

Title of Programme: MSc Business Analytics and Consultancy

Programme Code: BSBANC

Programme Specification

This programme specification is relevant to students entering:
01 September 2023

Deputy Associate Dean of School (Academic Quality Assurance):
Dr. Michaela Cottee on behalf of Veronica Earle



A programme specification is a collection of key information about a programme of study (or course). It identifies the aims and learning outcomes of the programme, lists the modules that make up each stage (or year) of the programme, and the teaching, learning and assessment methods used by teaching staff. It also describes the structure of the programme, its progression requirements and any programme-specific regulations. This information is therefore useful to potential students to help them choose the right programme of study, to current students on the programme, and to staff teaching and administering the programme.

Summary of amendments to the programme

Date	Section	Amendment

If you have any queries regarding the changes please email AQO@herts.ac.uk

Programme Specification MSc Business Analytics and Consultancy

This programme specification (PS) is designed for prospective students, enrolled students, academic staff and potential employers. It provides a concise summary of the main features of the programme and the intended learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the teaching, learning and assessment methods, learning outcomes and content for each module can be found in Definitive Module Documents (DMDs) and Module Guides.

Section 1

Awarding Institution/Body	University of Hertfordshire
Teaching Institution	University of Hertfordshire
University/partner campuses	De Havilland
Programme accredited by	Not applicable
Final Award (Qualification)	MSc
All Final Award titles	MSc Business Analytics and Consultancy
(Qualification and Subject)	PgDip Business Analytics and Consultancy
FHEQ level of award	7

A. Programme Rationale

Recent technological advances, such as the 'Internet of Things (IoT)', have led to an increase in the volume, variety and velocity of data. This has brought about a rising demand for individuals who own the computational and analytical skills necessary to inform business decision making. In response to this demand from the job market, the MSc Business Analytics and Consultancy programme has been designed to equip students with the skills to critically analyse and solve both structured and unstructured business problems and handle big data to inform all levels of organisational decision making.

To achieve this, the programme has close connections with industry in a variety of ways, including a nine-month working relationship with a client as part of an extended project, invited guest lecturers and use of real-world case studies and datasets as part of the teaching and assessment strategy. These initiatives help students hone their soft skills such as team working, negotiation, presentation and time management as well as hard skills such as working with popular analytics software and tools such as R, Python, PowerBI, SQL and Simul8. Upon completion of the programme students will be ready to work or they may choose to continue their studies towards a doctorate. For those entering the workplace, there is a wide variety of jobs available to them such as: data analysts, management consultants, business analysts or operational research modellers across many industries such as healthcare, energy, retail, charity, education, manufacturing, pharmaceutical, transportation and government. The entrepreneurial skills taught within modules train graduates in taking the initiative with creative solutions and innovative thinking. This prepares them for taking a leading role in project design and problem solving, whether as part of a team in a large organisation, as a company's sole business analyst, or as an external consultant working with corporate clients.

The programme is delivered by the Business Analytics and Systems (BAS) Subject Group at the Hertfordshire Business School (HBS). The BAS Group is very strong in the areas of business analytics and consultancy and its members have diverse experience and expertise in mathematical, statistical and computational methods of analysis. The Group is home to the Statistical Services and Consultancy Unit which engages in commercial consultancy. The programme will be informed by the cutting-edge research undertaken by the academic team.

B. Educational Aims of the Programme

The programme has been devised in accordance with the University's graduate attributes of programmes of study as set out in [UPR TL03](#).

Additionally this programme aims to:

- Enable students to develop, explore and apply business analytics and consultancy tools and skills in order to be able to appreciate and analyse contemporary complex business problems
- Develop academic and practical skills appropriate to the post-graduate study of business analytics and consultancy
- Equip students for careers in a wide range of business organisations and consulting companies
- Encourage students to respond creatively to business problems and generate innovative solutions

C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, skills and other attributes in the following areas. The programme outcomes are referenced the Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014), and relate to the typical student. Additionally, the SEEC Credit Level Descriptors for Further and Higher Education (2021) have been used as a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1-Research and examine Business Analytics and its applications in different business contexts	Acquisition of knowledge and understanding is through a combination of (but is not limited to) lectures, seminars, tutorials and workshops, project work, group work, student presentations and case studies throughout the programme as a whole. The choice of method will depend upon the nature and format of specific modules and their learning outcomes.	Knowledge and understanding are assessed through a combination of (but not limited to) time constrained assessment, class tests, presentations (individual and group), group work, reports and essays.
A2-Evaluate the nature of consultancy and the skills required of the consultant in organisations and consulting companies		
A3-Critically examine appropriate advanced methods, tools, and techniques used in Business Analytics and their application to business problem solving and decision making	Additional support is provided by tutor support and one-to-one sessions with Throughout, the learner is encouraged to undertake independent study both to supplement and consolidate what is being taught/learnt and to broaden their individual knowledge and understanding of the subject.	
Intellectual skills:	Teaching/learning methods & strategies	Assessment
B1-Evaluate the importance of business analytics principles and the issues associated with their applications in business consultancy	Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above. Throughout, the learner is encouraged to develop intellectual skills further by independent study.	Intellectual skills are assessed through a combination of (but not limited to) time constrained assessment, class tests, presentations (individual and group), group work, reports and essays.
B2- Design and conduct research related to business analytics using theoretical knowledge and a range of business modelling principles and research methodologies.	Throughout, the learner is encouraged to develop intellectual skills further by independent study	

B3-Critically analyse published research and evaluate its validity and the relevance of its application to new business contexts		
B4-Develop a rigorous and analytically-driven approach to business problem analysis and creative problem solving		
Practical skills:	Teaching/learning methods & strategies	Assessment
<p>C1-Apply a range of analytical methods to business situations</p> <p>C2-Use of a range of business software and data sources to model and analyse complex business problems</p> <p>C3-Examine the processes of consultancy projects and their applications in business contexts</p> <p>C4-Apply a variety of modelling techniques and research methodologies to a range of business consultancy projects</p>	<p>Practical skills are developed throughout the programme through a variety of teaching and learning methods including, seminars, workshops, project work, group-work, student presentations and case studies.</p> <p>The choice of method will depend upon the nature and format of each specific module and the desired learning outcomes</p>	<p>Practical skills are assessed through a range of assignments built into the curriculum as outlined at A and B above.</p>
Transferable skills:	Teaching/learning methods & strategies	Assessment
<p>D1-Effectively communicate arguments, complex ideas and information both orally and in writing using a range of media.</p> <p>D2-Work and perform effectively in a team environment.</p> <p>D3-Develop and build entrepreneurial skills leading to the creation, development and delivery of value adding products and services</p> <p>D4-Develop time management skills and high levels of self-efficacy and take responsibility for</p>	<p>Transferable skills are developed throughout the programme by teaching and learning methods, which may include seminars, workshops, project/dissertation work, and group work, learning logs, student presentations, role play, computer applications and case studies.</p> <p>Throughout, the learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.</p>	<p>Transferable skills are assessed through a range of individual and group assignments built into the curriculum.</p>

their learning and personal development

D5-Use business analytics information technology tools in an effective manner

D. Programme Structures, Features, Levels, Modules, and Credits

The programme is offered in full-time (1 year) mode and leads to the award of a MSc Business Analytics and Consultancy or the PG Diploma Business Analytics and Consultancy. Entry is at Level (7) with an honours degree of at least 2:2 classification in Business, Management, or any other discipline that includes a quantitative or computing element. While not a formal requirement, an aptitude for mathematics or computing is desirable for students on this course. Intake is normally semester A (September).

Professional and Statutory Regulatory Bodies

Upon successful completion of the 30-credit core module Consultancy Skills for Business Analysts, students can apply for the Chartered Management Institute (CMI) L7 Certificate in Professional Consulting for a fee.

Work-Based Learning, including Sandwich Programmes

Not applicable

Programme Structure

The programme structure and progression information below (Table 1a and 1b) is provided for the award. Any interim awards are identified in Table 1b. The Programme Learning Outcomes detailed above are developed and assessed through the constituent modules. Table 2 identifies where each learning outcome is assessed.

Table 1a Outline Programme Structure

Mode of study Full time, MSc Business Analysis & Consultancy

Entry point Semester A

Full-time MSc Business Analytics & Consultancy Programme Structure Overview

Sem A	Consultancy Skills for Business	Data Analytics 7BSP1361 (30 credits)	Business Analytics Tools 7BSP1359 (15 credits)	Databases and Business Intelligence 7BSP1362 (15 credits)	Individual Consultancy Project 7BSP1180 (60 credits taken over all 3 semesters)
Sem B	Analysts 7BSP1360 (30 credits)		Computer Simulation for Business 7BSP0413 (15 credits)	Option (all 15 credits): Decision Analytics 7BSP1363 or International Supply Chain Management 7BSP1011	
Sem C					

Compulsory Modules

Module Title	Module Code	Credit Points	% Examination	% Coursework	% Practical	Semesters
Consultancy Skills for Business Analysts	7BSP1360	30	0	100	0	AB
Data Analytics	7BSP1361	30	0	100	0	AB
Business Analytics Tools	7BSP1359	15	0	100	0	A
Databases and Business Intelligence	7BSP1362	15	0	100	0	A
Computer Simulation for Business	7BSP0413	15	0	100	0	B
Individual Consultancy Project	7BSP1180	60	0	100	0	ABC
Semester B option module (see list below)		15	0	100	0	B

Optional Modules

Module Titles	Module Code	Credit Points	% Examination	% Coursework	% Practical	Semesters
Decision Analytics	7BSP1363	15	0	100	0	B
International Supply Chain Management	7BSP1011	15	0	100	0	B

The award of an MSc Business Analytics and Consultancy requires 180 credit points passed at Level 7, including the Individual Consultancy Project.

Mode of study Full time, PG Diploma Business Analysis & Consultancy

Entry point Semester A

Full-time PG Dip Business Analytics & Consultancy Programme Structure Overview

Sem A	Consultancy Skills for Business Analysts	Data Analytics 7BSP1361 (30 credits)	Business Analytics Tools 7BSP1359 (15 credits)	Databases and Business Intelligence 7BSP1362 (15 credits)
Sem B	7BSP1360 (30 credits)		Computer Simulation for Business 7BSP0413 (15 credits)	Option (all 15 credits): Decision Analytics 7BSP1363 or International Supply Chain Management 7BSP1011

Compulsory Modules Module Title	Module Code	Credit Points	% Examination	% Coursework	% Practical	Semesters
Consultancy Skills for Business Analysts	7BSP1360	30	0	100	0	AB
Data Analytics	7BSP1361	30	0	100	0	AB
Business Analytics Tools	7BSP1359	15	0	100	0	A
Databases and Business Intelligence	7BSP1362	15	0	100	0	A
Computer Simulation for Business	7BSP0413	15	0	100	0	B
Semester B option module (see list below)		15	0	100	0	B

Optional Modules Module Titles	Module Code	Credit Points	% Examination	% Coursework	% Practical	Semesters
Decision Analytics	7BSP1363	15	0	100	0	B
International Supply Chain Management	7BSP1011	15	0	100	0	B

The award of PG Diploma Business Analytics and Consultancy requires 120 credit points passed at Level 7

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at end of (normally):	Programme Learning Outcomes developed (see above)
Masters	Business Analytics and Consultancy	180 credit points including at least 150 at level 7	3 Semesters	All programme learning outcomes (see Table 2)
Postgraduate Diploma	Business Analytics and Consultancy	120 credit points, including at least 90 at level 7	2, 3 Semesters	A1, A3, B1, B2, B3, B4, C1, C2, C4, D1, D2, D3, D4, D5

Interim Award	Award Title	Minimum requirements	Available at end of Level	Programme Learning Outcomes developed (see above)
Postgraduate Certificate	Untitled	60 credit points, including at least 45 at level 7	1-2 Semesters	For untitled awards: See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm

Masters and Diploma awards can be made "with Distinction" or "with Commendation" where criteria as described in UPR AS14, Section D and the students' handbook are met.

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) and [UPR AS14](#)) with the exception of those listed below, which have been specifically approved by the University:

NONE

Further points of clarification and interpretation relevant to this specific programme are given below:

- To receive the named award students must pass Consultancy Skills for Business Analysts and Data Analytics (which means that they cannot be compensated in these modules.)

E. Management of Programme & Support for student learning

Management

The programme is managed and administered through:

- The Programme Leader, who is responsible for advising students on the programme as a whole and chairing the programme committee
- Student representatives on programme committees
- Module Leaders who are responsible for individual modules
- A designated administrative team to deal with day-to-day administration associated with the modules within the programme.
- The Dean and Deputy Dean of Hertfordshire Business School
- The Associate Dean (PG Student Experience), who has delegated authority for postgraduate programmes in the Hertfordshire Business School
- The Associate Dean (Academic Quality Assurance) and Associate Dean (Learning and Teaching), who have responsibility for academic quality and learning and teaching in the Hertfordshire Business School
- A Programme Leader, who is responsible for the day-to-day management of the programme
- Head of Business Analytics & Systems Subject Group
- An Admission Tutor, with specific responsibility for open days and recruitment
- An International Admissions Tutor, with specific responsibility for recruitment of overseas students
- A Programme Committee, the membership of which includes student representatives from each level of study and key members of Hertfordshire Business School staff

Support

Students are supported by:

- An induction week at the beginning of each new academic session.
- Overseas Orientation
- You will have a Personal Tutor who will be an important point of contact, able to help you gain a good understanding of the School and programme you are studying.
- A substantial Student Centre that provides advice on issues such as finance, University regulations, legal matters, accommodation, international student support, etc
- Office of Dean of Students, Student Wellbeing (incorporating Counselling, Mental Health and Disability Support), Chaplaincy, and Day Nursery
- Canvas, a versatile on-line inter-active intranet and learning environment
- Guided student-centred learning on Canvas module sites
- Access to extensive digital and print collections of information resources
- Attractive modern study environments in 2 Learning Resources Centre
- Student Success Hubs, which include a Mathematics Drop-in Centre
- Medical Centre
- University Disability Advisors
- Careers and Employment
- Hertfordshire Students' Union
- Dedicated programme site

- A Programme Leader to help students understand the course/programme structure
- Academic Skills Centres
- A designated administration team
- The Hertfordshire Business School Information Point
- English Support classes
- Student representatives on Programme Committees
- Centre for Academic Skills Enhancement (CASE)
- An Equality, Diversity and Inclusion Office
- A Mathematics drop-in centre

F. Other sources of information

In addition to this Programme Specification, the University publishes guidance to registered students on the programme and its constituent modules:

- A Programme (or Student) Handbook;
- A Definitive Module Document (DMD) for each constituent module;

The [Ask Herts](#) website provides information on a wide range of resources and services available at the University of Hertfordshire including academic support, accommodation, fees, funding, visas, wellbeing services and student societies.

As a condition of registration, all students of the University of Hertfordshire are required to comply with the University's rules, regulations and procedures. These are published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents which are available on-line, on the UPR web site, at: <http://www.herts.ac.uk/secreg/upr/>. In particular, [UPR SA07](#) 'Regulations and Advice for Students' Particular Attention - Index' provides information on the UPRs that contain the academic regulations of particular relevance for undergraduate and taught postgraduate students.

In accordance with section 4(5) of the Higher Education and Research Act 2017 (HERA), the UK Office for Students (OfS) has registered the University of Hertfordshire in the register of English higher education providers. The Register can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>.

G. Entry requirements

The normal entry requirements for the programme are:

For current entry tariff point requirements, please refer to the relevant page for the Course on the University website or on the online prospectus.

The programme is subject to the University's Principles, Policies and Regulations for the Admission of Students to Undergraduate and Taught Postgraduate Programmes (in [UPR SA03](#)), along with associated procedures. These will take account of University policy and guidelines for assessing accredited prior certificated learning (APCL) and accredited prior experiential learning (APEL).

If you would like this information in an alternative format please contact:
dhaq@herts.ac.uk

If you wish to receive a copy of the latest External Examiner's Report for the programme, please email a request to aqo@herts.ac.uk

MSc Business Analytics and Consultancy

Table 2: Development of Intended Programme Learning Outcomes in the Constituent Modules

This map identifies where the programme learning outcomes are assessed in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the programme aims (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own learning, personal and professional development as the programme progresses.

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		Knowledge & Understanding				Intellectual Skills				Practical Skills				Transferable Skills			
Module Title	Module Code	A1	A2	A3	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5
Consultancy Skills for Business Analysts	7BSP1360	X	X	X	X	X	X	X	X		X	X	X	X	X	X	
Data Analytics	7BSP1361	X		X			X	X	X	X			X			X	
Business Analytics Tools	7BSP1359	X		X		X	X	X	X	X			X	X		X	
Databases and Business Intelligence	7BSP1362	X		X	X			X	X	X			X			X	X
Computer Simulation for Business	7BSP0413	X		X			X	X	X	X			X	X		X	X
Individual Consultancy Project	7BSP1180	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Option Module Title																	
Decision Analytics	7BSP1363	X		X			X	X	X	X			X			X	
International Supply Chain Management	7BSP1011	X			X	X	X	X				X	X	X	X	X	X

PG Diploma Business Analytics and Consultancy

		Programme Learning Outcomes (as identified in section 1 and the following page)															
		Knowledge & Understanding				Intellectual Skills				Practical Skills				Transferable Skills			
Module Title	Module Code	A1	A2	A3	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5
Consultancy Skills for Business Analysts	7BSP1360	X	X	X	X	X	X	X	X		X	X	X	X	X	X	
Data Analytics	7BSP1361	X		X			X	X	X	X			X			X	
Business Analytics Tools	7BSP1359	X		X		X	X	X	X	X			X	X		X	
Databases and Business Intelligence	7BSP1362	X		X	X			X	X	X			X			X	X
Computer Simulation for Business	7BSP0413	X		X			X	X	X	X			X	X		X	X
Option Module Title																	
Decision Analytics	7BSP1363	X		X			X	X	X	X			X			X	
International Supply Chain Management	7BSP1011	X			X	X	X	X				X	X	X	X	X	X

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

- A1. Research and examine Business Analytics and its applications in different business contexts
- A2. Evaluate the nature of consultancy and the skills required of the consultant in organisations and consulting companies
- A3. Critically examine appropriate advanced methods, tools, and techniques used in Business Analytics and their applications to business problem solving and decision making

Practical Skills

- C1. Apply a range of analytical methods to business situations
- C2. Use of a range of business software and data sources to model and analyse complex business problems
- C3. Examine the processes of consultancy projects and evaluate their applications in business contexts
- C4. Apply a variety of modelling techniques and research methodologies to a range of business consultancy projects

Intellectual Skills

Transferable Skills

- B1. Evaluate the importance of business analytics principles and the issues associated with their applications in business consultancy
- B2. Design and conduct research related to business analytics using theoretical knowledge and a range of business modelling principles and research methodologies
- B3. Critically analyse published research and evaluate its validity and the relevance of its application to new business contexts
- B4. Develop a rigorous and analytically-driven approach to business problem analysis and creative problem solving
- D1. Effectively communicate arguments, complex ideas and information both orally and in writing using a range of media
- D2. Work and perform effectively in a team environment
- D3. Develop and build entrepreneurial skills leading to the creation, development and delivery of value adding products and services
- D4. Develop time management skills and high levels of self-efficacy and take responsibility for their learning and personal development
- D5. Use business analytics information technology tools in an effective manner

Section 2

Programme management

Relevant QAA subject benchmarking statements

Type of programme

Date of validation/last periodic review

Date of production/ last revision of PS

Relevant to level/cohort

Administrative School

Language of Delivery

Business and Management 2015

Taught postgraduate

November 18

March 2023

Level 7 entering September 2022

Hertfordshire Business School

English

Table 4 Course structure

Course details			
Course Code	Course Description	HECOS	UCAS
BSBANC	MSc Business Analytics and Consultancy	10079	N/A

Course details			
Course Code	Course Description	HECOS	UCAS
BSBANCPGD	PG Diploma Business Analytics and Consultancy	10079	N/A