



DATA-DRIVEN DECISION MAKING (MSLE 4532) SYLLABUS PROFESSOR BROUGH, FALL 2023

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Course Description and Objectives

This course is designed to improve students' ability to make data-driven decisions. Course content will focus on business decisions related to marketing (e.g., advertising, branding, customer experience, growth, pricing, product development, promotions, salesforce management). Learning activities aim to strengthen and assess four essential skills:

1. **Analytical Reasoning:** Understand common business metrics and use them to generate actionable insights from raw data
2. **Strategic Problem-Solving:** Adopt a logical, methodic, and goal-oriented problem-solving approach to guide the collection, analysis, and interpretation of numerical information
3. **Social Influence:** Present data-driven recommendations clearly, concisely, and persuasively
4. **Critical Thinking:** Critically evaluate evidence, arguments, assumptions, and conclusions from different perspectives

Learning Assessment

Your performance will be evaluated using a variety of methods (see point breakdown below). Keep in mind that your grade is not always a perfect indicator of your potential skills nor does it necessarily reflect the amount of effort you exerted; it simply reflects your performance on a set of specific tasks. Specific instructions for each assessment are available within the CANVAS modules.

- Business Metrics and Customer Data (25%)
- Cases (25%)
- Comprehension and Engagement (25%)
- Final Exam (25%)

Course Materials and Fees

There is no required textbook, nor are there any required fees, for this course.

Cases and Supervised Peer Assessments

You will complete two different types of cases in this course: video cases and discussion cases. Adopting the role of a decision-maker in a given scenario, you will recommend a data-driven solution to a business problem. For video cases, you will record a short video in which you present your recommended solution. For discussion cases, you will explain your recommended solution on a discussion board.

For both video and discussion cases, you will evaluate the recommendations of your peers. For discussion cases, after posting your recommendation you will both defend it and respond to students who made a different recommendation. For video cases, immediately after the submission deadline, the CANVAS platform will randomly assign you to grade solutions from three peers according to a predetermined rubric. I, of course, remain available for consultation. Once all the peer assessments have been completed for the solution you submitted, your grade will be calculated as the average of the three scores. I reserve the right to adjust the final grade (e.g., when scores from the three peers vary widely).

Providing peer assessments is beneficial because you get to see how other students (who may or may not have shared your perspective) supported their recommendation. They likely used different arguments and evidence than you did and may have made a different set of assumptions. Evaluating their solutions will give you a better sense of the strengths and weaknesses of your own work and help you to improve going forward. Please provide high-quality feedback, the same kind you would want to receive yourself—be rigorous and think critically but express yourself kindly and clearly. If you do a poor job assessing other students, I may adjust the final grade of your case solution.

Industry Professional Interviews

I have solicited interviews from industry professionals across a wide variety of roles, companies, and geographic locations. Interviewees include my former students, peers, mentors, and professional contacts. I hope you will benefit from hearing the diversity of their perspectives and experiences with data-driven decision making. After watching each video, you must add a comment to the group discussion describing your reaction to it.

Curated Topical Readings

I have curated a selection of readings related to the course content. Many of these are current opinion pieces. Questions in the comprehension quizzes of each module, as well as in the final exam, may draw from these readings.

Final Exam

The format of the final exam is exclusively multiple choice, but some questions will involve numeric calculations. You will be provided with a detailed study guide towards the end of the semester so that you can prepare. The exam will be open-note (but must be completed individually without the assistance of any other person).

Course PoliciesAcademic Integrity

Academic honesty is expected of all students. All assignments, including exams, should represent work that is solely your own and are to be completed without the assistance of or discussion with any other individual. Solutions to assignments and exams should never be shared or discussed with students in other concurrent, past, or future sections of this class. Violations of these standards of academic integrity will be reported to university authorities; sanctions imposed on all involved parties may include a score of zero on the deliverable or exam, failing the course, going on academic probation, and an annotation on your university transcript.

Communication

You are welcome to e-mail me at any time throughout the semester. However, if you email after 5pm or during the weekend, please do not expect an immediate response. To enable me to respond quickly, please double-check the syllabus and assignment instructions before emailing me; you may be able to answer your own question.

If you wish to set up an appointment for a virtual meeting (via Zoom), please e-mail me with a couple of times that work for you. Be sure to include the specific questions or issues you would like to discuss so I can prepare in advance and make better use of our time together.

Timeliness

Timeliness is an important business skill. Please submit all assignments before the deadline indicated on CANVAS (late submissions will not be accepted, so please plan ahead and submit early if necessary).

Disability Services

If necessary, please contact the [Disability Resource Center](#) to coordinate any accommodations.