

# MASTER OF MANAGEMENT: ANALYTICS

**Corporate Sponsorship**



**Mateo Blanco, MM-A '23**  
Senior Manager Business Operations  
Cidel



# *Welcome to the Ivey Master of Management: Analytics Program*

**Helping motivated employees reach the next level.**

At Ivey, we understand that thriving in today's global marketplace requires organizations to think strategically about both their business and the environment in which they operate. Equally important is the development of employees who are ready to lead. With the skills gained through our MM-A program, these future leaders will be equipped to drive their organizations to new heights of success.

The Master of Management: Analytics (MM-A) program at Ivey Business School is a 12-month program designed to provide the leadership training required for promotion within your organization. The blended learning curriculum combines Ivey's distinct classroom experience with a cutting-edge online platform, so students can earn their MM-A while they work.

Our Case-Method Learning, world-class faculty, and global alumni network create a dynamic learning environment. This fast-paced program prepares employees for future leadership roles, sharpens their skills through classroom discussion and a real-world business project, and increases employee retention.

**Sasha Manohar, MM-A '23**  
Product Director  
Evinova





# *Transform your organization*

You'll gain leaders with new perspectives and insights that are immediately applicable, without disrupting their careers. They'll return from each class session with hands-on experience – new skills and expertise that they can put to work immediately.



**Beth Shepherd, MM-A '23**  
Senior Manager, Global R&D  
Emerging Science & Innovation  
Bayer



**Clare Mok, MM-A '22**  
Director, D&CM Business Initiatives & Strategy  
Sun Life Financial

### **Advanced Leadership Development**

The Ivey Master of Management: Analytics program prepares your employees for the next stage of their career. They will refine their analytical, decision-making, implementation, and presentation skills and develop a new way of thinking that will become integral to everything they do.

### **Organizational Projects**

Candidates will deliver immediate benefits to your organization through learning and assignments focusing on your company's different aspects. Projects in the Ivey Master of Management: Analytics are designed to integrate their classroom experience with the challenges they'll face as a manager. They're not just used to assess student's progress but also as a means to help them develop solutions to actual business problems in your organization. This "added value" benefit, in itself, more than pays for your organization's investment.

### **Employee retention**

The MM-A program is designed to position candidates for an internal promotion within their organization. Applicants are required to use their current direct report/supervisor as one of their references. The Career Management curriculum is an extension of the in-class curriculum and is designed to prepare candidates for the challenges they will face. Providing monetary support to employees through full or partial tuition payments and time off to attend class days demonstrates your company's commitment to them as valuable assets to the organization.

### **Relationship with Ivey**

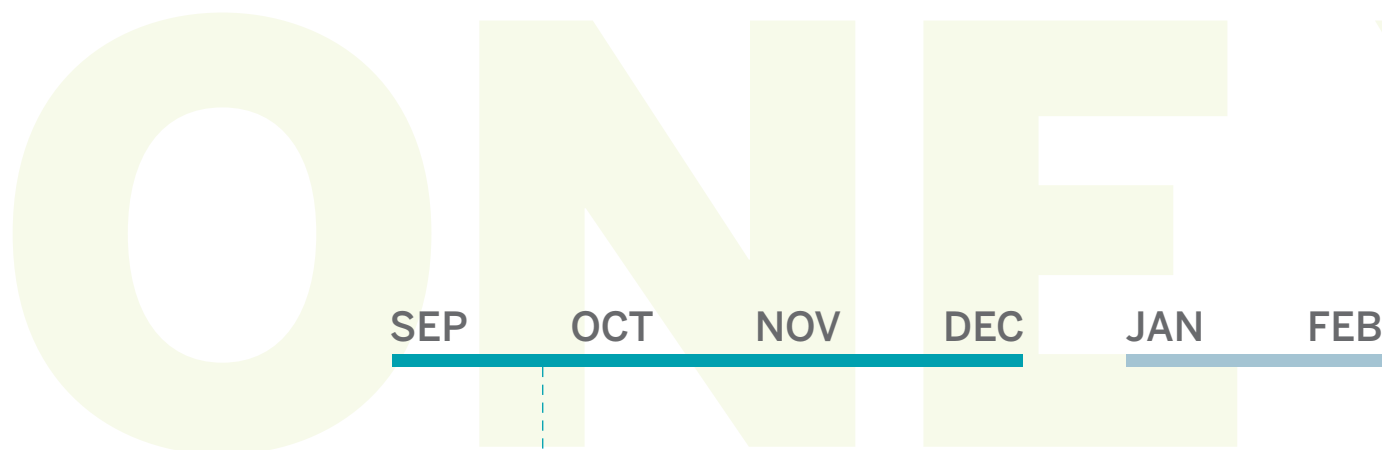
An Ivey education reaches more than just one employee. Your organization will develop an ongoing relationship with Ivey and its extensive research, library, programs and consulting resources. You will also benefit from Ivey's global alumni networks as your employee gains contacts through dealing with experienced classmates and faculty.



# Curriculum structure

The Master of Management: Analytics (MM-A) program is a 12-month journey consisting of 19 courses spread across three terms. It begins with a one-week residential session in London, Ontario, followed by monthly weekend classes in downtown Toronto. In addition to these in-class sessions, students should anticipate dedicating 25-30 hours each week to study and preparation, including online modules, case studies, and other assignments. Overall, participants can expect to invest the equivalent of approximately eight workdays to successfully complete the program.

Full course descriptions and program faculty bios can be found on our website at [ivey.ca/mma](http://ivey.ca/mma)



## TERM 1: MANAGEMENT ANALYTICS FOUNDATIONS

The first term provides students with business fundamentals and helps them develop a deeper understanding of leadership and data management.

### Courses

- *Ivey Essentials Part 1*
- *Art of Modelling*
- *Business Statistics*
- *Data Management*

## TERM 2: ADVANCED MANAGEMENT ANALYTICS

The second term focuses on the rise of big data analytics and the widespread use of data-driven decision-making. Students will learn to approach business decisions in a logical, quantitative, and systematic way using predictive models and simulations.

### Courses

- *Ivey Essentials Part 2*
- *Analytics for Big Data*
- *Optimization and Strategic Analytics*
- *Simulation and Risk Analysis*
- *Visualization*

MAR

APR

MAY

JUN

JUL

AUG

## TERM 3: SPECIALIZED MODULES

Third term addresses important emerging topics such as artificial intelligence, financial analytics, social media analytics, and revenue management.

### Courses

- *Artificial Intelligence for Managers*
- *Analytics of Revenue Management*
- *Digital Analytics*
- *Financial Analytics*
- *Analytics Best Practice*
- *Ivey Field Project*

### Ivey Field Project

Students will complete a project involving an analytics problem, analytics implementation, or analytics strategy, either in their own organization or in a participating organization. This experience allows students to directly apply their learnings and use data science to solve real-world business problems.

# Eligibility criteria

At Ivey, we look for motivated professionals who bring diverse perspectives and are passionate about analytics. Our 360-assessment framework seeks to understand all aspects of a candidate's character, qualifications, and experiences.

## **Mandatory requirements:**

- Completed undergraduate degree with coursework in the following areas: calculus, linear algebra, statistics, or probability.
- Knowledge of at least one programming language demonstrated through university-level coursework or work experience.
- Two to 10 years of full-time work experience – This ensures candidates will have experiences that equally contribute to team and class discussions, along with the context and maturity to apply this learning in a professional setting.
- Demonstrated readiness and enthusiasm to translate theoretical concepts and quantitative analysis into meaningful insights as demonstrated through references, education and work experiences, and an admissions interview.
- Candidates must be living and working in Canada at time of application to be eligible for the Master of Management in Analytics program.

## **Profile assessment:**

Find out if the Ivey Master of Management: Analytics (MM-A) is right for your employees by having them submit their resumé or LinkedIn profile at [go.ivey.ca/mmprofile](https://go.ivey.ca/mmprofile)



**Adeshola Afolabi, MM-A '23**  
Senior Research Engineer (Machine Learning)  
Thomson Reuters



“With Adeshola Afolabi, MM-A '23, having a technical background as a Sr. Machine Learning Engineer, I believe the Ivey Program effectively helped him enhance his leadership and business skills by collaborating with people from diverse perspectives and applying these learnings on real-world use cases.”

**- Sid Montcho**  
Data Team Lead  
Tempo Software



# Alumni success stories



## **Bianca Quissak Matos, MM-A '22**

**Head of Data - Data Operations at Syngenta, on exploring new ways of thinking, widening your network, and planning your next big career move.**

Even though Bianca Quissak Matos, MM-A '22, already had a decade of experience in analytical roles, as she contemplated her next big career step, she felt Ivey's Master of Management: Analytics program would provide the boost she needed to move into a more strategic management role.

"While I have a background in engineering, my career has been a mix of the technical and the business side, and I feel I was already in a good spot before I started the MM-A," says Matos, now Head of Data - Data Operations at Syngenta.

"But I was looking for something that could take me to the next level."

Matos opted for Ivey because of its strong reputation and experiential learning approach, which would allow her and her classmates to learn from each other, as well as the instructors and course material.

She also felt the program's mix of analytics and business content would both fit and add to her experience.

"On the technical side, it was a more organized way to learn about a lot of different things and have a good understanding of all possibilities and techniques – but there were many business insights I learned, even from the technical courses," she says.

Having classmates with different backgrounds and levels of experience gave Matos new perspectives. She and her classmates discussed cases from class as well as other problems that arose.

While Matos says completing the program while working full time is manageable, don't underestimate the workload.

"I would say be very organized, but also be transparent with your employer, and be upfront if you think you need time off to complete classwork," she says.

"In my case, I had support and realized that I could have asked for help earlier."

Overall, Matos says the MM-A increased her knowledge, widened her network, and gave her skills to draw on as she moves through her career.

"It gave me the tools I needed to know how to speak to both business managers and technical teammates, better solve analytical problems and to explore new possibilities in my career," she says.





## Frank Jiao, MM-A '22

**Manager of Data Science and Analytics at InnVest Hotels, on bridging the gap between technical and business needs, and taking on new challenges.**

When Frank Jiao, MM-A '22, joined the Master of Management: Analytics program, he was looking for a way to use data and analytics to push projects forward at work and create innovative solutions.

“There is often this gap between people who excel at the technical, data side and those who really need the data to make decisions about the business,” says Jiao, Manager of Data Science and Analytics at InnVest Hotels, one of the largest hotel owners in Canada.

“I saw an opportunity around the question of how to translate the information you get from raw data, and then help executives to make the correct decision.”

His classes at Ivey sparked an idea to digitize and automate some aspects of his company, so it could free up workers to analyze the data being gathered and provide insights into how to best use that information. He wrote a proposal and shared it with his boss, which led him to be promoted to Data Science Manager.

“My background is in mathematical economics, so I’ve always been interested in problem-solving. But without the program, I wouldn’t have the mentality or knowledge to take on the role I’m in now.”

Jiao credits the business and leadership side of the MM-A with helping him develop more effective ways to speak with - and explain technical concepts to - his company’s executives, while the technical courses helped him sharpen skills around building forecasting models and testing different hypotheses. He also learned how to do it all with a very quick turnaround time.

“The case method and the discussion of those cases in class really helps, because you not only need to absorb the teachings quickly from the instructor, but also from your colleagues, and you need to give your thoughts,” he says.

“It was very challenging, especially when you had to give presentations in front of the whole class, but that really made me more comfortable when I speak to executives, clients, or partners, so it’s also very valuable.”

For anyone thinking about joining the MM-A, Jiao says the best way to make the most of the program is to come prepared, participate, and stay curious.

“Be proactive with your classmates, and with your instructor, when you have questions,” he says.

“The classroom is a great place to practice, it’s like a driving range before you hit the golf course. The more you engage, the better everybody gets.”

# *For more information:*

Visit: [ivey.ca/mma](http://ivey.ca/mma)

Profile assessment: [go.ivey.ca/mmaprofile](http://go.ivey.ca/mmaprofile)

Attend an event – online and in person: [go.ivey.ca/mmaevents](http://go.ivey.ca/mmaevents)

**A 12-month, while-you-work analytics  
management program. Starting in September.  
Strategically designed to accelerate careers of  
data-driven professionals.**

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