow associated with analyzing and presenting quantitative results.

4. Become more comfortable with the consumption of data analysis. Even if you don't go on to a career in data analysis, you need to know when others are adding value and when they are shoveling garbage at you.

We will accomplish this as I try to provide an environment where students with varying degrees of quantitative comfort can thrive and benefit. No prior quantitative experience is required.

Course Materials

Required:

- None

Course Outline

This is a clinical course. Learning by doing is the best way to become both a producer and consumer of data analysis. The assignments and class time are designed to give you tangible experience implementing tools and interpreting results.

Sessions will include the course topics below:

- Principles of analytical design
- Introduction to R
- Regression analysis and interpretation
- Predictive modeling
- Binary dependent variables
- Benchmarking
- Practitioner guest speakers
    - Sean Ginley '17, Vice President, Data and Analytics, NTWRK

Module	Date	Key Topics	Assignments Due
1	Jan 10	Principles of Analytical Design / Introduction to R	
2	Jan 17	Experimental Design	
2	Jan 24	Regression analysis and interpretation	• **SUBMIT** Assignment: Apple
4	Jan 31	Regression analysis and interpretation	
5	Feb 7	Regression analysis and interpretation	• **SUBMIT** Assignment: Airlines
6	Feb 14	Predictive Modeling	
7	Feb 21	Predictive Modeling	• **SUBMIT** Assignment: Campaign Spending
8	Feb 28	Binary Dependent Variables	
9	Mar 7	Benchmarking	
10	Mar 14	Other Topics	• **SUBMIT** Assignment: Lending Club
Final Exam	Mar 21		• **SUBMIT** Take-Home Final Exam

Evaluation and Grading

Required Assignments and Weighted Percentages

This course will be graded using the following weighted percentages for each of the assignments in the course. Grades are typically posted within one week of assignment due dates.

Assignments	% of Grade
Assignment: Apple (Individual or Team)	Pass/Fail
Assignment: Airlines (Team)	15%
Assignment: Campaign Spending (Team)	20%
Assignment: Lending Club (Team)	15%
Final Exam (Individual Take-Home)	50%
Total	100%

Grades

Your overall course grade will be determined by how your performance on graded assignments ranks in comparison with other students in the class according to the grade distribution model at Anderson.

Assignment Descriptions

The following are descriptions of your required assignments for this course. Specific instructions, submission information, and any accompanying rubrics are detailed on the course site.

Assignments

The course requirements consist of one pass/fail assignment (to be completed either individually or with a team) and three team assignments.

Final Exam

There will be an individual take-home final exam. The final exam will be distributed 5 days before the due date.

Anderson and Course Policies

Netiquette

The written language has many advantages: more opportunity for reasoned thought, more ability to go in-depth, and more time to think through an issue before posting a comment. However, written communication also has certain disadvantages, such a lack of the face-to-face signaling that occurs through body language, intonation, pausing, facial expressions, and gestures. As a result, please be aware of the possibility of miscommunication and compose your comments in a positive, supportive, and constructive manner.

UCLA Policies

Code of Conduct
All participants in the course are bound by the **UCLA Student Conduct Code:** (https://deanofstudents.ucla.edu/individual-student-code)

Academic Integrity
UCLA is an institution of learning, research, and scholarship predicated on the existence of an environment of honesty and integrity. As members of the academic community, instructors, students, and administrative officials are all responsible for maintaining this environment. It is essential that all members of the academic community practice academic honesty and integrity and accept individual responsibility for their work. Academic misconduct is unacceptable and will not be tolerated in this course. Cheating, forgery, dishonest conduct, plagiarism, and collusion in academic misconduct erode the University's educational, research, and social roles.

Students who knowingly or intentionally conduct or help another student engage in acts that violate UCLA's expectations of academic integrity will be subject to disciplinary action and referred to the Dean of Students' Office.

Please familiarize yourself with **UCLA's Academic Integrity Policy:** https://www.deanofstudents.ucla.edu/Academic-Integrity. Speak to your instructor if you have any questions about what is and is not allowed in this course.

Integrity in Research
Integrity in research includes not just the avoidance of wrongdoing, but also the rigor, carefulness, and accountability that are hallmarks of good scholarship. All persons engaged in research at the University are responsible for adhering to the highest standards of intellectual honesty and integrity in research.

Please familiarize yourself with the **University of California Policy on Integrity in Research** (https://www.ucop.edu/academic-personnel-programs/_files/apm/apm-190-b.pdf)

Accessible Education & Inclusive Education

Disability Services
UCLA is committed to providing a barrier-free environment for persons with documented disabilities. If you are already registered with the Center for Accessible Education (CAE), please request your Letter of Accommodation in the Student Portal. If you are seeking registration with the CAE, please submit your request for accommodation via the CAE website. Students with disabilities requiring academic accommodations should submit their request for accommodations as soon as possible, as it may take up to two weeks to review the request. For more information, please visit the CAE website (www.cae.ucla.edu), visit the CAE at A255 Murphy Hall, contact CAE by phone at (310)825-1501, or by telecommunication device for the deaf at (310) 206-6083.

Equity, Diversity, and Inclusion
Please familiarize yourself with UCLA Anderson's commitment to maintaining an equitable, diverse, and inclusive community:
(https://www.anderson.ucla.edu/about/equity-diversity-and-inclusion)