


Title of Programme: MSc Business Analytics and Consultancy

Programme Code: BSBANC

Programme Specification

This programme specification is relevant to students entering:
01 September 2025

Deputy Associate Dean of School (Academic Quality Assurance):
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Signature: 

A programme specification is a collection of 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), and the teaching, learning and assessment methods used by teaching staff. It also describes the programme's structure, progression requirements, and programme-specific regulations. This information is helpful to potential students in choosing the right programme of study, current students on the programme, and 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 (P.S.) is for prospective students, enrolled students, academic staff and potential employers. It concisely summarises the programme's main features and the intended learning outcomes that a typical student might reasonably expect to achieve and demonstrate if they take full advantage of the learning opportunities provided. Students can find more detailed information on the teaching, learning, assessment methods, learning outcomes, and content for each module in Definitive Module Documents (DMDs).

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)	
FHEQ level of award	7

A. Programme Rationale

The Business Analytics and Consultancy programme at the University of Hertfordshire is designed to develop technical and professional skills essential for successful careers in analytics and consultancy. Students engage with a curriculum that emphasises real-world applications and strategic thinking. Throughout the programme, they gain a deep understanding of consultancy skills, learning to manage projects, engage stakeholders, and communicate effectively. Through practical coursework, students apply business analysis frameworks to realistic scenarios, enhancing their ability to navigate complex business environments. Ethical awareness and sustainability are also central themes, preparing graduates to responsibly address pressing issues in the consultancy field.

A focus on data-driven decision-making underpins much of the programme, with students exploring quantitative techniques and management science methods. They develop strong analytical capabilities by working on case studies and applying advanced tools to solve business problems. The programme's emphasis on data analytics allows students to work with statistical models, machine learning, and data mining techniques, enabling them to derive valuable insights from data. As they progress, students enhance their data manipulation, analysis, and visualisation skills with assignments that reinforce technical proficiency and the ability to communicate complex ideas. Each project requires students to reflect on the strategic implications of their analyses, aligning their work with broader business objectives.

Students also learn the importance of effective and ethical data management. By delving into data governance and quality management, they gain the skills to manage data securely and sustainably. Students learn to handle data at every stage throughout their studies, from collection and transformation to storage and visualisation. Emphasising compliance with regulatory standards, the programme ensures students are prepared to maintain data integrity in professional settings. They also explore systems thinking, gaining the ability to assess business scenarios holistically and apply solutions that address systemic challenges.

The programme culminates in an individual consultancy project, where students work with real clients on sector-specific business challenges. This capstone project provides a platform for students to showcase their consultancy skills by conducting industry analyses, developing strategic proposals, and delivering impactful solutions. The project's requirements allow students to demonstrate their technical expertise, manage client relationships, and communicate effectively. Combined with opportunities to work on case studies, engage with guest speakers, and participate in industry-led projects, the programme provides students with a comprehensive learning experience that bridges theoretical knowledge with practical, real-world applications. By the end,

graduates are equipped with the skills needed to succeed in the dynamic field of business analytics and consultancy.

B. Educational Aims of the Programme

Diversity and Inclusion

Our programmes enable all students to engage meaningfully with the curriculum by being accessible and representative. We will support students in shaping their learning experience, removing barriers and allowing them to succeed. The curriculum explicitly includes multiple and representative perspectives, valuing collective identities and individual diversity. Learning, teaching and assessment activities help students understand how to enhance outcomes for themselves and others. All students belong to a learning community, and during their studies, we want to hear their voices and encourage them to listen to others and express themselves.

The programme follows 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 to be able to appreciate and analyse contemporary complex business problems
- Develop academic and practical skills appropriate to the postgraduate 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

Graduate Attributes

Our graduates will be capable and professional, creative and enterprising, and will build their social and global awareness throughout. In addition to their subject expertise and proficiency, as a University of Hertfordshire graduate, they will be:

- Professionally focused
 - Globally minded
 - Sustainability driven
 - Digitally capable and confident
 - Inclusive and collaborative
 - Evidence-based and ethical
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C. Intended Learning Outcomes

The programme provides opportunities for students to develop and demonstrate knowledge, understanding, skills, and other attributes in the following areas. The programme outcomes are referenced in 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) is a guiding framework for curriculum design.

Knowledge and Understanding:	Teaching/learning methods & strategies	Assessment
A1-Research and examine the business data analytics lifecycle and its applications in different business contexts.	Knowledge acquisition and understanding are achieved through a combination of (but are not limited to) lectures, seminars, tutorials and workshops, project work, group work, student presentations, and case studies throughout the programme. The choice of method will depend upon the nature and format of specific	Knowledge and understanding through a combination of case study analysis, role-playing and simulation exercises, skills portfolio, self-assessments and peer review reflection
A2-Evaluate the nature of consultancy and the ethical skills required of the consultant in organisations and consulting companies.		

A3-Critically examine appropriate methods, tools, and techniques used in business data analytics and their application to business problem-solving and decision-making.	<p>modules and their learning outcomes.</p> <p>The learner is encouraged to undertake independent study to supplement and consolidate what is being taught/learnt and to broaden their knowledge and understanding of the subject.</p>	
Intellectual skills:	Teaching/learning methods & strategies	Assessment
<p>B1-Evaluate the importance of business data analytics principles and the ethical issues associated with their applications in business consultancy.</p> <p>B2-Design and conduct research related to business data analytics using theoretical knowledge and a range of business modelling principles and research methodologies.</p> <p>B3-Critically analyse published research and evaluate its validity and the relevance of its application to new business contexts.</p> <p>B4- Develop a rigorous and analytically driven approach to business problem analysis and creative problem-solving</p>	<p>The methods and strategies outlined in section A above develop intellectual skills throughout the programme.</p> <p>The learner is encouraged to develop intellectual skills further by independent study.</p>	Intellectual skills are acquired through interactive debates and simulations, research design and live projects, and critical research analysis and discussions.
Practical skills:	Teaching/learning methods & strategies	Assessment
<p>C1-Apply a range of business analysis methods to business situations</p> <p>C2- Use of a range of business applications and data sources to model, analyse and visualise complex business problems</p> <p>C3- Examine the ethical 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 developed throughout the programme through various 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>	Practical skills are acquired through simulation challenges and workshops, data visualisation and integration projects, consultancy process exercises and reflections.

Transferable skills:	Teaching/learning methods & strategies	Assessment
D1 - Effectively communicate arguments, complex ideas and information orally and in writing using various media. D2 - Work and perform effectively in a team environment. D3 - Develop and build entrepreneurial skills to create, develop and deliver 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 data analytics models in an ethical and effective manner	Teaching and learning methods develop transferable skills throughout the programme, including seminars, workshops, project/dissertation work, group work, learning logs, student presentations, role-play, computer applications, and case studies. The learner is encouraged to develop transferable skills by maintaining a record of evidence and completing a personal development plan.	Transferable skills are acquired through multimedia presentations, virtual pitches, team-based simulation and peer feedback, entrepreneurial projects and innovation, personal development plans and time management simulations, analytics model challenges and dashboard design.

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

The programme is offered full-time (1 year), leading to an MSc in Business Analytics and Consultancy award. Entry is at Level 7 with an honour's 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 usually semester A (September).

Professional and Statutory Regulatory Bodies

Upon completing the 30-credit core module Consultancy Skills for Business and Individual Consultancy Projects, 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

The final award 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	Business Analytics Methods	Data Analytics 7BUS2222	Consultancy Skills for Business	Data Management for Analytics 7BUS2223 (15 credits)	
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Sem B	7BUS2221 (30 credits)	(30 credits)	7BUS2220 (30 credits)	Option (15 credits): Systems Thinking for Business Modelling 7BUS2224 Decision-making under Deep Uncertainty 7BUS2226 Effective Data Storytelling 7BUS2225	Individual Consultancy Project 7BUS2227 (60 credits taken over all three semesters)
Sem C					

	Module Code	Credit Points	% Test	% Examination	% Coursework	% Practical	Semesters
Compulsory Modules							
Module Titles							
Business Analytics Methods	7BUS2221	30	0	0	100	0	AB
Data Analytics	7BUS2222	30	0	0	100	0	AB
Consultancy Skills for Business	7BUS2220	30	0	0	100	0	AB
Data Management for Analytics	7BUS2223	15	0	0	100	0	A
Individual Consultancy Project	7BUS2227	60	0	0	100	0	ABC
Optional Modules (choose one 15 credit module from the list below)							
Module Titles							
Systems Thinking for Business Modelling	7BUS2224	15	0	0	100	0	B
Effective Data Storytelling	7BUS2225	15	0	0	100	0	B
Decision-making Under Deep Uncertainty	7BUS2226	15	0	0	100	0	B

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

Table 1b Final and interim awards available

The programme provides the following final and interim awards:

Final Award	Award Title	Minimum requirements	Available at the end of (usually):	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 (A1, A2, A3, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4, D5)
Interim Award	Award Title	Minimum requirements	Available at the end of Level	Programme Learning Outcomes developed (see above)

Postgraduate Diploma	Business Analytics and Consultancy	120 credit points, including at least 90 at level 7	2, 3 Semesters	All programme learning outcomes (A1, A2, A3, B1, B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4, D5)
Postgraduate Certificate	Untitled	60 credit points, including at least 45 at level 7	1-2 Semesters	<i>For untitled awards:</i> See UPR AS11, section 13: http://sitem.herts.ac.uk/secreg/upr/AS11.htm (A1, A2, A3, B1, B2, B3, B4, C1, D1, D2, D3, D4)

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

Programme-specific assessment regulations

The programme is compliant with the University's academic regulations (in particular, [UPR AS11](#), [UPR AS12/UPR AS13](#) (*delete as applicable*) and [UPR AS14](#)) which have been specifically approved by the University:

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
- 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 (P.G. 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 Department
- An Admission Tutor with specific responsibility for open days and recruitment
- An International Admissions Tutor with particular responsibility for recruitment of overseas students
- A Programme Committee, the membership of which includes student representatives from each Level of study and critical 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 essential point of contact and will be 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.
- A versatile online 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 Centres
- 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 dedicated programme site
- A Definitive Module Document (DMD) for each constituent module;

The [Ask Herts](#) website provides information on various 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 must comply with the University's rules, regulations, and procedures, published in a series of documents called 'University Policies and Regulations' (UPRs). The University requires that all students consult these documents, which are available online on the UPR website 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 specific relevance for undergraduate and taught postgraduate students.

Following section 4(5) of the Higher Education and Research Act 2017 (HERA), the U.K. Office for Students (OfS) has registered the University of Hertfordshire in the Register of English Higher Education Providers, which can be viewed at: <https://www.officeforstudents.org.uk/advice-and-guidance/the-register/the-ofs-register/>.

G. Entry requirements

For detailed entry tariff point requirements, please refer to the relevant page for the course on the university website or 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 consider 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 get in touch with 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

Table 2 MSc Business Analytics and Consultancy

Tables 2 identify the assessment of programme learning outcomes 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 learning and 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
Individual Consultancy Project	7BUS2227	X	X	X	X	X	X	X	X	.	X	X	X	X	X	X	.
Data Management for Analytics	7BUS2223	X	.	X	.	X	X	X	X	X	.	X	X	.	.	X	.
Consultancy Skills for Business	7BUS2220	X	.	X	.	X	X	X	X	X	.	.	X	X	.	X	.
Data Analytics	7BUS2224	X	.	X	X	.	.	X	X	X	.	.	X	X	.	X	X
Business Analytics Methods	7BUS2221	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Option Module Title																	
Systems Thinking for Business Modelling	7BUS2224	X	.	X	.	.	X	X	X	X	.	.	X	X	.	X	.
Decision-making under deep uncertainty	7BUS2226	X	.	X	.	.	X	X	X	X	.	.	X	X	.	X	.
Effective Data Storytelling	7BUS2225	X	.	.	X	X	X	X	.	.	.	X	X	X	X	X	X

KEY TO PROGRAMME LEARNING OUTCOMES

Knowledge and Understanding

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

Intellectual Skills

- B1 - Evaluate the importance of business data analytics principles and the ethical issues associated with their applications in business consultancy.
- B2 - Design and conduct research related to business data 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

Practical Skills

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

Transferable Skills

- D1 - Effectively communicate arguments, complex ideas and information orally and in writing using various media.
- D2 - Work and perform effectively in a team environment.
- D3 - Develop and build entrepreneurial skills to create, develop and deliver 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 data analytics models in an ethical and effective manner

Table 3: Development of Graduate Attributes in the Constituent Modules

This map identifies where the Graduate Attributes are delivered in the constituent modules. It provides (i) an aid to academic staff in understanding how individual modules contribute to the development of the Graduate Attributes (ii) a checklist for quality control purposes and (iii) a means to help students monitor their own personal and professional development as the programme progresses. [Note that there is no requirement for the Graduate Attributes to be assessed through these modules]

D = Delivered

Module Title	Module Code	Professionally Focused	Globally Minded	Sustainability Driven	Digitally capable & confident	Inclusive and collaborative	Evidenced based and Ethical
Individual Consultancy Project	7BUS2227	D	D	D	D	D	D
Data Management for Analytics	7BUS2223			D	D		D
Consultancy Skills for Business	7BUS2220	D				D	D
Data Analytics	7BUS2224	D			D		D
Business Analytics Methods	7BUS2221		D		D	D	
Option Module Title							
Systems Thinking for Business Modelling	7BUS2224	D		D		D	D
Decision-making under deep uncertainty	7BUS2226	D		D		D	
Effective Data Storytelling	7BUS2225		D		D	D	

Section 2

Programme management

Relevant QAA subject benchmarking statements	Business and Management 2015
Type of programme	Taught postgraduate
Date of validation/last periodic review	January 2025
Date of production/ last revision of P.S.	January 2025
Relevant to level/cohort	7
Administrative School	Hertfordshire Business School
Language of Delivery	English

Table 1 - Awards

Course details			
Course Code	Course Description	HECOS	UCAS
BSBANC	MSc Business Analytics and Consultancy	100079	N/A