MBA Elective Course Offerings

DS AREA

Course Calendar

Period 3 (Jan-Feb 2020)	Campus	Credit
Data Science For Business	FBL / SGP	1
Making Authentic Decisions	FBL / SGP	0.5
Negotiations	AUH	1
Pricing Analytics	SGP	0.5
Understanding & Managing Risk	SGP	0.5

Period 4 (March-April 2020)	Campus	Credit
Management Decision Making	FBL / SGP	1
Negotiations	SGP	1

Period 5 (May-June 2020)	Campus	Credit
Decision Models	FBL / SGP	1
Storytelling Workshop	FBL / SGP	0.5

MBA Elective Course Offerings

Data Science for Business

Campus	Period	Credit
FBL	Jan. – Feb. (P3)	1
SGP	Jan. – Feb. (P3)	1

The abundance of data revolutionizes many industries, and creates new, data-intensive business models. To take advantage of this trend, today's MBAs need to be more comfortable with "data science" – an emerging discipline that combines data analytics and business. The goal of this course is to build your capability in data science so that you can effectively add value through the intelligent management and use of data in your organizations.

The course will combine three key elements: analytical techniques, business applications, and basic coding/programming (in R, one of the leading open-source tools for analyzing data that you will be able to use in your jobs.) The emphasis will be not on the technicalities or theory, but rather on applications to various business cases in Finance, Marketing, and Operations, among other disciplines.

A pre-requisite for the course is the material covered in the INSEAD core course Uncertainty, Data & Judgment. This course is a follow-up to UDJ. No prior coding experience is required: for most classes you will receive a starter code, by running and modifying which you will learn, and which you will also be able to use in your jobs. Because of that, much of the course will be in a form of a "hands-on" workshop; you will be expected to bring your laptop to class and actively participate in the learning process.

What you will take away from this course:
• Understand key principles and processes for analyzing data and managing analytics projects;
• Learn to better identify new business opportunities for data analytics, and the specific strategies for extracting business value from data
• Learn several advanced analytical/machine learning techniques: generalized linear models (logistic regression), CART, random forests, neural networks, and methods for segmentation and clustering
• Get an introductory exposure to coding (in R) on which you will be able to build in your jobs
• Get an introductory understanding of data science, "data scientists", and how to work with them

MBA ELECTIVE COURSE OFFERINGS

MAKING AUTHENTIC DECISIONS

Campus	Period	Credit
FBL	Jan. – Feb. (P3)	0.5
SGP	Jan. – Feb. (P3)	0.5

What makes a conscious, authentic decision? This short course offers an experimental platform for participants to explore the forces that motivate and limit their individual choices. Authenticity is an art, not a science, so we will be relying on creative expression and personal evidence, rather than general frameworks and theory, as primary material for the course. As such, we will employ a variety of art forms, as well as movement and embodied practices to tap into unconscious material, enhance awareness and explore our idiosyncratic truth. All sessions are experiential, delivered in a workshop style format, in the spirit of self-discovery, non-judgement and reflection.

MBA ELECTIVE COURSE OFFERINGS

NEGOTIATIONS

Campus	Period	Credit
AUH	Jan. – Feb. (P3)	1
SGP	Mar. – Apr. (P4)	1

This course explores the ways that people negotiate to create and claim value, and to overcome common as well as complex negotiation obstacles such as the tension between the substance of the negotiation and the relationship between or among the parties. This course aims to enable you to become a more effective negotiator, and to improve your ability to manage differences of opinion. Specifically, this includes providing or helping you enhance:

- The ability to create value and execute deals that others might overlook;
- The strategic skill to garner your fair share of what is negotiated;
- The ability to avoid common mistakes made by negotiators;
- The understanding of your own ethics and style, and that of others;
- The ability to work with people whose backgrounds, expectations, and values differ from your own;
- The ability to analyze negotiations at a more sophisticated level;
- The opportunity to practice your negotiation skills with the direct feedback from your peers and professor; and
- The capacity to reflect and learn from your experience and that of others.

Participants engage in a series of hands-on negotiation simulations set in domestic and international contexts, building from simple two-party encounters to complex multiparty scenarios. The simulations emphasize psychological aspects of bargaining, value creation and distribution, coalition dynamics, and intra-team negotiation, with a special focus on organized preparation and process analysis. We will develop a set of conceptual frameworks that should help you diagnose problems and promote agreement, both outside and inside your organization, and thus become a more effective and reflective negotiator.

PRICING ANALYTICS

Campus	Period	Credit
SGP	Jan. – Feb. (P3)	0.5

Pricing has been proven to be the single most important lever of profits. This course provides participants with tactical pricing principles and tools to extract maximum profits from a firm's assets. It addresses the challenges of selling the right product to the right customer at the right price and the right time.

Within the broader area of pricing theory, this course focuses on tactical (as opposed to strategic) management of pricing and/or capacity allocation decisions, tackled using (a) quantitative models of demand and consumer behaviour, and (b) the tools of constrained optimization -- the two main building blocks of revenue optimization systems. Specifically, the course will show (1) how to identify opportunities for pricing analytics, (2) quantitative tools (spreadsheet models) for implementing pricing analytics principles, (3) methods to evaluate the impact of pricing analytics on a particular business, and (4) current practices in various industries.

UNDERSTANDING & MANAGING RISK

Campus	Period	Credit
SGP	Jan. – Feb. (P3)	0.5

Business, investments, and personal decisions are all about taking calculated risks. There is rarely an important decision where uncertainty and risk are not a key determining factor. This course is about helping participants better understand, assess, and manage risk under very diverse types of context.

This course considers Risk Management more Art than Science. We start with a discussion of the different types of business risks senior managers face in today's interconnected global environment and explore the effectiveness of different risk management tools. The course provides students with a framework to assess and manage risk in a variety of professional settings and generate a critical discussion of the present best practices.

By injecting a good dose of skepticism towards so-called perfect solutions and close-end systems, it will become clear that a major shift in the mindset of individuals and corporations is required to recalibrating the risk management functions in corporations and make Risk Management part of the established management processes.

The students will be asked to go beyond the statistical side of risk measures, understand the necessity to seamlessly integrate the judgment of risk and risk management into the business flow and will in the process explore the reasons behind some of the more spectacular failures of risk management in recent history.

MBA ELECTIVE COURSE OFFERINGS

MANAGEMENT DECISION MAKING

Campus	Period	Credit
FBL	Mar. – Apr. (P4)	1
SGP	Mar. – Apr. (P4)	1

This course focuses on the behavioral aspect of judgment and decision making. How do people make decisions? What are the common pitfalls of managerial decisions? A large amount of research in recent years shows that people rely on a small number of heuristics in making decisions. These heuristics are extremely useful: they're fast and easy, we tend to use them in an automatic way and they probably get us close to the right answer much of the time. However, they can also lead to serious mistakes. There are numerous examples of important decisions that have gone badly because of over-reliance on heuristics. While intuition often serves us well, there are many decision traps that we tend to fall into on a repeated basis. These traps relate to how we think about risk and probability, how we learn from experience, and how we make choices individually or in groups. The objective of the course is to improve your decision making skills by illustrating these traps and suggesting how to avoid them: Knowing what can go wrong and knowing the right questions to ask will help a decision maker or a manager think smarter, and maybe only a little harder.

Even completely rational participants will find Management Decision Making useful: the course will describe how other people make decisions. Managers, consumers, investors, and negotiators all fall into the traps. Therefore, understanding the psychology of decision making can give you a competitive advantage.

DECISION MODELS

Campus	Period	Credit
FBL	May. – June. (P5)	1
SGP	May. – June. (P5)	1

This course will show you how to approach decision making in a wide array of business settings with the help of spreadsheet models. It relies on building decision models in Excel with the help of specialized "add-ins". The course helps students develop (1) conceptual skills, i.e., how to frame a complex managerial decision problem in the form of a model; and (2) technical skills, i.e., how to build, use, and derive insights from decision models. Because modeling expertise can only be acquired through practice, the course is based on a "Learning by Doing" philosophy, and it follows a hands-on, workshop format.

The material is approached from a managerial rather than technical perspective, that is, with a focus on how to apply decision technology, and how to interpret the results for guiding management, as well as individual, action. This course is recommended for individuals planning to pursue careers in consulting, corporate finance, data science, information systems, marketing strategy, entrepreneurship, or general business analysis, as well to those who are overall interested in decision making.

Learning Objectives and Outcomes

- become aware of the scope of management problems that can be addressed with models;
- be able to identify the essential conceptual structure of a decision/planning problem;
- recognize the types of models and tools most adapted to a given situation;
- acquire the computer skills necessary to set up and run decision models;
- know how to assess the significance of model outputs for managerial insights and action;
- acquire structured style of thinking to approach and discuss managerial problems.

STORYTELLING WORKSHOP

Campus	Period	Credit
FBL	May. – June. (P5)	0.5
SGP	May. – June. (P5)	0.5

This course is about the art and practice of oral storytelling. It gives a space to practice your storytelling deliberately. Hence the course title. We do not focus narrowly on standard business storytelling (how to create a story for your brand and so on). Rather, the we emphasize this: how to live and be more interesting by living life as a storyteller. You will learn to see your experiences differently and you will develop a newfound confidence to engage an audience without the need for a PPT crutch to lean on. Overall, the course will help make you a better, more interesting person, I hope.