



HARVARD

Business Analytics Program

Student Handbook



Contents

Program Overview	3
Grading and Certification	3
Program Grades	3
Course Grades.....	4
Defer and Fail with Exception Policy	4
Community Values	5
Honor Code.....	6
Student Expectations.....	6
Live Session Presence.....	7
Slack.....	7
Academic Information	8
Class Attendance Policy	8
Immersion Information and Attendance Policy	9
Dropping and Adding Courses.....	9
Financial Aid.....	10
Funding the Program.....	10
Auditing Courses	10
Length of Program Completion	10
Extension	11
Program Dismissal.....	11
Administrative Withdrawal.....	11
Leave of Absence.....	11
Withdrawal from the Program	11
Academic Support.....	11
Disability Accommodations Policy	12



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 provided. 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, as well as synchronous session attendance, participation in the synchronous sessions, and completion of asynchronous work. Grading is done by the course teaching team which includes course teaching faculty, teaching fellows, and the assigned online learning manager.

- **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. Students retaking a failed course are required to repay tuition for the course. A course fail has a grade equivalency of D-F.
- **Fail (with Exception)** - In rare circumstances, students may request a “Fail with Exception” so that you are not required to repay for the course. FWEs are not guaranteed, and are only granted once per course. An FWE must be approved by both the Student Success team and HBAP administration. Refer to the Fail with Exception Policy section below.

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.

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.

Defer and Fail with Exception Policy

If a student wishes to defer their course enrollment, they must request the defer before the add/drop deadline (one week after term start by 12pm ET). A deferral allows a student to apply payment for a course to a future term (see “Dropping and Adding Courses”). Deferral requests should be communicated to the Student Success team no later than 12pm ET the day of the add/drop deadline. We strongly encourage you to discuss any enrollment changes with your Student Success Advisor prior to this deadline. An HBAP student who has registered for an immersion can request to defer the immersion no later than 30 days prior to the immersion start (this date will be shared in immersion communications). Defers can be granted if a student is unable to secure the necessary visa to travel to HBS for the immersion or other reasons that make travel impossible. In some cases, the program may recommend that a student complete the immersion using a digital alternative (asynchronous recordings of sessions).



In rare circumstances, students may request a “Fail with Exception” (FWE) for a specific course or seminar. Students granted a Fail with Exception are not required to repay to retake the course/seminar. An FWE will not appear on a student’s grade report once the course is retaken and listed as pass. FWEs are not guaranteed and are only granted once per course. An FWE must be approved by both the Student Success team and HBAP administration.

Early and active communication is essential to help us support students during life events. To the extent possible, we encourage students to continue coursework while any exception request is under review. As part of our review process, we may request supporting documentation.

Extreme life circumstances include, but are not limited to:

- Unexpected medical situation for you or a dependent
- Death of a family member
- Natural disaster or other large-scale event

We **will not** consider exceptions for events such as:

- Vacations
- Conflicting professional obligations
- Time zone changes
- Traveling for work/vacation (if you know you are in or will be traveling through an area with limited internet connectivity, we expect you to plan ahead to still meet deadlines and requirements)
- Local technical issues

Our team will review the severity of the life event, the timeliness of the request, and where the student is in the course when reviewing the request. Each request we receive is reviewed on a case-by-case basis. While our team aims to work with participants with extreme life events, we are not always able to provide a specific policy exception a student may prefer.

Community Values

The Harvard Business Analytics Program affirms the Community Values of Harvard Business School. When participants join the Harvard Business Analytics Program community, they are expected to abide by the following values:

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

Through our personal commitment to these values, we can create an environment in which all can achieve their full potential as lifelong learners.

Failure to uphold the HBAP Community Values may result in removal from the Harvard Business Analytics Program.



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, without claiming AI output as your own.
- 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. We also expect students to be thoughtful and abide by the Honor Code and the expectations stated below as they pertain to the usage of generative AI tools such as large language models in their coursework. HBAP faculty and administrators are actively seeking ways to encourage uses of generative AI such that they enhance learning for our students, not detract from it.

This means that students use the tools to learn more and build up their own (human) considered judgment, for example through engaging more regularly with sophisticated opposing arguments as they practice making decisions.

While the HBAP faculty want students to be leaders in making the most of advances in generative AI and hope that they will use it to enhance their learning, certain protective guidelines adopted by Harvard Business School require close consideration. To that end, please review the expectations below carefully, and request clarification from your faculty when needed.

To facilitate effective participation and learning for all, students are expected to:

- 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.
- Prepare for all live classes by reviewing all asynchronous materials and completing all required assignments prior to synchronous sessions.
 - While use of generative AI tools is allowed in preparation for class discussions, please note that faculty may prohibit their use in specific cases at any time.



- Arrive to live, synchronous class sessions promptly and remain in the session until the end of each session.
 - AI tools may not be used in lieu of attending or participating in required live sessions of any kind, such as faculty-led class sessions, office hours, and peer learning sessions.
- Participate in classroom discussions constructively.
- Assume responsibility for independently verifying the accuracy of information generated through the use of AI tools.
- Familiarize themselves with course policies regarding when and what use of generative AI tools is allowed and prohibited.
 - This means reading assignment instructions thoroughly and asking clarifying questions if you are unsure (your current course Slack channel is a good place for this kind of question).
- Refrain from uploading or copy/pasting copyrighted material or material that otherwise violates the rights of another person or entity into the publicly available*
 - This means that students may not upload HBS case studies, faculty-produced slides and other course materials, even as part of preparation for class discussions.
 - This also means that students may not use AI tools to generate transcripts or recordings of live class sessions, as this would compromise copyrighted course material.

Live Session Presence

We treat the virtual classroom the same way we treat an in-person class experience. You should:

- Arrive on time
- Join from a quiet space
- Have your camera turned on for the duration of the session
- Raise your virtual hand in Zoom to ask a question or contribute to the discussion
- Keep your microphone muted until you are called on

Slack

Slack is a messaging app that you will use throughout your program. Students can expect to have a dedicated channel for each course, as well as a cohort channel for all students who start the program together in any given term. Students are asked to follow these guidelines:

- “@channel” mentions are reserved for program faculty and administration in course channels. Please refrain from using the “@channel” function in all course Slack channels.
- Keep content relevant to the class and the topics it covers.
- Direct all individual concerns to your Student Success Advisor. Slack is a public forum and administrators are prohibited from discussing individual student circumstances in a Slack channel.
- Uphold all HBAP Community Values and Honor Code guidelines.

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



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:

- **Competing in the Age of AI (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 to enable seminar and immersion attendance at the end of first term.
- **Operations and Supply Chain Management (C3)**—C2 must have been completed in a previous term.
- **Programming and Data Systems (C4)**—C2 must have been taken in a previous term or simultaneously enrolled in the first term.
- **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.
- **Seminar: Leadership, Innovation, and Change (S1)**—C1 must be taken before.
- **Seminar: Leadership and People Analytics (S2)**—S1, C2 and C4 must be taken before.
- **Immersion 1 (I1)**—C1, C2, and S1 must be taken before.
- **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.

Use of AI tools in recording and transcription of live sessions in lieu of attendance, including in peer learning sessions or office hours, is not allowed.

If you have more than two total excused absences from an 8-week course or more than 1 unexcused absence from a 2-week seminar, you will not meet the minimum attendance requirement and will fail the course. Students who wish to receive a Fail with Exception must have their appeal approved by both the Student Success and the administrative teams.

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 due to a documented emergency in a scheduled term may request a deferral to a future term. Deferral requests must be received no later than 30 days prior to the start of immersion, otherwise you will receive a Fail grade. If you have a documented reason for missing immersion, you can request a Fail with Exception, which will be granted on a case-by-case basis.

If travel is impossible for a reasonable, documented, and verifiable issue, an alternate activity may 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.

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

The deadline to add classes is the Thursday before term start by 5pm ET. The deadline to drop courses is one week after term start by 12pm ET. If you request a refund during this period, you will be assessed a \$100 processing fee. This fee is deducted from the refunded term cost.

After the drop period, all enrollment is considered finalized and any further requests to drop courses throughout the term will only be considered for special circumstances.

If a student needs to defer an immersion due to a documented emergency after the add/drop period, a “deferral” exception may be granted no later than 30 days prior to the start of immersion. Deferrals are not eligible for refunds, but are considered paid in full for a future term. Please raise your request for a deferral exception with your Student Success Advisor as soon as possible.

After this deadline, students are expected to complete coursework or receive a Fail (see page 4). Failed with Exceptions may be granted for special circumstances and are subject to approval.



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 start. Students are not considered enrolled until they are paid in full and will only 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.

Additionally, HBAP has partnered with EdAid, a platform that allows students to create no-interest payment plans. Students wishing to enroll in EdAid as a payment option should contact their Student Success Advisor.

Income-Based Scholarships

In April 2023, the program began offering a limited number of income-based scholarships that cover either 20% or 30% of the program cost. Scholarships are disbursed based on the recipient's enrollment over the length of the program. Scholarships only apply to future coursework – no refunds will be given for previous coursework.

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 3 terms; or as a part-time student is 6 terms. Students who need to defer seminars or immersions, or who require an extension to complete all coursework should contact studentsupport@analytics.hbs.edu as soon as possible. Without



an approved extension, the program must be completed by the conclusion of 6 consecutive terms as a full-time student or 9 consecutive terms as a part-time student from the start of the student's first term. Failure to complete the program within the respective 6 or 9 consecutive term timeline or by the extension date will result in an administrative withdrawal.

Extension

Students may request an extension if they are unable to complete the program within the standard timeline. Students may request an extension due to hardship, requests for an extension should be submitted to studentsupport@analytics.hbs.edu. Approval of an extension is granted by HBAP administration.

Program Dismissal

A student will be dismissed from the program if they receive a grade of fail for a single course, seminar, or immersion more than once. Refer to Course Grading for more information.

A student will be dismissed from the program if they receive a grade of fail for 3 or more courses, seminars, or immersions.

Administrative Withdrawal

A student will be administratively withdrawn from the program if they exceed the length of program completion or take a leave of absence that lasts longer than 12 months.

Leave of Absence

Students may request a leave of absence by contacting Student Success. A leave of absence can last no longer than 12 consecutive 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, it 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 accommodations@mail.analytics.hbs.edu. Please do NOT send supporting documentation or medical records via email. We will provide instructions on how to submit documentation securely.