MSBAPM learns across country boundaries...

MSBAPM offers a course Business and Management at EMLYON School, Paris. Get more insight from the experience of our student. Turn to page 5.

UConn School of Business

MSBAPM

NEWSLETTER

March 2016

UCONN
SCHOOL OF BUSINESS

CONTENTS

THIS MONTH

Project Failure …

It's beyond cost and resources!

Project failure means inability of the project goals to deliver on time, or on budget or in scope. It is the unwanted and unexpected price tag. As a glimpse of project success/failure statistics the results of Standish Group survey on US IT industry (over 352 companies reporting on over 8,000 software projects), reveals that 31 percent of all soft lion waste), 53 percent of projects cost 189 per ware projects are cancelled before completed ($81 bil cent of the original cost estimates, 9 percent of projects in large companies and 16 percent projects in small companies completed on time and on budget. 38 percent of IT Projects incur scope creep (the project begins to include extensive features not planned for in the initial scope definition and verification period) The three major consequences for project failure are:

Failure to Meet Business Requirements

The essential "why "of the project, the existence of the project remains unsatisfied and unresolved may be partly or wholly. Either they have to begin again or re-start at a certain stage. Sometimes, organization doesn't have that option either as the opportunity is gone. A distinction is made in both public and private sectors of projects. Here, the motive would be efficient delivery with workable quality beyond profit making. The sole objective is to reach a higher ROI for private sector hampers the project more often.

Failure to Innovate

Innovation is the key to today's successes translated into tomorrow's strength. Innovation generally undermines the aim of stealing resources and focus. Instead of raising the bar, the failure of projects lead the company's into a wrestling match with endless series of short term fixes that buy time before the next crisis. Undoubtedly, continuous innovation isn't just possible.

Failure to Develop

Talent and skills are the scarce resources which organization has. Project failure leads into undermining staff development. Instead of improvising and obtaining the best of the expertise in an employee, the workgroups retreat themselves to "disconnected island of activity". It forces the top talents to quit who cannot tolerate "project failure". However, organization should look into improvising their success rates by practical means and not make project failure a norm.
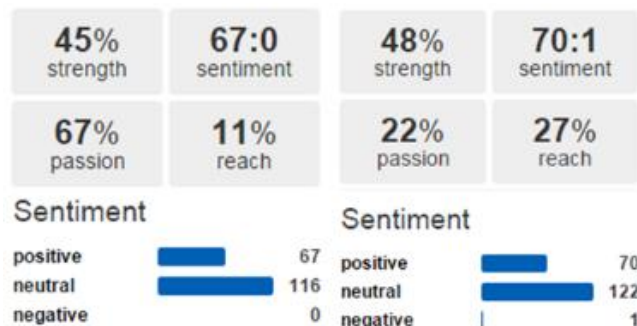

Superman v/s Batman.

Who wins?

Have you ever thought Analytics could be applied to know who is better Superman or Batman? I am sure

Batman on Social media | Superman on Social media

| 45% strength | 67:0 sentiment | 48% strength | 70:1 sentiment |
| 67% passion | 11% reach | 22% passion | 27% reach |

Sentiment

positive		67
neutral		116
negative		0

Sentiment

| positive | | 70 |
| neutral | | 122 |
| negative | | 1 |

everyone has their own favorites but when it comes to analytics its crunching sentiments of people into accurate analytics.

of the developed countries like US, UK, Canada etc. where movie business is dominant and well structured. As compared to Superman, who is searched and well-loved in countries like Indonesia, Singapore, Malaysia etc. where either the population size is small or the movie business is not well structured in order to cash in on the popularity of the comic character.
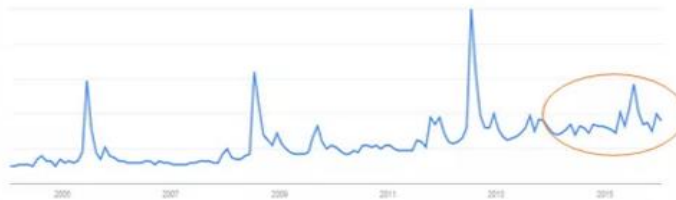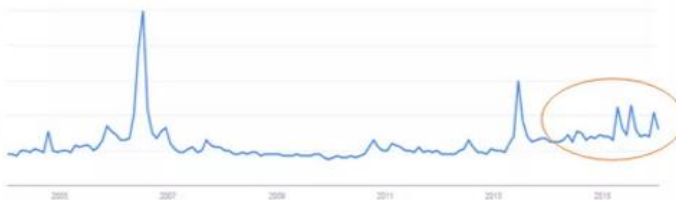
Reference: mathminers.com

The movie Superman VS Batman is a digital media analytics battle and the answer is much awaited who wins. Let's go in depth analysis to see which character is more popular on social media.

As you see in the graph above indicates the Google search since the trailer of the movie was launched but does that mean both are equally loved. The answer is NO.


Now, this is where analytics answers. If the counts were analyzed based on regions, here is the outcome. Batman covers most

MSBAPM learns across country boundaries…

By Sowmya Subramanian

Paris @ 1 AM on New Year's Eve
Who doesn't dream to visit Paris once in lifetime? But, there I was, practically living the dream on streets of Paris caught in-between lights on New Year's Eve at 1 am… The Eiffel Tower stood tall and magnificent. Standing at its base, I gasped to the countdown to a New Year. But what was I doing there all alone?
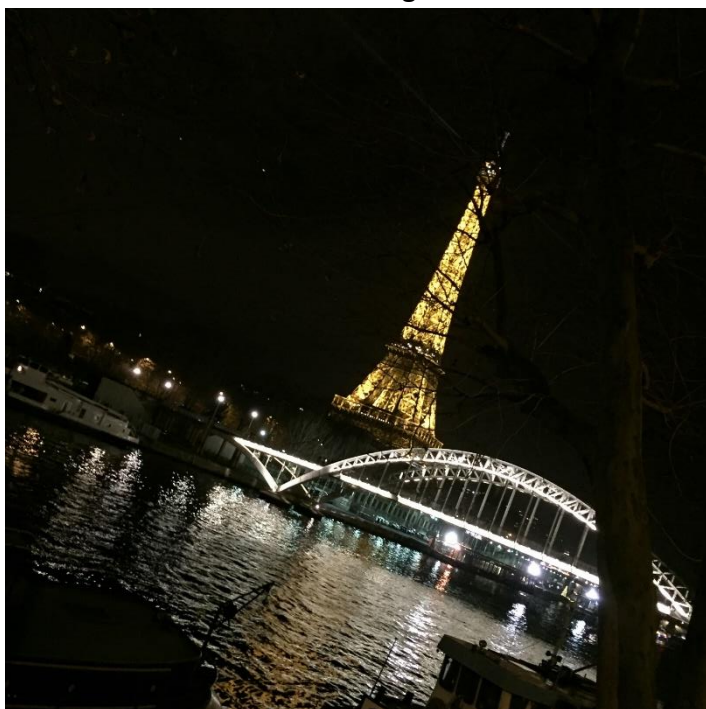
On the 6th of November, a chilly Friday morning, I got to know about a 6-credit course abroad program being offered at EM Lyon School in France, named Business and Management in Europe. Being inquisitive and excited about it at the same time, I ran all over UConn School of Business trying to get as much information about the same, evaluating the pros and cons of an unconventional class like this. The program was offered by the PMBA department which comprised of 18 of 20 students in the program being full-time working MBA students. Mia Hawlk, the PMBA manager was very accommodating to have me allowed me a week's extension to confirm my eligibility and other important aspects before I paid the deposit. My class

consisted 20 students from the Hartford, Stamford, and Waterbury campuses. Its rich diversity meant that students came from varied nationalities, age groups, and occupations, thus giving all of us an even more enriching experience. We had a pre-trip briefing session early December. This experience was an excellent platform for me to network with people. I had a chance to learn about my roommate Marie, a part-time MBA student in UConn Stamford, Brian, a colleague from the Hartford Campus who works at ESPN, Amanda and Jessica who work at Prudential along with others. Professor Gerlinde Berger-Walliser, our UConn advisor, is an International Business Law professor. We had an informative session on what to expect and what was expected of us. We even learned about some basic cultural norms in France such as dependency on public transport, security and language concerns. We were then divided in teams of four and were asked to submit project abstracts on our topics of interest. The topics were rather open to suit our career interests, while addressing to the softer but more critical concepts of cultural similarities and differences in USA and France. Having come from a technical background, this course was probably the toughest for me. It was only after taking up this course did I understand that even for job profiles with high statistical backing, you need to know these softer concepts to reach a smart conclusion. And finally, on

30th of December, I was on an airplane to Paris. To minimize my trip costs, I booked hostel accommodations for my personal stay in Paris. The city looked really beautiful and I could see some of the most significant places of the world (Eiffel Tower, Louvre Museum, Notre Dame, Sacré-Cœur, Champs-Élysées, Arc de Triomphe) and some world-class car showrooms (Renault, Peugeot, Citroen). I made friends from Spain, West Africa and South America while in Paris, all thanks to my hostel. For a travel enthusiast with a tight budget, I recommend Youth Hostel stay as it gives you an experience and not just a bed to crash on. On January the 3rd, I took the Train à Grande Vitesse (TGV), a high speed train to Lyon. We were given a luxurious hotel room in Lyon and it was paid for by UConn. We had a warm welcome reception on the evening by Prof Moore, the International MBA representatives. We were treated at a lovely restaurant for traditional French dinner. Being a vegetarian, it was rather difficult for me to accustom to the dietary style. But the Macarons and bread in France were delicious. Next day, we were taken to the campus and the first two days, the UConn cohort had private classes on French history and culture, European Business Systems, the European Monetary Union, EU Equity and European Business Law. We then

had a business trip to a floor manufacturing company called Gerflor and the manufacturing plant site of NTN-SNR, a bearing manufacturing company. These visits helped me learn more about localization and globalization, how these are impacted by the local culture and in turn, how they impact the company decisions – their marketing strategies in particular. In our combined class with the EM Lyon students, we saw the whole world fit in a class of 70 students. There were people from the Nordic, south East Asia, North, Latin and South America, India,

the Middle East and different parts of EU. We were again divided into teams for a case-presentation. Followed was the much-awaited trip to Geneva – to visit the UN Headquarters and also attend a session in WTO. It was a high point for all of us to be given this opportunity and the experience there was priceless. Our dinner was a traditional Swiss dinner of melted cheese and boiled potatoes. Delicious is an underrated term to describe it. We had group corporate visits to do field research on our UConn Project. My UConn project was an analysis on "Women in the C-Suite". Our project was interesting as it focused not only on the Gobal and National Stats associated with different factors that affect women making decisions towards or against such career aspirations, but also some underlying qualitative factors like Society Culture, Role of the Government etc. I had the opportunity to meet Miss Veronique Bouscoryol, the CFO of Boiron – a homeopathic pharmaceutical company, for my project on Women in the C-Suite.

The second week was again hectic with lectures on Marketing and Consumer Behavior and Negotiation Strategies. On the second last day, we had our first presentation which had the combined team of UConn

and EM Lyon Students. My team had two students from the UConn cohort and two from EM Lyon. Each person had a different approach to things tying back to our field of study and work, our nationality and other factors. Our audience included delegates from the International Labor Organization (ILO). Each presentation led into debates and the scene was similar to MUN events, with representatives of different countries and different occupation addressing world issues. We later had a session on International Business and Regulatory Organization by the delegates from ILO. On the last day, we had a dry run of our UConn projects.

Once back in Connecticut, we had the regular hectic schedules to catch on to, along with working on the final presentation. After much ado, we had the final presentation a week before Spring Break. Prof. Ricky

Moore flew from Lyon for the finals. It was a smooth half-day session. Meeting everyone after a month felt good. Getting an "A grade" in a course like this was like a feather on my hat. When I retrospect about my takeaways from this course, it remains beyond any other course in the MSBAPM program. Yes, most of my learnings were not tangible; but I know that my body language, communication skills, presentation skills, understanding of people and their culture have improved. This, I am confident, would leverage my skills in Customer Analytics -which is my field of interest.

Each bit of it was worth it and wish I could re-live that time again!

How to Juggle Multiple Offers

By Katherine Duncan

It happens all the time – you interview with a few companies and the one you want to work for the most always seems to take the longest to extend an offer. Understandably, you want to accept an offer from Company A so that you have at least one job, and you do not want to turn down a good offer in case Company B falls through.

However, it could be detrimental to your career for multiple reasons to accept more than one offer and then have to turn one down. One reason being that after a long hiring process, the HR team and managers of the firm that hired you would be winding down their recruitment process since they anticipated you'd fill the role. If you withdrew, the organization would have to go through the entire process all over again. This can be upsetting and frustrating for all involved and leaves a bad taste in their mouth.

Also, keep in mind that recruiters move around from company to company. Accepting multiple offers would leave you with a damaged professional reputation that could follow you as the recruiter from company A might move to a company you apply to down the road. Therefore, following through and taking a job that you've accepted is the most ethical thing to do. Breaking your word at a later stage would affect your professional integrity.

So, what should you do?

Reach out to HR or your recruiter and get to know when you can expect a written offer. Once receiving an offer always be positive and thankful for the offer from Company A. (Remember, don't make any moves before you have a written offer – verbal offers are not 100 %.) Make sure you have a clear understanding of the details and expiration date. If you don't think

you'll have an offer from Company B in time then ask for more time on the offer A if necessary. Be prepared that they might ask why you aren't planning to accept sooner or your potential employers could get worried if they don't hear back from you in a timely manner.

Take time to evaluate the offer(s) completely before deciding. You can rank the criteria that are most important to you for an offer and think about how it/each will help you with your professional and personal goals. Remember that once you have a decision, don't delay informing HR. If you're turning down the offer try to be honest. It will be appreciated if you give them an understanding of your decision making process.

However, if you have received an offer and are interviewing/negotiating for another more desirable organization/role alert them. An organization that truly wants to hire you will not want to lose you to a competitor. Especially if they aren't in contention simply due to timing they're unaware of. Use care while doing so, but simply inform them that you have another offer though you'd prefer to work for Company B. Be honest with the recruiters and hopefully Company B will speed up their decisions to make sure they don't lose you.

Project Corner: Visual Analytics

100 years of carbon dioxide emissions by 100 countries

We were introduced to the visualization of Hans Rosling by Professor John Wilson in the Visual Analytics course. What really inspired our team was the story narrated for 200 countries for 200 years by Hans Rosling and the number of dimensions captured on a scatter plot. So we decided to "reverse-engineer" Rosling's visual presentation of world health trends with another spin to the analysis. Yes, the world's human population may be getting healthier and living longer, but at what effect on the health of the planet? To investigate this, we re-created a similar motion chart to Rosling's in Tableau to demonstrate the carbon dioxide emissions by various countries over years.

Human activities are altering the carbon cycle—both by adding more CO2 to the atmosphere and by influencing the ability of natural sinks, like forests, to


8
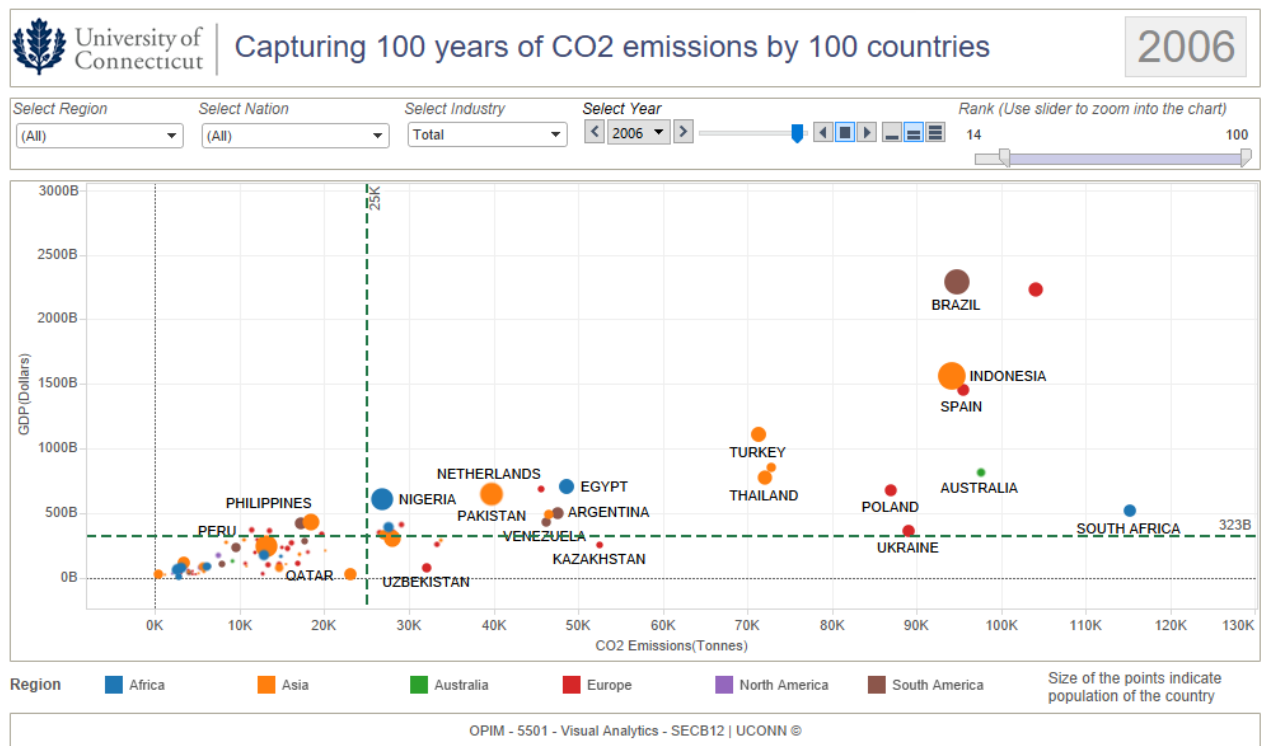
remove CO2 from the atmosphere. While CO2 emissions come from a variety of natural sources, human-related emissions are responsible for the increase that has occurred in the atmosphere since the industrial revolution. In addition to providing a great exercise in visual analytics (and showcasing the capabilities of Tableau), we envision the audience for this presentation to be policy-makers, for instance members of the US Congress, who can influence world leaders in understanding the impact that their countries are having on the global environment.

What makes our visualization even more interesting and powerful is the fact that it enables analysis of carbon dioxide emissions from a particular industry, region and country through the filters made available in Tableau. The user can further zoom in or zoom out of the visualization. Overall, this exercise enabled us to grasp the power of visualization and would like to thank both the MSBAPM program for making this course available and Professor John Wilson for making it interesting and bringing out the creative side in us.

*Project by – Mangapathi Shashank Navuduri, Marcia Schels, Tanying Wang, Venkata Jagannath*

The Revenue Sheet

On the outset of this project, we as a team knew that we needed to find something unique - no bar graphs, line charts or geocoding - a dashboard that truly stood out and one that would challenge our abilities and creativity. After spending many days searching for our dashboard, comparing and measuring the advantages of using one instead of another, we as a team came to a consensus and chose to work on showing sales data for Wal-Mart on the lines of "The Adoption Gap" dashboard available on Tableau public gallery. Little did we know at the time, but "The Adoption Gap" would challenge us in many unanticipated ways. We overcame many of these
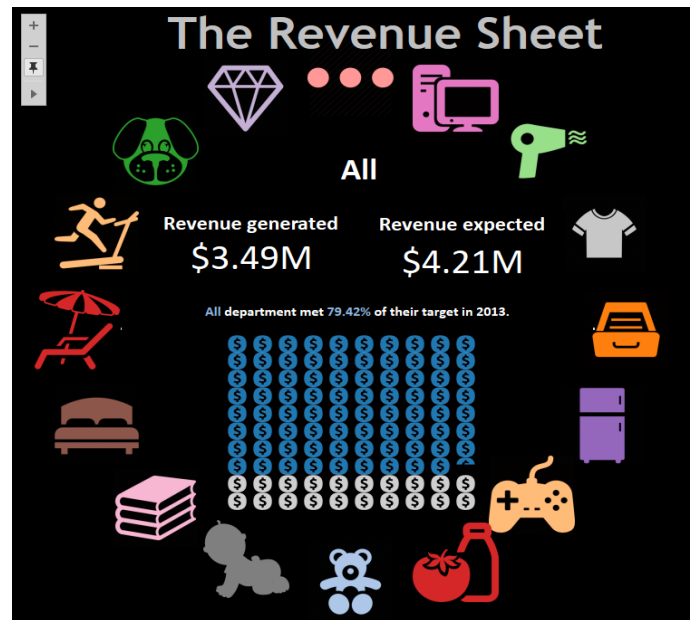
challenges with creativity and perseverance and upon completion of our own Tableau dash we knew we had something that truly stood out.

While some of the sheets on the dashboard looked simple, we quickly learned that this was not the case. There were two significant hurdles in the reverse engineering portion of our project: the dollar grid and representing the departments in a circular fashion. We needed to figure out how to plot the departments on the dashboard and how to also
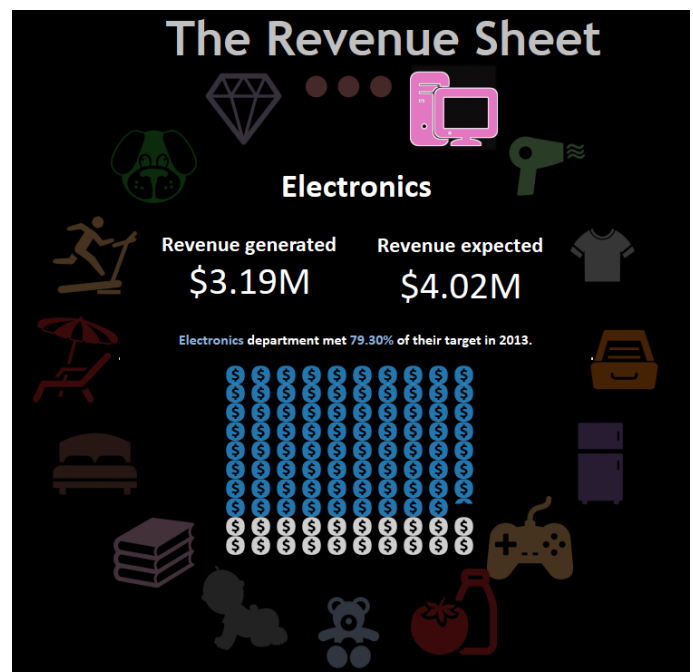
make sure that all were given enough space to be viewed clearly in the circle. There were times where we felt like we were close to solving the mystery, but we would fall short. Adding to this challenge, we also needed to figure out how to represent the decimal part of the revenue percentage, which you can see represented by a partial dollar on the grid (0.1-0.9).

With a lot of hard work and perseverance, we were able to overcome these challenges. We feel strongly that this was an opportunity to show sales data in a new, creative and intuitive way. This would demonstrate our abilities in the reverse engineering process and also highlight our abilities to be creative and demonstrate the unique capabilities of Tableau.

Project By -- Cruger, Kinnera, Jun Sun and Preeti Gupta

Hartford Fire Department Data Visualization

As students going to school and living in downtown Hartford, we wanted to choose a project which could impact the city. Our data set involved fire department response incident information from 2015 (http://data.hartford.gov). We did a feasibility study
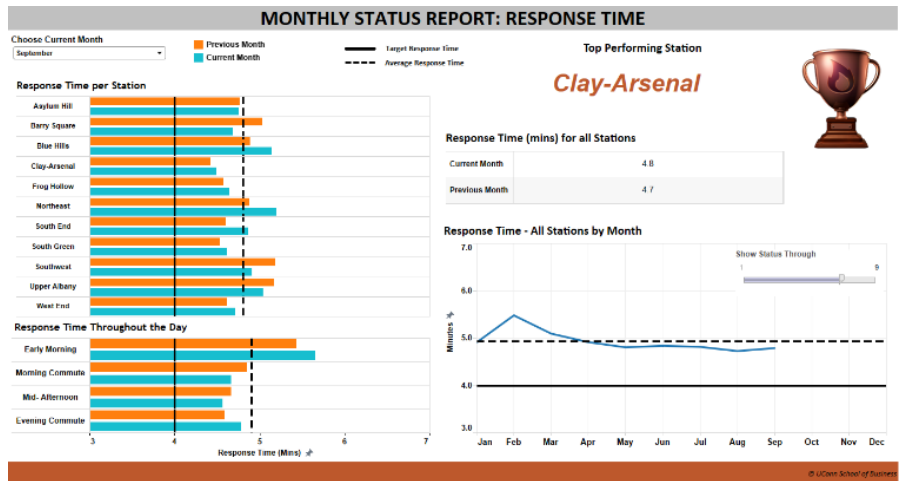
to identify enough key issues within one basic data set to justify initiating a formal project with the city.

Using visualizations in Tableau, we showed how a simple data set can tell a big story. Our first dashboard introduces the data to the audience, with an overview including count and type of incidents, count of incidents per station, and a map of Hartford showing the incident coverage for each station.

From here the team discussed what we thought was a key aspect to explore in more detail. EMS calls are the most frequently occurring, and the fire department is the "first responder" to EMS calls. What is the most important factor here? Response time.
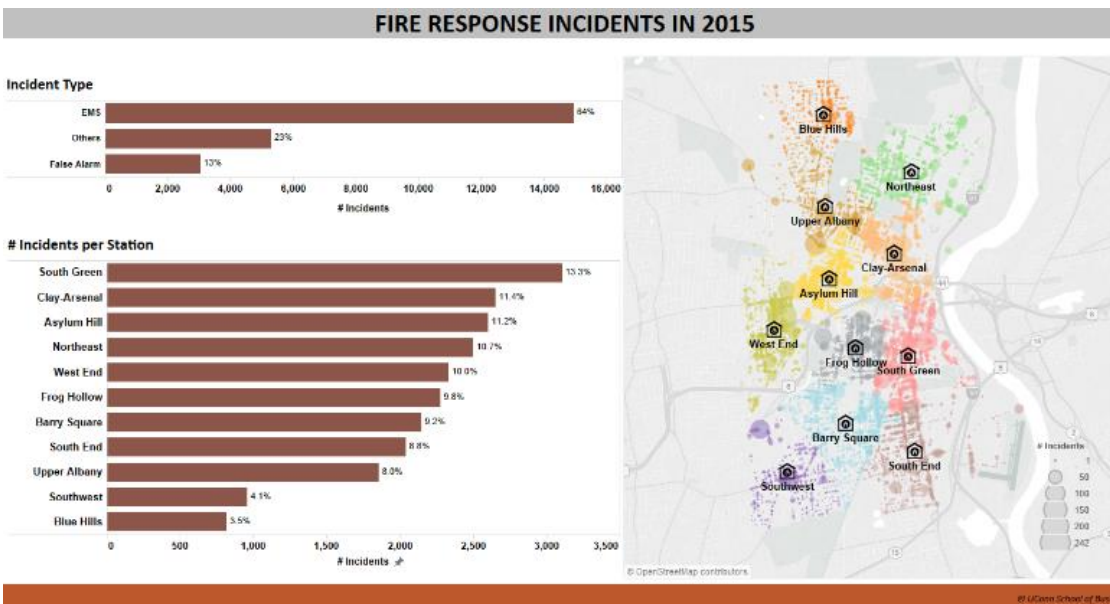
Our second dashboard introduces the audience to the response time big picture, showing average response time per station versus target 4 minutes as well as response time versus time of day versus incident count for that time of day.

10

AVERAGE RESPONSE TIME PER MONTH FOR 2015

Response Time per Station

Incidents per Station

Here we can see if the picture is improving or not in terms of response time per station and time of day (e.g. early morning, morning commute, midday, and evening commute). To promote a little friendly competition, we show in big bold letters the "winning" station for that month, plus a trophy image.

In the next phase of the project, tools such as station to station benchmarking can be developed. Why do some stations perform better than others? Can this be balanced with quick-fixes, or should focused budget and resources be utilized? Data on station manpower and facility resources, as well as state of technology, can be brought in and analyzed. And this is just the beginning.

We saw that all stations failed to meet the target response time.

So how can the city monitor performance? And how can we show that by continuing the project and bringing in more data, that we can produce something of value to the city? We went on to develop annual and monthly reports for response time.

The annual report shows which stations had "critical" response time for each month, as indicated in red. Right away the audience can see the lowest performing stations. We see that, in February, all stations were in the red. We in fact had a slew of blizzards that month. If we bring in additional data, such as weather and availability of resources, focused efforts can be made to mitigate this risk in the future.

The monthly status report shows response time per station in the current month versus the previous month.

We have reached out to the Mayor of Hartford, Luke Bronin, in the hope that we can discuss opportunities for helping the city using the power of data visualization.

Poject by – Heather McLearney, Tanvi Kalevar and Parthik Taneja.

AVERAGE RESPONSE TIME FOR 2015

Response Time per Station

Response Time v. # Incidents per Hour
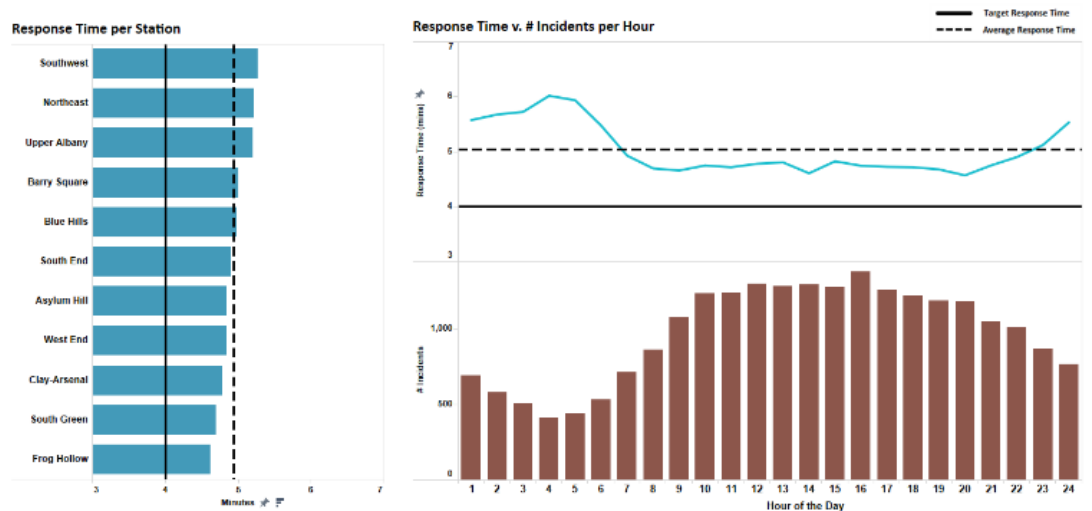
Faculty Spotlight David Bergman

Introduce yourself briefly.

My educational roots lie purely in mathematics at SUNY Stony Brook as an undergraduate student. In my last few semesters, I added a major in Applied Mathematics and Statistics where I was first introduced to the area of mathematical optimization and analytics. It was here when I realized that my passion lied in analytics and I decided to pursue it professionally, as well. This led me to pursuing my Ph.D. at Carnegie Mellon University, where I enrolled in the Algorithms, Combinatorics and Optimization program, a program administered jointly by the Department of Mathematics, Computer Science and Tepper School of Business. The program focused on the development of skills in mathematics and computer science that are directly transferrable into automating decision making in the business world.

Share your research work and what do you plan next.

During my Ph.D, my research focused on the development of new methodology for mathematical optimization. The tool and techniques I developed have already been used to tackle problems arising in diverse areas such as finance, scheduling, rostering, and graph analytics, and I hope to continue expanding its reach in the future. My main goal is to study beneath-the-hood algorithms in the software used in industry with the aim to make it run more efficiently.

This would provide practical solutions in reasonable computational time. Apart from this, I work with the research team of Mitsubishi Electric Research Laboratories in Cambridge, Massachusetts as a consultant, where we are working to enhance state-of-the-art algorithms applied to various aspects of Mitsubishi Electric products.

What inspired you to be a teacher and what do you expect from students? Share few experiences.

It has been 3 years since I began working as a professor at UConn. I have taught two courses in the MSBAPM program – Business Decision Modeling and Business Process Modeling. It has been an amazing experience so far. I enjoy watching students learn and my best interest lies in interacting with them as they enter professional positions and advance in their careers. As a teacher, my primary expectation is the "enthusiasm to learn" – a student with enthusiasm will learn more and pave ways they never imagined possible, which will ultimately translate into professional opportunities.

A striking experience is when, on the first day of this semester I received an e-mail from one of my MBA students whom I taught when I was at Carnegie Mellon University. He wrote to me with a request to assist his company on developing a logistic optimization model, to reduce empty truck-loads and optimize the scheduling of routes. We collaborated and developed models which would reduce trips and empty truck loads. I was elated to see my students doing so well after graduating and implementing what they learnt in class.

Where do you see Analytics in the coming three years? What industries do you believe it could do best in?

Analytics can be applied virtually to any industry. Many industries have already realized the endless benefits that analytics can offer, and the few that

haven't, will do so as well in the near future. Therefore, as opposed to the expansion to specific industries, I believe that the primary change in the analytics landscape will be not in the understanding of the wonders analytics can provide – rather, it will be in the understanding of its inherent shortcomings. There is a common misconception among executives and practitioners that analytics is a magical button they can press and PUFF! Comes out optimized efficient solution together with a complete understanding of a customer's mindset. This is a myth. Analytics can provide insights – but it isn't the end-all be-all. I think there is a necessity in the upcoming years, is a better understanding of when analytics can be used to gain insights and when it fails. Understanding this will enable researchers and practitioners, alike to focus on the potential benefits.

What's your favorite pastime? How do you maintain work-life balance?

When I'm not working, which doesn't happen much :), I enjoy watching sports (now that I moved to New England, I guess Tom Brady is my favorite football player), meeting new people, and working out. I have competed in a triathlon (a sprint triathlon, but it still counts☺) and in several road races. You can often find me meeting with good friends, and talking politics, analytics, sports, and pretty much any topic over good beer.

A few random tidbits – just a few weeks ago I moved from New York to Hartford (it is amazing to have a 10 minutes commute, as opposed to the 100 minute commute which I previously took), I got married five months ago, and I can solve a Rubik's Cube in under 30 seconds (I can even solve it blindfolded).

Alumni Spotlight
Vamseekrishna Rayepudi

Briefly, describe yourself and your experience at UConn.

Having completed my undergraduate in Electrical Engineering at Gitam University, I joined Tata Consultancy Services. Here, I was an enthusiastic database developer who well understood the business needs of the client. One of my greatest honors being here was the client appreciation award. Having worked for two years, I wanted to outgrow my skills in business centric fields. Fortunately, a very close friend of mine suggested Masters in Business Analytics and Project Management at University of Connecticut. Having read the course description I realized that it was something I was looking for. Being accepted at UConn is one of the most important phases of my career. It was an extra-ordinary experience to groom myself for the industry under the expertise of experienced faculty. It was here, where I had wild and unforgettable experiences with friends.

Describe your role and responsibility at Affine. Share interesting insights about your projects.

I joined Affine as a Senior Business Analyst. Currently, I am working on a Marketing Analytics project for an American multinational based in Redmond, WA. Customers here are divided into four segments according to the function of customer acquisition, increase usage, upsell/cross sell and customer retention. My role involves analysis in launching new marketing campaigns for customer acquisition for each of these campaigns to target the right customer

at the right time. My goal is to identify trends in customer usage based on demographics, usage patterns and time spent on the free-trial version of the product. To segment based on various parameters, my team generally uses techniques like K-means clustering in R programming and also, an inbuilt platform named Cosmos which allows faster and efficient analysis on huge dataset size. Based on the statistical analysis, I collaborate my insights and findings to the marketing team. This primarily involves the sampling size statistics which they should target. Having identified the potential customers for paid subscriptions, the Marketing team releases the campaign which extends from a few days to weeks. Also, AB testing is performed in order to analyze e-mail content more likely to gauge customers. After the launch of the campaign, the results are communicated to my team and this leads us into metrics generation to measure the success of the campaign. Also, various scenarios are also taken into account when customer unsubscribe to the service. This leads us to an in-depth analysis as to why the consumer discontinued. Further, these customers are removed from the pool of data for further analysis. Having performed statistical analysis on this data, I present the success rate to the leadership and senior level management team. This facilitates them to make strategic decisions for future campaign management.

This process involves communication with cross functional teams like data scientists, operations, marketing and management. The most essential thing involved is to adjust to the needs of the client, gauge the correct need of the consumers and being able to communicate this analysis to them.

Being an international employee, share your experiences about the culture and work ethics at Affine.

As I hold a client portfolio, I work at the client office located at Redmond, WA. The exciting part of my job includes working with different teams like data engineering, privacy, marketing, security and customer experience management. This helps me build a better understanding of the consumer and business implications of the various factors involved. Obviously, working with new teams each day was a tough call in the beginning, but very soon it became an opportunity to build new skill sets every time I worked with different teams. My prior work experience being mostly in database development did not give me the exposure to business scenarios as what Affine Analytics gets on the table for me. However, my Masters at UConn and the supportive culture at Affine well prepared me for this.

Share some important tips for students in search of internships and full-time jobs. Any tips on how the current students should learn skills to get ready for the industry?

I believe that one of the most important quality an interviewer looks for in an individual is their structured thought process. Try to solve business problems, come up with a better solving approach each time, discuss it with the right person and get their valuable feedback. Along with technical skills, make sure you display an attitude that you are a good listener, able to communicate your thoughts innovatively and your ability to work with a functional team. Keep applying for positions across the country and don't give up till you get what you deserve.

If you had to change something at UConn, what would it be?

I could see that MSBAPM started data analytics with python as an elective this spring. If not offered, it would be great if MSBAPM offers basics of machine learning as an elective/knowledge sessions for data scientist aspirants.

Student Spotlight

Mir Akram Yadullahi

Describe your journey at Deloitte as an analytics professional.

The journey of a thousand miles begins with one step – an aptly quoted line by a great philosopher. I started my journey in the risk analytics team of Deloitte back in 2010 and it was indeed one of the most fulfilling decisions I have made to date. It was not an easy transition, right out of the engineering school into a corporate setup; from the world of motors, generators and transformers to understanding the nuances of debit/credit in financial data – it was indeed quite a ride. For the few years in my career, I worked extensively on diversified analytics areas like exploratory data analytics to support financial audits of various business cycles, internal audit analytics, data profiling, data quality assessment, cyber analytics etc. As three years passed by, I was promoted to a senior consultant, and with that, came a 'great' responsibility. I was now leading a team of more than 15 professionals, involved in project planning, client negotiations, escalation management and various aspects of project management. In my fifth year, I was moved into the Deloitte Audit Innovation team – a unique initiative by Deloitte to vision the audits of the future, harnessing the power of advanced analytics and data visualization to uncover and communicate hidden patterns, linkages and anomalies. My journey with Deloitte as an analytics professional was indeed a mosaic of beautiful experiences.

What is "Cyber Analytics" and various steps involved?

'Cyber Analytics' was a firm wide initiative in Deloitte to develop an analytics framework that provided a collaborative approach to derive intelligence from Cyber threat data using analytics, data modeling and visualization in order to make organizations equipped with controls and countermeasures against existing and imminent threats. As a part of the project, we developed a prototype (in a visualization tool called 'Xcelsius') using simulated network logs as the base data. A network traffic log, derived/net-scraped, could run into millions of records and is almost always unstructured. A combination of an 'MS-DOS' based application and SAS was used to parse the huge data. Using the firm's proprietary 'cyber threat intelligence' database and SAS, we analyzed the network population corresponding to anomalous IP addresses, malicious botnets, transmissions from blacklisted /riskier countries etc. and finally transformed each of the analytics into interactive dashboards using the visualization tool – Xcelsius. The entire prototype was layered on the top to a 'Risk based dashboard', which linked each of the analytics to a corresponding organizational risk (like Compliance, Infrastructure, and Vulnerabilities etc.). The 'Cyber' data (network logs, firewall logs etc.) is one of the most fruitful datasets with a huge potential to apply predictive analytics and machine learning concepts in order to predict imminent and future cyber-attacks on organizations.

What inspired you to come back to school at UConn MSBAPM program? What do you expect from MSBAPM?

Going back to school, after having worked for more than 5 years in a professional domain, is a decision that is very close to my heart. After my undergrad in Engineering, I had always wanted to pursue higher education, but never really had a goal set on what should that education be. Unsure of my goals, I

15

preferred to join Deloitte to understand and experience of 'working' in a corporate environment instead and postpone my higher education plans. As I grew in the firm, building foundations of information management, I started to realize the unharnessed potential of data. Never could I have imagined that I could have created a 'wow' factor presenting a dashboard to a client and uncovering a data based fact that was always right in front of them and never came out. Informal education is a part of life, but is always suppressed by your day-day priorities. I wanted to give myself time and freedom to explore data analytics and hone my project management skills and what best than pursuing the MSBAPM program at UConn! Education should be an enabler of your dreams and I believe that I will come one step closer to my dream through this master's program at UConn.

Share some of your experiences from a data intensive and challenging assignment that you completed at work.

One of the most challenging and data intensive projects that I worked on was the 'Traffic study' for a large telecommunications client. As per the rules of the US 'Federal Communications Commission (FCC)', all the telecom service providers must contribute to a federal fund called the 'Universal Service Fund' (USF) based on a percentage of their interstate and international end-user telecommunications revenue. The percentage of the interstate and international call traffic is called the 'PIU/Percent Interstate usage'. Our engagement objective was to recalculate and validate the client's PIU calculation. With an annual traffic of 10.6 billion minutes of usage, both the data size and the call-flow reconstruction logic was a challenge in itself. The 'Call Detail Records' (CDR) data, which was the base data for the analysis, contained the call traffic information at a transaction level i.e., having multiple records for a single call. The challenge was to first extract all the unique calls, determine the talk-time for

each call and once a call is re-established, determine the state/country of the origin and termination of the call. The PIU that we came up was 20% points more than the client's calculations. This difference resulted in a savings of approximately $ 2 Million annually, for the client.

What industry you would like to join on graduation and why?

According to me, there are really three sequential steps to applying analytics in any industry – Information management, Performance optimization and Analytical insights. Optimizing the statistical modeling, data mining, machine learning techniques and generating insights can only be effective if used in conjunction with a strong foundation in one's ability to manipulate and manage the origin and sources of information/data. Though I do not have a single Industry target right now, I would love to work in the Technology-Media-Telecommunications (TMT) industry, focusing on social/cyber media and e-commerce sectors. With an exponential explosion in the consumers of these industries, the potential for analytics is limitless. I believe that the foundational understanding of the fundamental business processes involved in the technology and cyber industry along with the experience to crunch, manipulate and analyze huge datasets I've learnt through my experience in Deloitte, combined with the comprehensive analytics coursework in the BAPM program could be directly applied in the multiple facets of the TMT industry. Such as customer churn/retention analysis, text mining to understand customer sentiment and response to a new product launch etc.

Talent of the Month: Hiker

Akhil Bhatt

Hiking isn't a talent, it's a feeling to embrace. Anybody and everybody can hike. All one has to do is to shed the laziness, be motivated to be around nature because all the adventure is out there and as Helen Keller has said life is a daring adventure or nothing. In addition to that hiking is a great stress buster, lets you keep a calm head and is a great workout for those who want to stay fit and in shape.

I have been hiking (or trekking) in India since five years. One of the main reasons, I wanted to come to USA was to continue the same. I started hiking from October 2015 in USA and it has been an amazing experience so far. I visited a few parts of Appalachian Trail in various states (NJ, Connecticut, Massachusetts, Vermont, NH) accounting of fifteen hikes so far. Every hike is a different experience and has a different mental and physical challenge. Overcoming these gives me a feeling of internal peace and contentment. Even hiking the same trail in different seasons is a totally different experience. The weather and trail conditions being different accounts for different beautiful summit views. My favorite aspect of hiking is with people from different places and backgrounds. It gives me a chance to connect with new people, understand their views about life, nature, faith and one also, gets to know about their history and culture.

One of my best experience, when I was hiking in the White Mountains where I spoke to a group of hikers from 10 different countries. They shared their experiences on various trips and how they overcame the various challenges they faced. Few stories are so intriguing, inspirational and memorable that you feel so treasured to have been there, listening and chatting with interesting people like them. They leave a striking mark in my journey of trekking.

But trekking, could go wild sometimes. One must be prepared for the obvious and also, the uncertain. Small walk on trails may be a cake-walk but some of the steep trails which have ridges can be difficult to climb. Slippery slopes and leaves are challenging at


times as well. One must wear proper footwear which has a firm grip (micro-spikes, traction) in order to avoid any injuries. Hiking during winters is challenging as you need to adjust to the weather and carry enough layers of clothing to avoid hypothermia.

Every hike inspires me for the next ride. Love for nature and to be away from the hustle of the city crowd inspires me to go in the wild. Most importantly, "Wilderness is not a luxury but a necessity."

17

Back to Summer Outfits ….

Women: A casual well fit jeans and cotton checkered shirts with classic sport shoes never go out of trend. On occasions of business formals one could pick up a dark loose blouse and a light colored skirt with flat bellies.
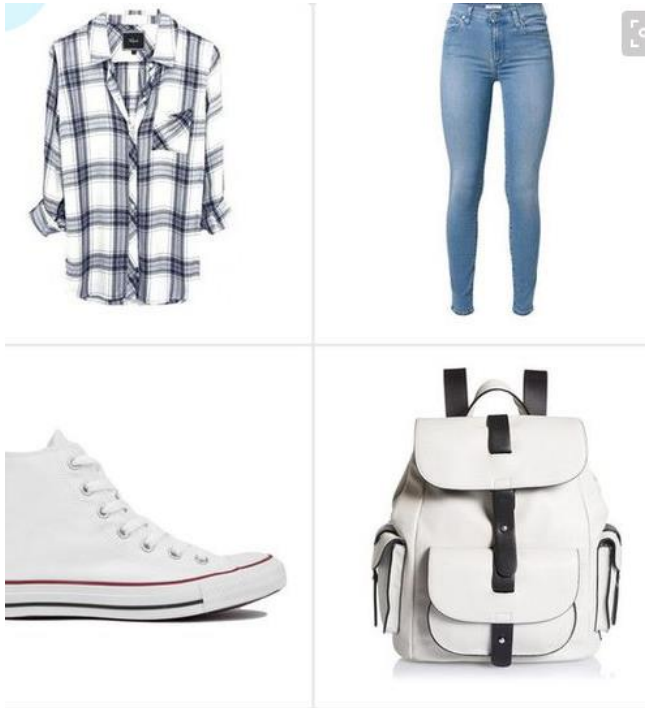
Men: A cool light to bright colored polo shirt with denims go best this summer. Pick up checkered shirts paired with short slacks and loafers for weekends.
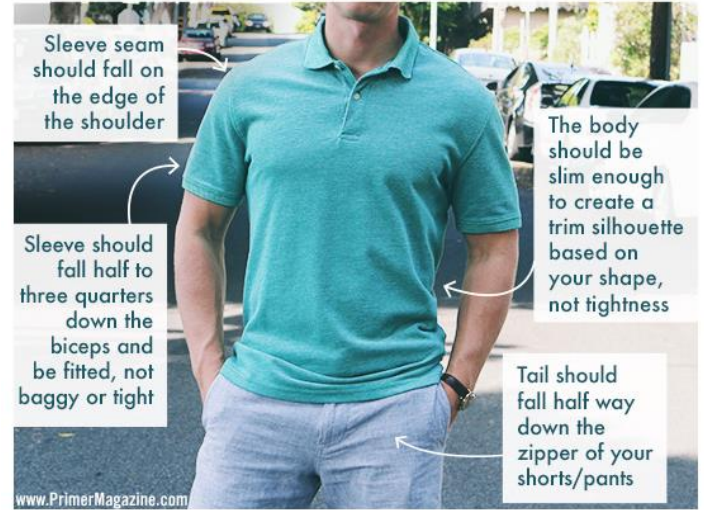
Reference: Pinterest and Primer magazine

Delicious Breakfast Recipe

Oven French Toast with Nut Topping

Remove from refrigerator 30 minutes before baking. Meanwhile, combine topping ingredients. Spread over top.

Bake, uncovered, at 350° for 50-55 minutes or until puffed and golden. (Cover with foil if top browns too quickly.) Yield: 8-10 servings.

Reference : tasteofhome.com

Ingredients

1 loaf (12 ounces) French bread, cut in 1-inch slices

8 large eggs

2 cups milk

2 cups half-and-half cream

2 teaspoons vanilla extract

1/2 teaspoon ground nutmeg

1/2 teaspoon ground cinnamon

1/2 teaspoon ground mace

TOPPING:

1-1/3 cups packed brown sugar

3/4 cup butter, softened

3 tablespoons dark corn syrup

1-1/3 cups chopped pecans, walnuts or hickory nuts

Directions

Fill a well-greased 13x9-in. baking dish with bread slices to within 1/2 in. of top; set aside.

In blender, combine the eggs, milk, cream, vanilla, nutmeg, cinnamon and mace; cover and process until blended. Pour over bread slices. Cover and refrigerate overnight.

Events and Workshops

"Sing it, Say it"

By Ravitheja S Anupindi

The name says it all but there is more to it than just the name. It was an amazing learning experience on development of vocal skills in the most unique way. I realized the difference between various voice forms and when to use what. The 4th step approach for "Elevator Pitch" was an excellent training experience and assisted us in coming up with drafts for Elevator pitches and also, presenting the same. This helped us in unleashing our strengths and improving public speaking skills. The manner in which Kate Cullahan, blended singing, music and speaking skills was amazing. Voice plays a key role in communication and people who can freely sing can also talk openly and confidently.

To sum it all, it was a "Celebration of Voice".

The Open Forum on Internships

It was held on March 8, 2016 where we had a panel of 5 students and the audience consisted of students who are currently searching for internships and students who will be searching for internships in the

future. The panel consisted of students who have landed internships and were willing to share their experience. All 5 students had different stories to share, some of which had an underlying common theme and others were drastically different. For instance, the members of the panel landed their internships via different sources but almost all had a structured methodology of applying for internships, tracking progress and evaluating performance. Here are some tips shared by the students:

Customize your resume – Read your job description and customize your resume to suit the role. However, do not lie or list skills you do not possess!

Include a cover letter – If you do not have analytics experience, it becomes imperative that you attach a cover letter to tell your story and convince the employer that you are a great fit

LinkedIn and Indeed aren't your only job portals! Preeti landed her internship via campus, Julie through the career fair whereas Aditya, Dharini and Harshini each got their internships by applying online. All these methods work, do not discount any of them!

Keep applying! – Apply to as many jobs as you can. However, ensure that you apply for the jobs you qualify for and not randomly. Keep track of your applications and ensure you update your tracker regularly

Network – UConn and the Career Development Office host numerous networking events throughout the semester. It is a great way to meet employers and learn about the company and the roles available. Take advantage of these networking events. You never know how you will land your dream role

Attend the workshops- Some of us maybe great at networking, others may have a solid LinkedIn profile but attending the career workshops helped us get a holistic view of the job search process and how to approach it. The mock interview sessions conducted by Katherine are extremely useful in assessing your interviewing skills

For technical interviews, read the book ISLR – Introduction to Statistical Learning in R. It is a great book for diving deeper into statistics using R

The Open Forum is a great opportunity for students to interact and get their questions answered. Katherine did a great job putting this together and we're positive that it helped the students who attended it!

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