MMA 801

Introduction to Management

Course Syllabus

# basic course information

Master of Management Analytics

Full Course: May 2020 into June 2020 (Includes pre-session and post-session work)

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# course overview

Taught from the perspective of a general or C-Suite manager, the course's primary focus is to assist program participants in furthering their understanding of the fundamental tasks, practices, and responsibilities associated with managing an enterprise (in Canadian and international contexts). This course also familiarizes program participants (or adds to their understanding) with the fundamentals of strategy planning and implementation, business system/model development and alignment, and market assessment and financial risk analysis. In addition to these topics, the course will comment on (at a macro-level) the incorporation of analytics into an organization's planning and tactical execution processes.

The course uses a combination of learning tools, including instructor comments, class discussion, and situational and/or case-based assessment exercises.

# course learning objectives

* Introduce or reacquaint participants with the fundamentals of business modeling.
* Build upon current participant knowledge relating to understanding business finances and financial statement interpretation.
* Enhance participant understanding of the core fundamentals relating to strategy and managerial decision-making.
* Recognize the value and challenges relating to the integration of data analytics into the organizational value chain and the enhancement of the customer experience.

# Session Details

**Pre-session Reading – Building your Base Competencies (Specific to each Individual)**

Business: Strategy, Development, Application, 2nd Edition, Bissonette, McGraw-Hill Education, 2016

This textbook focuses on business fundamentals. Students who do not have a business background are encouraged to review the full content of this textbook. This will improve your understanding of key business terminology, concepts, and decision-making models. Course participants are encouraged, in particular, to review (scan) the chapters relating to the environment (2, 3) and sustainable business practices (4), marketing (10 & 11), strategy (6), operations (12), fundamentals of finance (13, 14, 15).

Electronic Access to this Textbook

Electronic access to this Textbook is via the McGraw-Hill “Connect” website. The link to this access is:

<https://connect.mheducation.com/class/g-bissonette-all-sections-8>

**Required Readings (All students) – Prior to May 11, 2020**

These readings have been chosen to familiarize participants with some of the overarching themes associated with the in-residence class sessions of MMA 801. The content of this material may not be specifically referred to in class, but offers foundation-level insight into the key areas of business fundamentals pertinent to the decision-making stresses which managers will experience in today's increasing dynamic marketplace.

Additional Support Articles

* What is Strategy, Michael E. Porter, Harvard Business Review, Reprint #96608
* Reinventing Your Business Model, Johnson, Christensen, and Kagermann, Harvard Business Review, Reprint #R0812C
* Raising the Bar with Analytics, Kiron, Kirk-Prentice, Boucher-Ferguson, MITSloan Management Review, Reprint SMR471
* Minding the Analytics Gap, Ransbotham, Kiron, Kirk-Prentice, MITSloan Management Review, Reprint SMR522
* Fusing data and design to supercharge innovation – in products and processes, A.Chhabra, S. Williams, McKinsey Digital, April 2019
* Big Data Executive Survey 2018, Executive Summary of Findings, NVP (NewVantage Partners), newvantage.com, 2018
* Have You Tested Your Strategy Lately, Bradley, Hirt and Smit, McKinseyQuarterly, January 2011

Special Note: Your MMA 801 course calendar for the period May 11th to 16th, is a busy one. You will have only limited time to read course materials the night before each session. This time will be required to be focused on the in-class exercise for the following day (case-based). It is highly recommend that you read the assigned chapters and articles in advance of May 11, 2020.

**Course Sessions – May 11, 2020 to May 16, 2020 (Course sessions will be delivered via video conferencing)**

* May 4, 2020 – Financial Fundamentals Tutorial (Optional Session…see note below).
* May 11, 2020 - Managerial and Strategic Decision-Making Concepts and Models.
* May 12, 2020 – Fundamentals of Business Model Development and Reinvention. Managing in disruptive environments.
* May 13, 2020 – Fundamentals of Finance – Assessing Liquidity, Solvency, Capacity, and Velocity. This session is workshop focused and builds off of the Fundamentals of Finance tutorial (May 4, 2020).
* May 14, 2020 – Developing and Delivering Exceptional Customer Experience.
* May 15, 2020 – Integration of Analytics into Managerial Strategic Decision-Making (team-based assignment)
* May 16, 2020 – Building and Presenting Your Business Case
* May 23 – June 2, 2020 - Presentations Relating to the Team-based Assignment (Assignment #1). Presentations

\* Please Note: Additional vignettes/mini cases will be used in support of one of the sessions noted above. These are provided in electronic format and will be accessed directly from the course website. **Please re-read/review these the night/morning prior to their use within the applicable sessions as identified on the course website.**

**Note Pertaining to the Optional Financial Fundamentals Tutorial – May 4, 2020**

This optional tutorial will focus on financial fundamentals.  It is designed for the program participant who has had either no exposure or modest exposure to the three basic financial statements – Statement of Comprehensive Income, Statement of Changes in Financial Position (Balance Sheet) and Statement of Cash Flows.  The tutorial will cover the composition and interpretation of these statements along with the integration of each into the business decision-making process.  Additional topics covered in the tutorial include the concepts of liquidity, solvency, capacity and velocity, an overview of break even and cash flow positive analysis, capital asset versus operational transactions, and financial risk analysis.

# CourseDeliverables – two assignments

There are two assignments associated with MMA 801.

Assignment #1 – Team-based Assignment…Each team will present their conclusions and recommendations relating to the case challenge. This assignment is worth 35% of a course participant's final grade. The final team grade will be based on both the quality of the content and its underlying analysis and the communication clarity, succinctness, and professionalism of the presentation.

Assignment #2 – Individual-based Assignment…to be completed post in-residence session. The assignment is worth 65% of the course participant's final grade.

Specifics pertaining to each assignment, along with due dates and times, will be posted to the course website.

# Individual Performance Requirement

Students must receive a passing grade for the individual component associated with this course (Assignment #2) in order to receive credit for MMA 801. Failure to receive a passing grade on Assignment #2, will result in a grade of "F" regardless of the student's performance on the team-based assignment (#1) associated with MMA 801.

# other pertinent course information

**Returning Assignments and Appeal Procedure**

Assuming that unforeseeable events do not inhibit the grading process, graded assignments will be returned within four weeks after their submission. In returning assignments to students, it is recognized that some students may feel that the grade received does not truly reflect the quality of the work submitted. Students feeling that a dispute exists after the grading of an assignment may submit a written appeal requesting a review of the initial grade assigned. This appeal should identify the item/question in dispute and arguments supporting the student's position for a reconsideration of the grade awarded. The appeal must be submitted within one week following the return of the assignment in question. The instructor agrees to return a written response to the student's appeal within two weeks from the receipt of the appeal. It should be noted that in reviewing an appeal of a grade assigned, the instructor has the option of leaving the grade unchanged, adjusting the grade upward, or reducing the grade (based solely on an assessment of the quality of the original submission) as a result of the appeal review.

Appeal submissions are limited to one (1) page, double-spaced, 12-point font, and should state your argument as succinctly as possible. Appeal submissions cannot include additional information which is intended to supplement or enhance the student's response to the previously-submitted work.

**Students with Special Needs**

If there is any student in this class who has special needs because of a learning disability or other kind of disabilities, please feel free to discuss them with me.

**Academic Integrity (Honesty)**

Queen's students, faculty, administrators, and staff all have responsibilities for supporting and upholding the fundamental values of academic integrity. Academic integrity is constituted by the five core fundamental values of honesty, trust, fairness, respect, and responsibility, and by the quality of courage (see [www.academicintegrity.org](http://www.academicintegrity.org)). These values and qualities are central to the building, nurturing, and sustaining of an academic community in which all members of the community will thrive. Adherence to the values expressed through academic integrity forms a foundation for the "freedom of inquiry and exchange of ideas" essential to the intellectual life of the University.

Students are responsible for familiarizing themselves with, and adhering to, the regulations concerning academic integrity. General information on academic integrity is available at [Academic Integrity @ Queen's University](http://www.queensu.ca/academicintegrity/home); an [overview](https://smith.queensu.ca/about/academic_integrity/index.php) of Smith's own [policies and procedures](https://smith.queensu.ca/about/academic_integrity/policies.php) are also important to review. You may also find these [frequently asked questions](https://smith.queensu.ca/about/academic_integrity/faq.php) on academic integrity helpful for your understanding of the concept and the regulations surrounding it. Departures from academic integrity include, but are not limited to, plagiarism, use of unauthorized materials, facilitation, forgery, and falsification. Actions which contravene the academic integrity regulations carry sanctions that can range from a warning, to loss of grades on an assignment, to failure of a course, to requirement to withdraw from the university.

**Individual Work**

I will clearly indicate when students can consult with one another or with experts or resources. Otherwise, you are required to develop an original response to the assigned topic. Assignments and examinations identified as individual in nature must be the result of the student's individual effort. Individuals must not look at, access or discuss any aspect of anyone else's solution (including a student from a previous year), nor allow anyone else to look at any aspect of their own solution. Likewise, students are prohibited from utilizing the internet or any other means to access others' solutions to, or discussions of, the assigned material. If the assignment requires outside research, all sources must be properly cited and referenced; be careful to cite all material, not only of direct quotations but also of ideas. Help for citing sources is available through the Queen's University library: <http://library.queensu.ca/help-services/citing-sources>.

**Group Work**

I will clearly indicate when groups may consult with one another or with other experts or resources. Otherwise, in a group assignment, the group members will work together to develop an original, consultative response to the assigned topic. Group members must not look at, access or discuss any aspect of any other group's solution (including a group from a previous year), nor allow anyone outside of the group to look at any aspect of the group's solution. Likewise, you are prohibited from utilizing the internet or any other means to access others' solutions to, or discussions of, the assigned material. If the assignment requires outside research, all sources must be properly cited and referenced; be careful to cite all material, not only of direct quotations but also of ideas. Help for citing sources is available through the Queen's University library: <http://library.queensu.ca/help-services/citing-sources>. The names of each group member must appear on the submitted assignment, and no one other than the people whose names appear on the assignment may have contributed in any way to the submitted solution. In short, the group assignments must be the work of your group, and your group only. All group members are responsible for ensuring the academic integrity of the work that the group submits.

**Turnitin.com**

When assignments are submitted through the dropbox on the course website, they will be processed through turnitin.com. Turnitin is a plagiarism detection tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions in order to verify the originality of the submission.

**Copyright Adherence**

"The material used within this course outline is copyrighted and is for the sole use of students registered in MMA 801. This material shall not be distributed or disseminated to anyone other than students registered in MMA 801. Failure to abide by these conditions is a breach of copyright, and may also constitute a breach of academic integrity under the University Senate's Academic Integrity Policy.