



HARVARD

Business Analytics Program

Student Handbook



Program Overview

The Harvard Business Analytics Program is offered through a collaboration between Harvard Business School (HBS), the John A. Paulson School of Engineering and Applied Sciences (SEAS), and the Faculty of Arts and Sciences (FAS). Administrative functions of the program are housed within the digital learning branch of Harvard Business School.

The program is for experienced professionals, including those who have already earned an MBA or advanced business degree, who are realizing the impact of data and analytics on business strategy and operations. You will explore new ways to analyze, interpret, and take advantage of data to drive competitive business advantages.

The curriculum consists of courses designed and taught by Harvard faculty that will help you build your capabilities in technical, analytical, and operational areas that can be used to advance your professional goals in the global market.

Grading and Certification

Upon successful completion of the Harvard Business Analytics Program, students will receive a certificate of completion.

Students who **Pass** the program will be awarded the Harvard Business Analytics Program Certificate.

Students who **Pass with Distinction** will be awarded the Harvard Business Analytics Program Certificate with a mark of distinction.

Program Grades

Program-level grades are based on an evaluation of student participation across all program elements (courses, seminars, immersions). There are 3 categories of Program Grade.

Pass with Distinction - To pass the Harvard Business Analytics Program with Distinction, you must complete all requirements of all courses, attend and actively contribute to two immersions, demonstrate a superior level of mastery of course content, make exemplary efforts in engagement and participation, and be nominated by faculty for having done so.

Pass - To pass the Harvard Business Analytics Program, you must pass all eight courses in the program and attend two immersions.

Fail - Participants will not pass the Harvard Business Analytics Program and will not be awarded a certificate if they fail to complete any one course in the program, or fail to attend both immersions.*

* Program participants who are unable to attend an immersion in a scheduled term may request a deferral until a later term. If travel is impossible for a reasonable, documented, and verifiable issue, an alternate activity will be designed. Students who believe they will face either of these situations (deferral and alternatives) are encouraged to contact Student Success (studentsupport@analytics.hbs.edu) as early as possible.



Course Grades

There are 6 courses in the program, 2 intensive seminars, and 2 immersions. Participants should expect to spend a significant amount of time each week (5-8 hours per course) to complete the work on time and to the standard expected, including:

- Attempt all asynchronous work, quizzes and assignments *prior to your last live session*,
- Attend all live sessions (maximum of 2 excused absences per course, and 1 per seminar),
- Demonstrated attempts to achieve content proficiency,
- Engage in synchronous classroom sessions and participate in group discussions or activities on the online campus.

For each course, the grading will take into account participation in all problem sets and assignments, quizzes, as well as participation in the synchronous classroom and in asynchronous elements.

Pass – Attempted all required assignments, actively engaged in synchronous classroom sessions, and participated in group discussions or activities on the online campus. A course pass has a grade equivalency of A-C.

Fail – Did not meet minimum standards of the course. Students who receive a failing grade in a course may retake the course to earn a passing grade and continue with the course of study. A course fail has a grade equivalency of D-F.

Participants who are concerned about their ability to complete the program successfully are encouraged to seek out academic advising from Student Success as soon as possible.

Grading Appeals - If a student wishes to appeal a failing grade, they may submit a justification in writing to Student Success. Any such requests will be arbitrated by the Program Director and Faculty Chairs.

Community Values

Community Values

The mission of Harvard Business School is to educate leaders who make a difference in the world. Achieving this mission requires an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. The Harvard Business Analytics Program affirms the Community Values of Harvard Business School. As a member of the HBAP Community, you are expected to abide by the following values:

- Respect for the rights, differences, and dignity of others
- Honest and integrity in dealing with all members of the community
- Accountability for personal behavior



Community members have a personal responsibility to integrate these values into every aspect of their experience in the program. Through our personal commitment to these values, we can create an environment in which all can achieve their full potential.

Honor Code

By participating in the Harvard Business Analytics Program, you agree to:

- Complete all work associated with the program with your work and only your own work.
- Maintain only one HBAP account and not let anyone else use your login and/or password.
- Not engage in any activity that would dishonestly improve your results, or dishonestly improve or hurt the results of others.
- Not reproduce problems or answers for quizzes or any other means of assessing participant performance.
- Not post HBAP materials outside your course or program (e.g., publish screenshots of or videos from course pages).
- Act as a steward of the Honor Code and encourage others to do so as well.

Failure to abide by the HBAP Community Values or HBAP Honor Code may result in removal from the Harvard Business Analytics Program.

Student Expectations

The Harvard Business Analytics Program expects students to attend and actively contribute to all class sessions. To facilitate effective participation, students are expected to:

- Prepare for all live classes by reviewing all asynchronous materials and completing all required assignments prior to synchronous sessions.
- Arrive to synchronous class sessions promptly and remain in the session until the end of each session.
- Participate in classroom discussions constructively.
- Uphold the community values of the program in all their communications with faculty, peers, and program staff.
- Adhere to the norms set by course faculty for their synchronous class sessions.
- Meet deadlines established by course instructors, and communicate promptly with course staff if they are having difficulty meeting any deadlines.
- Check their program specific email account for program-related communications on a regular basis.



Academic Information

The Harvard Business Analytics Program consists of 6 courses, 2 seminars, and 2 on-campus immersions. There is some flexibility in the sequence in which courses may be taken. However, there are a number of intra-program prerequisites which must be completed before enrolling in certain courses.

The sequence requirements for courses are as follows:

- **Digital Strategy and Innovation (C1)**— Must be taken in the first term for all students.
- **Foundations of Quantitative Analysis (C2)**— Ideally should be taken in the first term alongside C1 or in the second term to enable timely seminar and immersion attendance.
- **Seminar: Leadership, Innovation, and Change (S1)**—C1 must be taken before.
- **Immersion 1 (I1)**—C1, C2, and S1 must be taken before.
- **Operations and Supply Chain Management (C3)**—C2 must have been completed in a previous term.
- **Programming and Data Science Systems (C4)**—C2 must have been taken in a previous term.
- **Seminar: Leadership and People Analytics (S2)**—S1, C2 and C4 must be taken before.
- **Data Driven Marketing (C5)**--C1, C2, C3, C4, S1, and I1 must be taken before.
- **Data Science Pipeline and Critical Thinking (C6)**—C1, C2, C3, C4, S1, I1 must be taken before. C5 must be taken before or simultaneously.
- **Immersion 2 (I2)**—C1, C2, C3, C4, C5, C6, S1, S2, and I1 must be taken before.

Class Attendance Policy

It is expected that students will attend all synchronous sessions for all courses and seminars in the program. If you anticipate being absent from a future live session, please alert your Student Success Advisor in writing as soon as possible. Your advisor will confirm if your absence is excused or unexcused, and coordinate next steps with your teaching team.

Absences will be excused only for extenuating circumstances, such as personal emergency, bereavement, or severe illness. Absences due to work or travel conflicts that could be planned for in advance will be unexcused.

If you have more than two total unexcused absences from an 8-week course or 1 unexcused absence from a 2-week seminar, you will not meet the minimum attendance requirement to Pass the course. Significant excused absences from a course may yield a Fail, requiring you to retake that course in a future term.



In the event of any absence, plan to view the live session recording so you can stay current with the progression of course material. (Note: viewing the recording will not count as having attended the session, but will ensure you are prepared for the following week's content.) Any questions related to the material you missed should be submitted to your teaching team via Slack course channel or a scheduled Office Hour.

Immersion Information and Attendance Policy

Students are required to attend 2 immersions at the Harvard Business School campus. These immersions are a mix of academic and social programming designed to reinforce the materials explored in the online courses, and to provide networking opportunities for participants. The immersions typically run 2.5 days, beginning with an afternoon/evening, followed by 2 full days of programming.

The fee for the immersions includes all course materials and program activities. Some meals during the immersion weekend are provided by the program. Lodging and travel expenses to and from the immersion are the responsibility of the student.

The first immersion should generally be taken at the end of the first term in the program if the student is full-time, or at the end of the second term if the student is part-time. The second immersion may only be taken after all other courses are completed. The second immersion includes a certificate conferral ceremony to honor those students who have successfully completed the program.

Program participants who are unable to attend an immersion in a scheduled term may request a deferral until a later term. If travel is impossible for a reasonable, documented, and verifiable issue, an alternate activity will be designed. Students who believe they will face either of these situations (deferral and alternatives) are encouraged to contact HBAP Student Success (studentsupport@analytics.hbs.edu) as early as possible.

Dropping and Adding Courses

Before the start of a term, new and continuing students will receive an invitation to the Harvard Business Analytics payment portal to select courses and pay their term fees. Students may add and drop classes or withdraw from the term for a full refund until midnight before the first day of the term.

During the first term, the \$1000 enrollment deposit will be reflected in the term bill once you reach the payment screen. This enrollment deposit is non-refundable.



Each term, there is a 7-day add/drop period during which students already enrolled in the term may make changes to their enrollment. Students who wish to withdraw in full with a refund from a term during the add/drop period will be assessed a \$100 processing fee. This fee is deducted from the refunded term cost.

If a student wishes to drop a course, seminar, immersion, or full term outside of the add/drop period or deferral window (for immersions), no refund will be issued and the student must pay the term fee to retake the course, seminar, or immersion in a future term.

If a student needs to drop a course, seminar, or full term *due to an emergency* after the add/drop period, an exception may be granted within 30 days of the start of the term. No refunds will be issued, but there is no additional cost for re-enrolling in the subsequent term. Please raise your emergency situation with your Student Success Advisor as soon as possible.

In order to ensure that all students progress towards their certificate in a timely fashion, and meet internal program requirements for course sequencing, we highly recommend that students do not withdraw from courses in the middle of a term.

Financial Aid

The Harvard Business Analytics Program is not a credit bearing degree program, and is not currently eligible for Federal Financial Aid.

Funding the Program

The student is solely responsible for ensuring that their term payments are made in full before the term starts. Students will gain access to course materials after full payment is received.

In addition to paying with personal funds, a number of employers have expressed willingness to pay for participation in the program. Students may forward their term bill to employers for payment. Please consult the recommendations provided by our Student Support team.

Participants are welcome to seek private loans to pay for term fees. Participants applying for a loan will need to have their loan certified **10 business days before the term starts**, and **disbursed before the term starts**. In order to ensure that the loan is certified and disbursed on time, we recommend that students contact their lenders as early as possible. Please provide your lender with program reference number **002155-92** to ensure that the loan certification process is associated with the correct Harvard University program. Please note that loans will need to be requested for the amount of the term fee, and reapplied for each term. We cannot accept payment in full for the entire program in any given term.



Auditing Courses

Students may not audit courses within the program.

Length of Program Completion

The standard timeline for completing the program as a full-time student is 9 months; or as a part-time student is 18 months. Students who need to defer seminars or immersions, or who require the increased flexibility should contact studentsupport@analytics.hbs.edu as soon as possible. Without approval of a leave of absence request, the program must be completed within 18 months from the start of the student's first term.

Leave of Absence

Students may request a leave of absence by contacting Student Success. If a request is granted, the program must be completed within 24 months from the date of first starting the program, and a leave of absence can last no longer than 12 months. If you think you may need to take a leave from the program for any reason, please contact studentsupport@analytics.hbs.edu as soon as possible.

Withdrawal from the Program

Students may withdraw from the program at any time. No refunds will be issued if the withdrawal occurs after a term add/drop deadline. If you are considering withdrawing from the program for any reason, please contact studentsupport@analytics.hbs.edu as soon as possible.

Academic Support

If at any point during the program a student feels that they are having difficulty, the student should reach out to studentsupport@analytics.hbs.edu in order to discuss the challenges they are facing. Students are also encouraged to seek out support from the Teaching Fellows and fellow students regarding course content and strategies for academic success. In general, faculty will not offer one-on-one consultations on academic performance as part of this program.



Disability Accommodations Policy

The program welcomes participants of all backgrounds and abilities, and is committed to providing reasonable accommodations to individuals with documented disabilities who disclose a need for accommodation and provide supporting documentation. The Americans with Disabilities Act Amendments Act (ADAAA), a person is considered to have a disability if that individual (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record of having such an impairment; or (3) is regarded as having such an impairment.

Accommodation requests for the Harvard Business Analytics Program are managed by the HBS Online Accommodations team. It is the participant's responsibility to take initiative in disclosing the need for accommodation to the HBS Online Accommodations team. All participants have the ability to submit a confidential request for accommodation during the course enrollment process. After receiving a request, the HBS Online Accommodations team will engage in a good faith interactive process to establish accommodations that are reasonable based on documented diagnosis, functional limitations, and academic requirements of the course and/or program.

Below are general guidelines for documentation:

1. Presents a clear assessment of the disability or condition by a licensed provider with firsthand knowledge and relevant credentials.
2. Signed and on letterhead from the licensed treatment provider. Please note forms and templates from other institutions may require supplemental information.
3. Current, preferably within three years. (The age of the documentation may also be dependent upon the nature of the disability and the specific requested accommodation).
4. Provides a statement of the functional impact and limitations of the disability or condition on major life activities. When applicable, also outlines a prognosis of the symptoms over time and context.
5. Lists recommended accommodations with an explanation of the relevance of each to the diagnosed disability or condition.

To submit a confidential accommodation request, please reach out to the HBS Online Accommodations team at hbsonlineaccommodations@hbs.edu. Please do NOT send supporting documentation or medical records via email. We will provide instructions on how to submit documentation securely.