



Master of Science in Data Science School Year 2023-2024 Course Outline

School	Aboitiz School of Innovation, Technology, and Entrepreneurship (ASITE)
Course Code	GNAM GNW (MSc)
Course Title	Data Strategy and Governance for Business Leaders
Units	1 unit
Term	Elective

Faculty Name	Legara, Erika Fille T.
Email Address	elegara@aaim.edu
Consultation Hours	

Program Staff	Nikka Mae O. Bautista
Email Address	nbautista@aaim.edu
Extension No.	

Resource Speaker/s:

- Monterola, Christopher
- Saw, Cindy
- Sison, Kevin Anthony

A. Course Description

In today's digital age, the strategic management and governance of data are critical for aligning technical capabilities with business objectives. This course is designed to empower participants with the foundational understanding and practical insights needed to navigate the convergence of data, technology, and business. This course will unravel the core principles of data strategy and governance. It will provide a realistic framework for how they can be harnessed to drive informed decision-making and sustainable business growth. Through a blend of theoretical discussions, case study analyses, and interactive exercises, participants will develop a pragmatic understanding of how to devise data strategies and governance frameworks aligned with organizational goals and compliant with regulatory standards.

B. Pre-requisites

Not applicable.

C. Course Learning Outcomes

- 1. Explain the fundamentals of Data Science and AI, and their role in enabling business innovation and growth.** This includes understanding key concepts, technologies, and applications of Data Science and AI in a business context, and how they drive innovation and contribute to business growth.
- 2. Develop a comprehensive understanding of the principles of data strategy and governance, delving into their critical role in synchronizing technical capabilities with overarching business objectives.** This

involves learning to align data strategy with business goals and understanding the importance of effective data governance in achieving these objectives.

3. Recognize and address the ethical challenges in AI, such as bias, fairness, transparency, and accountability, to ensure responsible AI implementation. This entails identifying potential ethical issues in AI systems, understanding their implications, and developing strategies to manage these challenges responsibly in a business setting.

E. Learning Methodology

- Case Study Analysis
- Interactive Class Discussions
- Guest Lectures

F. Grading Criteria

			Weight
Class participation (sync)	Active class participation	(Individual)	50%
Reflection Paper		(Individual)	20%
Presentation	All members must present	(Group)	30%
		TOTAL	100%

G. Sessions

Session	Topic	Pre-session Activity	Faculty	Learning or Case Materials	Supplementary Readings
1 Jun 10 8:30AM– 10:00AM	Class management; Introduction to Data Science and AI	Peruse supplementary readings	Erika Fille T. Legara, Ph.D.		Analytics 3.0 By: Thomas H. Davenport
2 Jun 10 10:30AM– 12:00PM	Asking the Right Analytics Questions		Erika Fille T. Legara, Ph.D.		
3 Jun 10 1:30PM– 3:00PM	Maximizing ROI through AI		Christopher P. Monterola, Ph.D.		Artificial Intelligence for the Real- World By: Thomas H. Davenport and Rajeev Ronanki
4 Jun 11 8:30AM– 10:00AM	Introduction to Data Strategy	Peruse required reading	Erika Fille T. Legara, Ph.D.	What's Your Data Strategy? By: Leandro DalleMule and Thomas H. Davenport	Reshaping Business With Artificial Intelligence: Closing the Gap Between Ambition and Action By: Sam Ransbotham, David Kiron, Philipp Gerbert, Martin Reeves
5 Jun 11 10:30AM– 12:00PM	Data Strategy (cont'd)	Peruse supplementary readings	Erika Fille T. Legara, Ph.D.		
6 Jun 11 1:30PM– 3:00PM	Tooling-Up Enterprises (a case)	Read case	Erika Fille T. Legara, Ph.D.	Data Science at Target By: Srikant M. Datar and Caitlin N. Bowler	
7 Jun 12 8:30AM– 10:00AM	Data Governance Frameworks and Models		Kevin Anthony Sison, MSDS		

8 Jun 12 11:00AM- 12:30PM	Data Strategy and Governance in Insurance and Banking		Cindy Saw, MSDS		
9 Jun 12 1:30PM- 3:00PM	Responsible AI	Peruse supplementary readings	Erika Fille T. Legara, Ph.D.	13 Principles for Using AI Responsibly By: Brian Spisak, Louis B. Rosenberg, Max Beilby	Eliminating Algorithmic Bias Is Just the Beginning of Equitable AI By: Simon Friis and James Riley When Algorithms Rule, Values Can Wither By: Dirk Lindebaum, Vern Glaser, Christine Moser, and Mehreen Ashraf
Jun 13 7:00AM- 4:00PM	Local Immersion Tour				
10 Jun 14 9:00AM- 12:30PM	Capstone Presentation & Wrap-up	Meet with Learning Team and prepare for the capstone presentation			



MSc Global Network Week

June 10-14, 2024

ESMT European School of Management and Technology, Berlin

Negotiation Leadership Challenge

ESMT Berlin

European School of Management
and Technology GmbH

Schlossplatz 1
10178 Berlin
Germany

www.esmt.org



Brief Description

We negotiate every day - with employers, coworkers, significant others, parents, bosses, merchants, service providers, etc. Determining what price we will pay, the amount of our salary and compensation, what movie to watch, who will clean the kitchen...all of these are negotiations. Although negotiations are a ubiquitous part of our everyday lives, many of us know little about the strategy and psychology of effective negotiations. Why do we sometimes get our way, while other times we walk away feeling frustrated by our inability to achieve the agreement we desire?

Negotiation is the art and science of securing agreements between two or more interdependent parties with different preferences and motives. In our time together we will seek to understand the theory and processes of negotiation in a variety of settings. The course is designed to be relevant to a broad spectrum of negotiation problems and to help you become a more effective leader. A basic premise of this course is that while leaders need analytical skills to develop optimal solutions to problems, a broad array of negotiations skills is needed for these solutions to be implemented.

The aim of this course is to provide students with little or no negotiation background with solid basic knowledge of the terminology, ideas and issues at the heart of negotiation. Students will

1. gain an understanding of the processes of a negotiation
2. develop the competences to plan their strategy and think through the challenges and opportunities in a negotiation;
3. and understand some of the Psychology behind negotiation and conflict resolution.

The first part of the course will emphasize distributive and integrative negotiation, and how to reconcile claiming value and creating value in a negotiation. Then students will gain practice doing a job negotiation while learning about the psychology of power and status which so often shapes people's outcomes. Next, students will explore the challenges and opportunities when negotiating as a team. The last session will guide students on what to do when things go wrong. This session on conflict resolution skills helps students learn how to think about and manage conflicts.

Students will have the opportunity to practice negotiations in class thus, we place focus on the practical implementation of the ideas and psychology discussed in class.

At the end of this course students will be able to know more about how to prepare for a negotiation; evaluate various kinds of negotiations and issues; understand their choices and options within negotiations.

Successful completion of this course will enable you to recognize, understand, and analyze essential concepts in negotiations.

Students will be expected to engage in in-class exercises and roleplays, work with other students and participate actively in discussions.



Program schedule – draft for illustration purpose

	Mon, June 10	Tue, June 11	Wed, June 12	Thu, June 13	Fri, June 14
09:30-10:30	Registration <i>ESMT Foyer</i>				Pick-up Certificates & Drop-off Keycards <i>Main Reception</i>
10:30-11:30	Welcome to ESMT with Tino Elgner Director MSc Programs <i>Auditorium 2</i>	Lecture 2 (2 hrs)	Lecture 4 (2 hrs)	Lecture 6 (2 hrs)	
11:30-12:30	Meet & Greet Game				
12:30-14:00	Meet & Greet Lunch <i>ESMT Restaurant</i>	Lunch & Free Time	Lunch & Free Time	Lunch & Free Time	Lunch & Free Time
14:00-15:00	Lecture 1 (3 hrs)	Lecture 3 (2 hrs)	Lecture 5 (2hrs)	Lecture 7 (2 hrs)	Free Time
15:00-16:00					
16:00-17:00		Campus Tour	Free Time or e.g. Berlin Sightseeing/ Museums (optional)	Free Time	
17:00-18:30		Networking drinks <i>On Campus</i>	Social activity (e.g. boat trip)	Farewell drinks (off campus) and/or Pub crawl (e.g. <i>Jäger & Lustig</i>)	



Syllabus

Monday, June 10 ESMT Berlin - Auditorium 2

14:00-17:00

Lecture 1: Negotiating to get what you want

This first session will introduce you to negotiations as we start by considering how to claim value. You'll be getting hands-on practice in a distributive negotiation and learning about the issues that can drive your outcomes.

Tuesday, June 11 ESMT Berlin - Auditorium 2

10:30-12:30

Lecture 2: Finding the Win-Win

How can you find the best deals for both you and the party with which you are negotiating? This session goes over some of the tactics that you can use to try to increase all-round satisfaction with the negotiation.

14:00-16:00

Lecture 3: Negotiating your future

In this session we will explore how best to approach job negotiations and, in doing so, some of the dynamics caused by differences in power, how these might shape a negotiation outcome, and what to do to offset this influence.

Wednesday, June 12 ESMT Berlin - Auditorium 2

10:30-12:30

Lecture 4: Part 2 of Negotiating your future

14:00-16:00

Lecture 5: Triumph Together

Sometimes you will need, or want, to negotiate as a team. What are the benefits, and challenges of doing this? How can you get the most out of the strengths of your team while dealing with issues that can arise? We'll discuss some of the theory that can help you think about this and then practice an in-class negotiation in teams



Thursday, June 13
ESMT Berlin - Auditorium 2

10:30-12:30	<p>Lecture 6: Negotiating in Teams</p> <p>Sometimes you will need, or want, to negotiate as a team. What are the benefits, and challenges of doing this? How can you get the most out of the strengths of your team while dealing with issues that can arise? We'll discuss some of the theory that can help you think about this and then practice an in-class negotiation in teams.</p> <p>Lecture 7: The Psychology of Conflict</p> <p>This session will introduce you to the psychology of conflict and help you build conflict resolution skills. Resolving conflict effectively will improve all our relationships, whether we're at work or at home, with family, clients, colleagues or friends.</p>
14:00-16:00	<p>Lecture 7: Part 2 of The Psychology of Conflict</p>

Faculty

[Julia Langdon](#)



[Martin Schweinsberg](#)





Global Network Week MSc 2024, IE Business School

Mastering Product and Service Innovation

Hosted on IE's postgraduate campus building located at Calle Velázquez, 130

	MONDAY, JUN. 10	TUESDAY, JUN. 11	WEDNESDAY, JUN. 12	THURSDAY, JUN. 13	FRIDAY, JUN. 14
	Topic Day 1: Customer Insights	Topic Day 2: Human-Centered Design and Experiences	Topic Day 3: Product and Service Prototyping	Topic Day 4: Product Management	Topic Day 5: Closing Remarks
8:30 - 9:00	Welcome Session				
9:00 - 9:30					
9:30 - 10:50	Session 1: Customer Behavior and Insights	Session 4: Designing Creative Processes	Session 7: Human Centered Design	Session 10: Product Management	Session 13: Product Management (Final Presentations)
10:50 - 11:15	Break				
11:15 - 12:35	Session 2: Consumer Behavior and Insights	Session 5: Human Centered Design	Session 8: Product and Service Prototyping	Session 11: Product Management	Session 14: CX Trends - Looking into the Future
12:35 - 14:30	Lunch				
14:30 - 15:50	Session 3: Designing Creative Processes	Session 6: Company Visit	Session 9: Product and Service Prototyping	Session 12: Company Visit	Session 15: CX Trends - Looking into the Future + Closing Remarks
17:30 - 19:00	Cultural Activity (content and exact timing TBC)		Cultural Activity (content and exact timing TBC)		
19:00 - 21:00					

Mastering Product and Service Innovation

Global Network Week at IE Business School | Madrid, Spain | June 10-14, 2024

Overview

In today's rapidly evolving business landscape, innovation is the cornerstone of success. IE Business School's "Mastering Product and Service Innovation" course is a dynamic, hands-on Global Network Week designed to empower you as future professionals and entrepreneurs with the knowledge and skills for you to become innovation leaders.

This week is your gateway to understanding the intricacies of innovation in both product and service realms. From ideation to execution, you will explore cutting-edge strategies, best practices, case studies and opportunities for practical application, all aimed at enhancing your ability to drive innovation within your future organization or launch groundbreaking ventures.

Course Content

Throughout the program, participants will engage with a diverse range of topics, including:

- Consumer Behavior and Insights (Prof. Jaime Veiga)
- Designing Creative Processes (Prof. Andrew McCarthy)
- Human-Centered Design (Prof. Luis Villa)
- Product and Service Prototyping (Prof. Ruxandra Iancu)
- Product Management (Prof. Laura Cajade Zacarías)
- Trends / Looking into the Future (Prof. Daniel Medina)

Sessions will include a mix of lectures, interactive workshops, group discussions, hands-on activities and in-company visits. Participants will apply the concepts learned in real-world scenarios and conclude the program with a final presentation where they showcase their innovative ideas or solutions to a specific challenge.

This approach will ensure that participants not only understand the theoretical aspects of innovation, but also develop practical skills that they can apply when launching or relaunching products and services.

Summary of the Week

Monday: Customer Behavior and Insights

Participants will explore the psychological aspects of consumer decision-making. They will understand market trends and how consumer behavior influences innovation, while seeing some examples and case studies on successful products and services driven by consumer insights.

Tuesday: Designing Creative Processes

Participants will uncover techniques for fostering creativity within teams and they will see examples on companies that have successfully implemented creative processes. They will also dive into the principles of human-centered design and learn from practical corporate cases that include designing solutions that meet customer needs.

Wednesday: Product and Service Prototyping

With a practical teaching approach, students will see how companies are leading their prototyping processes (physical and digital) for products and services. They will understand the iterative process of prototyping and refining.

Thursday: Product Management

Learners will gain insights into the role of product management in driving innovation. They will understand the product lifecycle and strategic product planning. They will carry out a practical exercise in creating product roadmaps and managing product teams that they will have to present by the end of this course.

Friday: CX Trends and Looking into the Future

Participants will understand how to identify and leverage trends for innovation. They will go through some case studies on companies that have successfully anticipated and adapted to future trends.

Further details will be shared at a later time.

Sauder Global Network Week June 10-14, 2019

	Sunday June 9	Monday June 10	Tuesday June 11	Wednesday June 12	Thursday June 13	Friday June 14
Morning	Arrival	Welcome and Lecture 8:30am-10:45am HA 132 Lecture 1 -Overview of Sustainability 10:45am-11:00am Coffee Break 11:00am-12:30pm HA 132 Lecture 2-Climate Policy: The North American Perspective	9:00am-11:00am HA 132 Lecture 3-Campus as a Living Laboratory Guest Speaker-Angelique Pilon, UBC CIRS 10:00am-10:15am Coffee break 11:15am- 12:30pm - UBC Green Building Tours -Bioenergy Research & Demonstration Facility (BRDF) and Centre for Interactive Research on Sustainability (CIRS)	9:30am-11:00am Olympic Village Guided Sustainability Walk 11:30am Bus Transfer to UBC Campus	9:00am-10:45am HA 132 Lecture 5 -Innovation and Greening Infrastructure 10:45am-11:00am Coffee Break outside 11.00am - 12.30 pm Lecture continues in Room	8:00am-9:30am HA 132 Presentation Preparation time 9:30am Coffee available 9:30am-11:30am HA132 Student Presentations
Lunch		Welcome Lunch 12:30pm-1:30pm HA 132 Foyer	Lunch on Own 12:30pm-1:30pm	Lunch Provided 12:00pm-12:30pm	Lunch on Own 12:30pm-1:30pm	Farewell Lunch 11:45am-12:45pm HA 132 Foyer
Afternoon		1:30pm - 5:30pm Vancouver City Tour	1:30pm-4:00pm HA 132 Lecture 4 - Investing for Climate Change 2:45pm-3:00pm Coffee Break	12:30pm-3:00pm HA 132 Guest Speaker-Jae Mather, Carbon Free Group 1:45pm-2:00pm Coffee Break	1:30pm-3:30pm HA 132 Lecture 6- Carbon Markets and Sustainable Commodities 3:30pm-5:30pm HA 132, Graduate Breakout Rooms Presentation Preparation time	1:15pm-2:45pm Museum of Anthropology Tour (Optional)
Evening		5:30pm-7:30pm Venue: Birmingham Student Lounge Welcome Reception	Dinner on Own	Dinner on Own	Dinner on Own	Dinner on Own

BMGT45760 Negotiation Strategy and Skills

Mr. Stephen Boyle
E-Mail: stephen.boyle@ucd.ie

Summer 2024

Version 1: 8 November 2023 – **DRAFT OUTLINE**

What this module is about

This module provides students with strategy frameworks and practical skills for successful negotiation. Students who take this module and participate actively and reflectively can become better negotiators.

Module learning outcomes

On completion of this module, students should be able to:

- Understand the game of negotiation and select the best negotiation strategies.
- Prepare a robust negotiation plan before entering negotiations.
- Increase their negotiating power and use it effectively.
- Resolve conflict and manage people problems in negotiation.
- Negotiate across cultural differences.

Approach to learning

The module takes an experiential learning approach. Students will negotiate with each other in challenging, enjoyable role-plays. Role-plays are followed by debriefing discussions and the establishment of strategies and principles for effective negotiation.

These role-plays, discussions, and frameworks, combined with personal reflection, enable students to enhance their negotiation behaviours and skills.

The classroom experience will be supplemented by guest visits from experienced negotiators. Students will have the opportunity to hear about real-life challenges and to explore how best-practice negotiation strategy can be applied in difficult negotiations.

To summarise, learning activities will include

- Role-plays
- Faculty-led debriefing discussions and lectures
- Peer-to-peer feedback discussions
- Expert practitioner guest visits

Networking and extra-curricular activity

Participants will have the opportunity to make connections and friends with students from other GNAM schools. There will be organised social gatherings with an emphasis on fun and experiencing world-famous Irish hospitality.

Module topics and schedule – draft example for illustration purposes

Date		Topic/Activity
Monday 10 June	Morning	Lesson 1: Creating value in negotiations Including: role-play
	Afternoon	Lesson 2: Preparing a robust negotiation plan
	Evening	Networking on campus
Tuesday 11 June	Morning	Lesson 3: How to bargain for a good deal Including role-play
	Afternoon	Lesson 4: Practitioner insights 1 Guest visit
	Evening	Social activity (e.g. Johnnie Fox's Hooley Night)
Wednesday 12 June	Morning	Lesson 5: Resolving disputes, managing conflict Including role-play
	Afternoon	Lesson 6: Power and ethics in negotiation Including role-play
	Evening	Free time
Thursday 13 June	Morning	Lesson 7: Job offer and salary negotiation Including role-play
	Afternoon	Lesson 8: Practitioner insights 2 Guest visit
	Evening	Social activity (e.g. Dublin Literary Pub Crawl)
Friday 14 June	Morning	Lesson 9: Cross-cultural negotiation Including role-play
		End of module

Preparation and readings

There is no prescribed textbook for this module, but I am happy to provide book recommendations.

Students will be required to read no more than 10 Harvard Business Review (or similar) articles.

Role-plays will be distributed electronically as the module progresses.

Assessment strategies

Pre-module assignment (20%)

A personal reflection in the style of a learning journal.

In-module participation (30%)

Contribution to classroom discussions.

End of module assignment (50%)

A learning journal reflecting on lessons from the role-play experiences.