Harness the Incredible
Power of Data

Master of Management Analytics

12-month program ● **Study while you work** ● **Two formats**

smithqueens.com/mma

Smith
SCHOOL OF BUSINESS
Queen's University

DATA HAS BECOME THE POWERFUL ENGINE OF BUSINESS

Understand not only how to use data for business needs, but how to **structure** and **manage** complex projects, and lead **high-performance** teams.

Smart use of data can unleash potential, generate competitive advantage, improve customer experience, identify risk, and much more. But realizing the promise of data analytics requires businesspeople who can find the opportunity in the numbers.

The Master of Management Analytics from Smith School of Business at Queen's University is the essential training for these careers.

Smith's Master of Management Analytics (MMA) marries training in core data analytics concepts and tools, with outstanding education in business strategy and management.
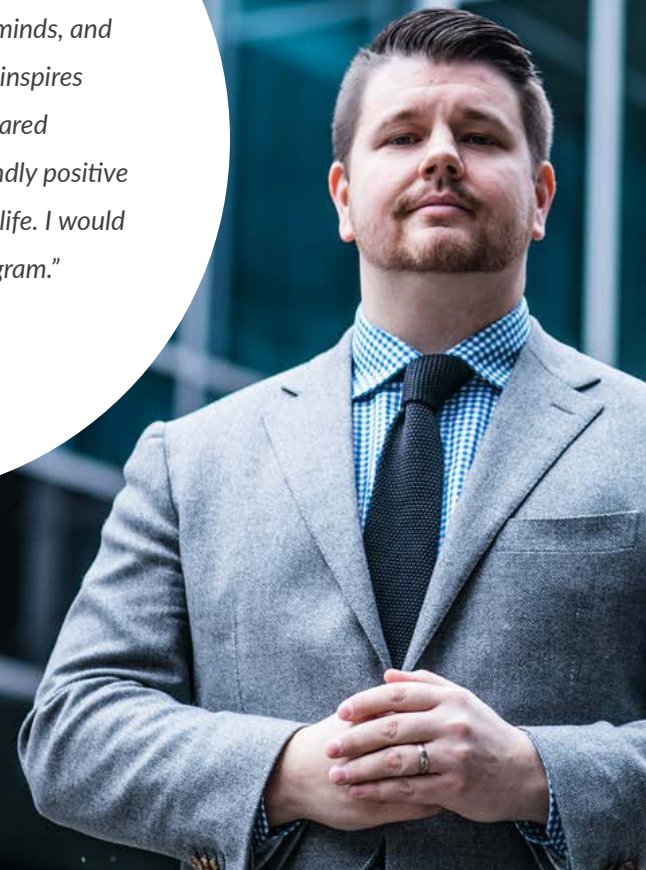
Smith
SCHOOL OF BUSINESS
Queen's University

Master of Management Analytics

" *This is an innovative, world-class program. It brings together some of the best and brightest analytics minds, and creates an environment that inspires innovation, creativity, and shared learning. It has had a profoundly positive impact on my career and my life. I would strongly recommend the program.*"

Sean O'Brien, MMA
AVP, Data Science
LoyaltyOne

Available in
two formats
to match your
learning style

One exceptional MMA degree.
Two ways to earn it.

Choose a live, classroom format in downtown Toronto. Or opt for the Blended Learning format, combining self-directed online learning and live remote instruction – accessible from anywhere in the world. Each format includes two one-week residential sessions at Smith School of Business facilities to deepen knowledge and network with classmates.

While schedules are designed to enable you to earn the degree while you continue to work, current employment is not a requirement.

> Coaching and one-to-one faculty access are available throughout the program

Certified Analytics Professional

Some content can be applied towards a Certified Analytics Professional (CAP) designation with the Institute for Operations Research and the Management Sciences.

Project Management Designation

Some instructional hours can be applied towards certification requirements for a Certified Associate in Project Management (CAPM), or (with additional training) a Project Management Professional (PMP) with the Project Management Institute (PMI).

SAS Certified Predictive Modeler

As part of the program, students can opt to complete the SAS Certified Predictive Modeler Certification (using SAS Enterprise Miner).

Residential Sessions

The program includes two one-week residential sessions at Smith School of Business facilities, allowing you to immerse yourself in key topics and deepen relationships with classmates, faculty members and session leaders. Location of sessions varies by format.

Key features:

- Provides the critical mix of analytics capabilities with strategy and business management expertise in order to lead projects, business units, and organizations.

- Expert faculty and industry experts teach from real market experience and use live business data sets.

- Dedicated analytics advisory board ensures alignment of the program content to business needs, and contributes insights and networking opportunities for students.

- Scotiabank Centre for Analytics & AI at Smith School of Business brings together faculty, students, and practitioners to collaborate on applied research projects. Plus events, conferences, workshops, and competitions.

- Special speakers, events, business networking, coaching and career support are provided throughout the program.

Mastering the World of Data

Graduates of Smith's Master of Management Analytics program advance into senior roles and lead major projects and operating functions.

Our graduates hold titles such as:

- AVP, Program Analytics
- Manager of Analytics
- Business Analyst
- Director of Database Marketing
- AVP, Business Intelligence & Analytics
- Lead Data Scientist
- Senior Manager, Fraud Management
- Director, Data Sciences
- Director, Product Management
- Business Intelligence Specialist

Visit **smithqueens.com/mma** for more on graduate career outcomes.

"*The Master of Management Analytics has given me a holistic view of analytics – from an end-to-end review of the various techniques, to valuable business guidance including how to get projects off the ground, how to manage them, and how to prove their business value.*

Having the MMA designation was a key factor in attaining my current role. The methodologies, techniques, and business frameworks I learned during the program have had a direct application to my work. It's been hugely beneficial and has allowed me to move my career into a new direction, while building off my previous experience."

Perry Hassen, MMA
SVP and Practice Lead, Environics Analytics

ENVIRONICS ANALYTICS

"*Without Smith's MMA program, I would not be where I am today. The MMA program is relevant and very enlightening. I would certainly recommend it to anyone who wants to delve into the growing field of management analytics.*"

Emily Chambers, MMA
Manager, Decision Science Products, The Walt Disney Company

The **Walt Disney** Company

Curriculum

- Acquisition & Management of Data
- AI Ethics & Policy
- Analytical Decision Making
- Analytics for Financial Markets
- Analytics Project Management
- Big Data Analytics
- Creating High-Performance Teams
- Entrepreneurship & Innovation
- Introduction to Analytic Modelling
- Introduction to Management
- Leading Change
- Machine Learning & Artificial Intelligence
- Marketing Analytics
- Operations & Supply Chain Analytics
- Predictive Modelling
- Pricing Analytics

Courses subject to change.
Visit **smithqueens.com/mma**

Technical Training

Students will gain experience with a range of tools and programming languages, including Python, SQL, R, Tableau, and other essential technologies used in NLP and MLOps. Courses are taught by experts and range from importing data and data visualization to machine learning, deep learning, and more.

"

We've watched as corporations turn the discussion from 'spending money to save money', to 'spending money to make money', and that discussion is underpinned by the Big Data opportunity at every company's doorstep. There is a critical demand for people with the ability to analyze and create value from Big Data, and I believe the Master of Management Analytics program provides the skills that are required."

Paul Zikopoulos
VP, Technology Group
Skills & Enablement,
IBM

Toronto Classroom Format

Classes start in Winter or Spring, and the class is divided into two sections. Classes are scheduled one evening per week and one day every other weekend.

Winter Start

SECTION ONE
Evening classes are held every Wednesday.
Weekend classes are held every other Saturday.

SECTION TWO
Evening classes are held every Thursday.
Weekend classes are held every other Sunday.

Spring Start

SECTION ONE
Evening classes are held every Wednesday.
Weekend classes are held every other Saturday.

SECTION TWO
Evening classes are held every Thursday.
Weekend classes are held every other Sunday.

For a full schedule, visit
smithqueens.com/mma

SmithToronto, our 25,000 square foot state-of-the art teaching and learning facility, is conveniently located on the 30th floor of Simcoe Place, at 200 Front Street West. In addition to three classrooms, SmithToronto features three Boardroom Learning Centres with fully interactive videoconference capabilities, dedicated meeting and study rooms, event spaces and stunning 360-degree city views.

Blended Learning Format

Designed for Maximum Flexibility

Smith's Master of Management Analytics Blended Learning format combines self-paced online learning, live online classes with faculty and classmates, and in-person residential sessions.

A third of the program will be asynchronous learning allowing you to learn at your pace and revisit material; fitting studying into your schedule however you'd like.

This will be balanced with scheduled synchronous evening and weekend classes, delivered via Smith's state-of-the-art remote learning platform. Originating from a dedicated, interactive teaching studio – Smith's online learning is much more than broadcasting lectures. Discuss topics, work on team projects, and collaborate with classmates – all from the comfort of your home or office.

Two week-long immersive residential sessions, in February and November, at Smith School of Business in Kingston and Toronto include in-person classes with faculty and guest speakers, and special social events to further solidify your network.

There are nine modules throughout the year, ranging in length from 3-8 weeks:

MODULE ONE – January/February (6 weeks)

MODULE TWO – February/March (3 weeks)

MODULE THREE – March/April (6 weeks)

MODULE FOUR – April/May (6 weeks)

MODULE FIVE – May/July (8 weeks)

MODULE SIX – July/September (8 weeks)

MODULE SEVEN – September/November (8 weeks)

MODULE EIGHT – November/December (6 weeks)

MODULE NINE – November/December (4 weeks)

For a full schedule, visit
smithqueens.com/mma

Capstone Project (Optional)

Choose a project focus – such as a new business opportunity, or using analytics to recreate a marketing function, etc. – and apply material covered during the program to solve your specific need.

The Smith Experience

Smith School of Business at Queen's University is renowned for its **excellence**, **innovation**, and **leadership** in business education.

From establishing the first undergraduate business degree a century ago to creating ground-breaking programs and courses in emerging areas including artificial intelligence, fintech, analytics, cultural diversity, team dynamics, social impact, and more, Smith is at the forefront of preparing you for the business marketplace.

In addition to its rich tradition of academic and teaching excellence, Smith is known for delivering outstanding learning and development experiences.

Collaborative learning, personal attention, individual and team coaching, opportunities for specialization, connection to a powerful global alumni network, corporate connections and partnerships, and a deep commitment to student success all characterize the Smith experience.

Queen's University, home of Smith, has a rich academic tradition dating back to 1841, and is consistently ranked among Canada's very best universities.

Smith Analytics & AI Advisory Board

Smith School of Business is proud to work with highly-respected and accomplished industry leaders to ensure our Master of Management Analytics meets emerging needs, and provides strong connections to the business community.

Mark Shafer
Senior Vice President,
Decision Science &
Integration

The Walt Disney Company

Lori Bieda
Chief Data and Analytics
Officer, North American
Personal and Business Bank

BMO

Ian Scott
Partner &
Chief Data Scientist

Deloitte.

Jane Ho
AVP,
Analytics, Insights & AI
- Strategy & Talent

TD

Alison Simpson
President
& CEO

CANADIAN
MARKETING
ASSOCIATION
CMA

Paul Zikopoulos
VP,
Technology Group Skills
& Enablement

IBM

Meet the full advisory board at **smithqueens.com/mma**

> "Companies are competing based on analytics. They're competing based on how they can use analytics to drive key elements of their business – how they acquire customers, how they retain them, and how they drive loyalty. Analytics helps companies understand how to better run their business."

Gary Kearns
President & CEO,
Growth Analytics LLC.
Smith Analytics
& AI Advisory Board

Admission Requirements

- **Undergraduate degree** from an accredited university in mathematics, business, computer science, economics, engineering or science. Including at least one mathematics or statistics course that covers hypothesis testing, linear regression, and their applications.

- **Relevant work experience:** Exceptional applicants without work experience may be considered.

- **GMAT not required:** We are looking for well-rounded students who bring a variety of perspectives and experience to the classroom. While not required, a GMAT may be recommended to strengthen your application.

- **Programming languages:** All applicants who are successful in the admission process will be expected to have a foundational understanding in programming languages prior to the start of the program (for example; R or Python). If you do not already have this experience, your Application Advisor will be able to recommend online courses you can take to increase your programming acumen in these languages.

- **Demonstrated English language proficiency** for those whose first language is not English and whose undergraduate university studies were taken in a language other than English. The test of English facility is a firm requirement that cannot be waived.

Typically Smith MMA students are:

- People with an undergraduate degree in business and strong aptitudes and backgrounds in mathematics who are looking for more analytical training.

— OR —

- People with a degree in mathematics, engineering, sciences or social sciences looking for applied, management-oriented, analytics training.

— OR —

- IT, and other professionals with strong mathematics backgrounds aiming to broaden their knowledge of emerging analytics applications.

Complimentary advice to strengthen your application

Discuss your background and career ambitions with a Recruitment Specialist to help determine which format is best for you.

Then work with a dedicated Application Advisor to complete your file, gaining valuable tips and strategies to showcase your skills and make your best case for admission.

Introduce yourself today at **smithqueens.com/mma**

Rolling Admissions Policy

Applications are reviewed as they are received. Students are encouraged to apply early, as classes fill quickly.

Fees

Program Fees

Program fees, financing options and a payment schedule are available on our website. Visit **smithqueens.com/mma**

Academic Scholarships

Smith School of Business is pleased to offer Dean's Entrance Scholarships to applicants on the basis of outstanding academic and professional achievements. You will be automatically considered for an academic scholarship when you submit your application to the program.

Smith's MMA program is recognized by the Vector Institute for Artificial Intelligence and all students meet eligibility requirements to apply for scholarships valued at $17,500. Contact us to find out more.

Ontario Student Assistance Program

Ontario students can now apply for financial assistance through OSAP to help pay for their tuition, books, mandatory fees, living costs and transportation. Please visit the OSAP website to determine your eligibility and to apply for an OSAP loan:
ontario.ca/page/osap-ontario-student-assistance-program

Travel and Accommodation Costs

Accommodation and some meals for residential sessions are included in program fees. Travel costs are not included. Students are responsible for all travel arrangements and meeting any travel requirements.

Master of
Management Analytics

The Stephen J.R. Smith School of Business

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Kingston, Ontario, Canada K7L 3N6

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smithqueens.com/mma

AACSB ACCREDITED

EQUIS ACCREDITED

Queen's UNIVERSITY