

Analytics from the customer's perspective

Master's Degree: Business Administration

Subject: Strategic Management

Credits: 6 ECTS

Program: International MBA - Barcelona - Boston

Modality: On-campus (Full-Time) / Hybrid-Learning

Semester: Second

Type: Mandatory

Language of instruction: English

Index

1. Presentation	3
2. Program's learning outcomes	3
2.1. Knowledge	3
2.2. Skills.....	3
2.3. Competences	4
3. Subject's learning outcomes	4
4. Contents.....	5
5. Methodology.....	6
6. Grading system.....	7
7. Bibliography.....	8

1. Presentation

This subject is essential in the training of professionals in the field of data analysis and business decision making. Firstly, this subject provides students with the tools and skills necessary to understand customer behavior, preferences and needs through data analysis. This is crucial in an increasingly customer-driven business environment, where deep understanding of audiences is essential to business success.

Additionally, analytics from the customer perspective allows students to gain insights into how to leverage collected information to improve the customer experience, develop more effective marketing strategies, and make data-driven decisions that drive business growth. These skills are highly valued in today's job market, where companies are looking for professionals capable of transforming data into actionable insights.

Another relevant aspect of this subject is its focus on ethics and data privacy, which is essential in a context where the protection of personal information is a growing concern. Students learn to handle information responsibly and ethically, complying with privacy regulations and standards.

2. Program's learning outcomes

The program-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 1 The graduate will be able to organize information and data as key elements for decision-making problems in the business environment.
- RAT 2 The graduate will infer management methods and techniques applicable to business management, through simulations and case studies.

2.2. Skills

- RAT 8 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 9 The graduate will be able to apply digital technologies (at the right time) in their field of expertise.
- RAT 12 The graduate will know how to organize time in order to improve their personal and team effectiveness within the framework of business organizations, their environment and their management.

- RAT 14 The graduate will be able to develop people and talent retention strategies that enable companies to obtain long-term competitive advantages.
- RAT 17 The graduate will be able to classify business performance indicators for statistical analysis using statistical measurement and data collection tools.
- RAT 18 The graduate will be able to identify the client's needs for the implementation of a strategy based on data analytics.

2.3. Competences

- RAT 20 The graduate will be able to propose innovative, creative and entrepreneurial solutions in situations specific to the professional field.
- RAT 21 The graduate will be able to evaluate the sustainability and social impact of the proposals made with ethical, environmental and professional responsibility.
- RAT 22 The graduate will be able to apply the gender perspective in tasks specific to the professional field.
- RAT 24 The graduate will be able to design integrated management projects in each functional area of the company.
- RAT 25 Graduates will be able to adapt changes arising from international environments to the dynamics of company management by studying real cases.
- RAT 26 The graduate will be able to design integration plans and programs for the cultural diversity of the company and the different operators that interact in its environment.
- RAT 27 Upon completion of the Master's degree, the graduate will be able to design statistical instruments to obtain data relevant to business management.
- RAT 28 The graduate will be able to restructure the company's operations using transformation tools to implement a strategy that improves business activity.

3. Subject's learning outcomes

The graduate will be able to apply the gender perspective in the professional tasks.

- RAM 1 The graduate will be able to precisely build the structure of a cost and business management control system that enables cost rationalization and optimization of business profitability through the writing of group projects.
- RAM 2 The graduate will be able to assertively justify the use of BigData in business decision-making through exercises on the application of technology to business strategy.
- RAM 3 The graduate will be able to pertinently apply business management models that involve technological and systems maps in the different areas of the business to maximize the value of the company, by carrying out individual or group projects.

RAM 4 The graduate will be able to correctly apply quantitative techniques and other data analysis tools in order to support decision-making in the company through practical cases to be solved in groups.

4. Contents

- **Topic 1:** Creating value from technological trends
 - Value creation and artificial intelligence
 - Machine learning (ML), Deep learning (DL) and Visual analytics (AV)
 - The role of data in the overall strategy

- **Topic 2:** Link between BigData and business decisions
 - Importance of translating technical skills to business objectives
 - Introduction to decision makers in the corporate world
 - Definition of Big Data in a business context
 - Big data versus corporate strategy
 - Types of data analysis: descriptive, predictive, prescriptive

- **Topic 3:** Organization powered by BigData
 - Leaders to transform the company
 - Actors to drive data use and corporate adoption
 - Questions as business facilitators: data analysis
 - Concrete steps to work with Big Data
 - Business Analytics Matrix

- **Topic 4:** Technological map
 - Data processing frameworks
 - Non-relational databases (NoSQL)
 - Distributed storage technologies
 - Infrastructure and cloud services
 - SQL and SaaS fundamentals

- **Topic 5: Data Strategy & Data Analytics**
 - Formulation of data strategies
 - Governance and data quality
 - Modeling and data analysis
 - Analysis tools and platforms
 - Application of results in decision making

- **Topic 6: Reporting & Dashboard**

- Concept of main interest of the business
- Exploration and explanations of forecasting tools
- Statistical approaches to solve business problems: probability, statistical inference and simulation
- Dashboards explaining business prospects

5. Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

PRESENTIAL MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities
Knowledge	Lecture	Conferences
	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts - Follow-up meetings
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation - Presentation of reports or work

6. Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its

teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

- Bostrom, N. Superinteligencia. Teell Editorial, S.L., 2016.
- Illanes, E. Tesla. El ADN de la disrupción, LID Editorial 1e, 2022