

# UNDERSTANDING DATA ANALYTICS

June 8 – 9, 2020  
ESMT Berlin

A TOOLKIT TO HELP MANAGERS  
MAKE USE OF DATA ANALYTICS



**Executive Education**  
Ranking 2019



Even if I had worked 'hands on' in that area - it's highly recommended to attend this training to get a different perspective on that topic to ask the right questions. On top - the presenters showed great commitment in the presentation, great examples and rocked the classroom.

Stefan Popp,  
Deutsche Bank AGCOO Private,  
Wealth & Commercial Clients Technology

**M**anagerial decision making is increasingly data-driven and evidence-based. The aim of this program is to help you leverage data analytics in managerial decision making. This is not a technical data analytics course. It does not require that you have any knowledge of computer science or even statistics, and it is not intended to train you to become a data scientist. Rather, it aims to make you an informed and empowered consumer and manager of data analytics. At the end of this program, you will have a toolkit that allows you to make sense of data analytics, and use it to make evidence-based managerial decisions.

## TOPICS INCLUDE

- ✓ Data analytics as a leadership problem
- ✓ Telling good analytics from bad analytics
- ✓ Predictive analytics
- ✓ Experimental techniques

## METHODS

We have designed an experience-based program for executives. As a result, our program relies on methods specifically chosen for this group, including business cases, lectures, discussions with peers and faculty, and plenary discussions.

## WHO SHOULD ATTEND

Senior level managers and junior executives who want to effectively translate data analytics into business value, but do not necessarily have the technical expertise to do the analytics themselves.

## INDIVIDUAL KEY BENEFITS

- ✓ Have the confidence to ask your analysts the right questions
- ✓ Draw the right conclusions from data analytic evidence presented to you
- ✓ Master some basic data analytic techniques for decision making
- ✓ Understand the role of data analytics in making evidence-based decisions

## ORGANIZATIONAL BENEFITS

Organizations are often overwhelmed with data. Part of this is because data is viewed as a technical or data-science problem. Even though investments in technology and data scientists are necessary in order to leverage big data for decision making, they are not enough. At its core, data analytics is an issue of leadership. It involves managerial judgement and has to be problem-driven. Participants will return knowing how to use data and will be able to critically assess the material that is presented to them.

RAJSHRI (RAJI) JAYARAMAN,  
Program Director

# FACULTY

## RAJSHRI (RAJI) JAYARAMAN (PROGRAM DIRECTOR)

is a development economist whose research has focused broadly on the role of incentives and social preferences on the decisions and performance of students, workers, and consumers. Her recent empirical work has examined the effect of incentive pay on worker productivity; school feeding programs on student outcomes; and defaults on charitable donations. In collaboration with theorists, she has also worked on the identification of peer effects in social interactions models. At present, she is working on a series of projects concerning immigration, with a focus on Germany's recent refugee influx. Her research has been published in leading economics journals including the *American Economic Review*, the *Journal of Political Economy*, the *Review of Economics and Statistics* and the *Journal of Development Economics*.

Professor Jayaraman has a PhD from Cornell University and worked at the Center for Economic Studies at the University of Munich prior to joining ESMT in 2007. She teaches Econometrics in the Masters of Management program and Data Analytics in the MBA and EMBA programs. She has been on ESMT's Honor Roll for Teaching Excellence for many years. She has also taught development economics at the undergraduate and graduate level. She is a regular participant in conferences and panel discussions on evidence based policy design.

## FRANCIS DE VÉRICOURT

is Professor of Management Science and the holder of the President's Chair at ESMT Berlin. Francis was the first Associate Dean of Research at ESMT and held faculty positions at Duke University and INSEAD. He was a post-doctoral researcher at MIT and received a MS degree in applied mathematics and computer science at the Grenoble Institute of Technology as well as a PhD degree from Université Paris VI, France.

His general research interest is in the area of analytics and decision science, with a current focus on health care and sustainability. He is the author of numerous academic articles in prominent management, analytics and economics journals. He received several outstanding research awards, including the ENRE and MSOM best publication awards.



FRANCIS DE VÉRICOURT

## KEY FACTS ABOUT ESMT OPEN PROGRAMS



### TUITION: €2,600\*

Tuition fee includes program attendance, all materials (usually in electronic form), any online access and the certificate of attendance. Travel costs and a daily delegate fee are not included.

\*Program prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible. According to Art. 132 (1) i of the Council Directive 2006/112/EC of 28 November 2006 on the common system of value added tax, this service is exempt from VAT.

For general terms and conditions, and details on the application process please go to: [execed.esmt.berlin/gtc](http://execed.esmt.berlin/gtc)

### CONTACT US

Our admissions team office will be glad to answer any questions you might have regarding this program.

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## POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

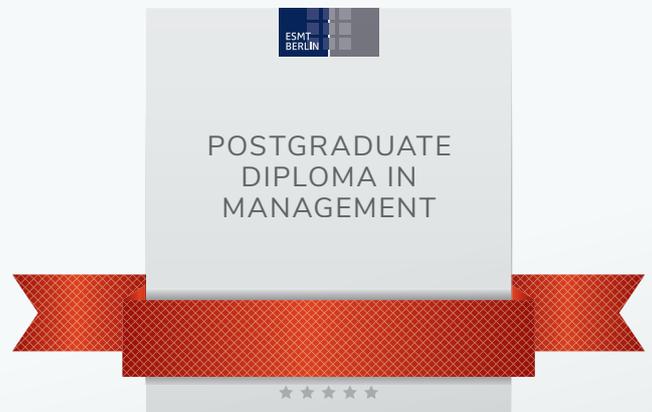
The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of 18 program days spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. The tracks allow participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

Understanding Data Analytics is part of the cluster Leadership and Social Responsibility and counts towards 2 of the 18 days necessary to receive the diploma.



For more information go to:  
[execed.esmt.berlin/diploma](http://execed.esmt.berlin/diploma)

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