Royal Holloway, University of London
Course specification for a postgraduate award
MSc BUSINESS ANALYTICS (3677)

Section 1 – Introduction to your course

This course specification is a formal document, which provides a summary of the main features of your course and the learning outcomes that you might reasonably be expected to achieve and demonstrate if you take full advantage of the learning opportunities that are provided. Further information is contained in the University prospectus, and in various handbooks, all of which you will be able to access online. Alternatively, further information on the University's academic regulations and policies can be found here. Further information on the University's Admissions Policy can be found here.

Your degree course in MSc Business Analytics will focus on the use of analytics for understanding and predicting customer behaviour, monitoring and optimising processes. It also equips you to make data-driven and evidence-based decisions and drive transformation within businesses. You will engage with a range of topics and areas of study, including public, private, charitable and civic organisations to assist with interpretation of their anonymised datasets and/or capacity building of digital skills. In this course, you will develop essential digital skills using top-tier software for cloud computing, data analytics, and data visualisation, thereby improving your ability to make well-informed, real-world business decisions.

While Royal Holloway keeps all the information made available under review, courses and the availability of individual modules, especially optional modules are necessarily subject to change at any time, and you are therefore advised to seek confirmation of any factors which might affect your decision to follow a specific course. In turn, Royal Holloway will inform you as soon as is practicable of any significant changes which might affect your studies.

The following is brief description for some of the most important terminology for understanding the content of this document:

Degree course – Also referred to as 'programme', this term refers to the qualification you will be awarded upon successful completion of your studies. 'Courses' were formerly known as 'programmes' at Royal Holloway.
Module – This refers to the credits you will study each year to complete your degree course. Postgraduate taught degrees at Royal Holloway comprise 180 credits. On some degree courses a certain number of optional modules must be passed for a particular degree title. 'Modules' were formerly known as 'course units' at Royal Holloway.

Section 2 – Course details			
Date of specification update	January 2026	**Location of study**	Egham
Course award and title	MSc Business Analytics	**Level of study**	Postgraduate
Course code	3677	**Year of entry**	2026/27
Awarding body	Royal Holloway, University of London		
Department/ School	Department of Information and Operations Management/Business and Management	**Other departments or schools involved in teaching the course**	All departments within SBM
Mode(s) of attendance	Full-time or Part-time	**Duration of the course**	One year (52 weeks) full-time Two to five years (104 - 260 weeks) part-time
Accrediting Professional, Statutory or Regulatory Body requirement(s)	AACSB		
Link to Coursefinder for further information:	https://www.royalholloway.ac.uk/studying-here/	**For queries on admissions:**	https://royalholloway.ac.uk/applicationquery

Section 3 – Degree course structure

3.1 Mandatory module information

The following table summarises the mandatory modules which students must take in each year of study

Module code	Module title	Credits	FHEQ level	Module status (Mandatory Condonable MC or Mandatory Non-Condonable MNC
MN5811	Data Visualisation and Storytelling	15	7	MC
MN5812	Machine Learning and Predictive Analytics	15	7	MC
MN5813	Business Analytics Languages and Platforms	15	7	MC
MN5816	Business Analytics in Practice	15	7	MC
MN5817	Cloud Computing for Business	15	7	MC
MN5803	Digital Strategy and Business Models	15	7	MC
MN5804	Responsible Digital Innovation	15	7	MC
MN5819	Research and Consulting Methods	15	7	MNC
MN5821	Consulting Project	45	7	MNC

This table sets out the most important information for the mandatory modules on your degree course. These modules are central to achieving your learning outcomes, so they are compulsory, and all students on your degree course will be required to take them. You will be automatically registered for these modules each year. Mandatory modules fall into two categories: 'condonable' or 'non-condonable'.

In the case of mandatory 'non-condonable' (MNC) modules, you must pass the module before you can proceed to the next year of your course, or to successfully graduate with a particular degree title. In the case of mandatory 'condonable' (MC) modules, these must be taken but you can still progress or graduate even if you do not pass them. Please note that although Royal Holloway will keep changes to a minimum, changes to your degree course may be made where reasonable and necessary due to unexpected events. For example: where requirements of relevant Professional, Statutory or Regulatory Bodies have changed and course requirements must change accordingly, or where changes are deemed necessary on the basis of student feedback and/or the advice of external advisors, to enhance academic provision.

3.2 Optional modules
In addition to mandatory modules, there will be a number of optional modules available during the course of your degree. Although Royal Holloway will keep changes to a minimum, new options may be offered or existing ones may be withdrawn. For example, where reasonable and necessary due to unexpected events, where requirements of relevant Professional, Statutory or Regulatory Bodies (PSRBs) have changed and course requirements must change accordingly, or where changes are deemed necessary on the basis of student feedback and/or the advice of External Advisors, to enhance academic provision. There may be additional requirements around option selection; please contact the Department for further information. You should choose one 15 credit optional module from the list provided by the Department or School. This is to provide students with an opportunity to gain knowledge either of particular domains that employ business analytics or entrepreneurial skills.

Section 4 - Progressing through each year of your degree course
For further information on the progression and award requirements for your degree, please refer to Royal Holloway's Academic Regulations. Progression throughout the year/s is monitored through performance in summative or formative coursework assignments. Please note that if you hold a Student Visa and you choose to leave (or are required to leave because of non-progression) or complete early (before the course end date stated on your CAS), then this will be reported to UKVI. All postgraduate taught students are required to take and pass the non-credit bearing Moodle-based Academic Integrity module SS1001 in order to be awarded. The pass mark for the module assessment is stated in the on-line Academic Integrity Moodle module. Students may attempt the assessment as often as they wish with no penalties or capping. Students who otherwise meet the requirements for award as stipulated in the Academic Taught Regulations but fail to pass the Moodle-based Academic Integrity module will not be awarded.

Section 5 – Educational aims of the course

The aims of this course are to:

- Equip students with an advanced understanding of core business analytics principles and concepts, including how analytic practice can introduce bias and/or be used to better understand and promote diversity and inclusion.
- Equip students with an advanced understanding of the programming languages and platforms used to deliver innovate business analytic solutions.
- Equip students with knowledge and experience of the technical tools, methods and organisational contexts for analysing re-evaluating complex problems for business management
- Support students acquiring business analytics skills in investigating, analysing, and communicating both challenges and solutions concerning business and management

Section 6 - Course learning outcomes

In general terms, the courses provide opportunities for students to develop and demonstrate the following learning outcomes. (*Categories – Knowledge and understanding (K), Skills and other attributes (S), and Transferable skills (*)*)

Theme	Course learning outcome	Level 7
Graduates from this course will foster KNOWLEDGE and CURIOSITY	1. Acquire business knowledge and apply relevant disciplinary theories and concepts to generate and evaluate solutions to contemporary business challenges. (Focussing, Curiosity, Sense making, Critical thinking, Creativity)	1.7.1 Critically evaluate relevance and interactions between business analytics and other key functions and processes. 1.7.2 Design evidence-based analysis in business analytics. 1.7.3. Synergize theories and concepts to resolve business analytics problems.
Graduates from this course will focus on SUSTAINABILITY	2. Demonstrate excellent sustainability competencies to shape a sustainable future. (Feeling, Initiative, Creativity, Adapting, Sense making)	2.7.1 Reflect on relevance and contributions of business analytics to sustainable business and society. 2.7.2 Generate sustainable solutions to challenges in business analytics.
Graduates from this course will demonstrate PROFESSIONAL SKILLS AND BEHAVIOURS	3. Behave ethically and evidence effective professional and interpersonal skills for success. (Communicating, Collaborating, Integrity, Initiative, Leading)	3.7.1 Perform professionally in business analytics. 3.7.2 Direct effective teamwork. 3.7.3 Employ the principles and codes of conduct that underpin ethical practice in business analytics.
Graduates from this course will develop DIGITAL LITERACY	4. Use appropriate technologies responsibly to innovate and solve problems creatively in a digital world. (Focussing, Communicating, Collaborating, Sense making, Critical thinking)	4.7.1 Select digital tools to search, analyse and manage information responsibly. 4.7.2 Determine appropriate digital media and networks to influence social behaviour.
Graduates from this course will act with INCLUSION in mind	5. Develop and nurture an adaptive mindset to operate inclusively in business and society. (Feeling, Collaborating, Adapting, Integrity, Initiative)	5.7.1 Reflect on the role of business analytics to influence inclusion in organisations and society. 5.7.2 Judge the merit of different perspectives and worldviews. 5.7.3 Relate own values in context of diverse others. (Adapting)
Graduates from this course will evidence GLOBAL CITIZENSHIP	6. Actively contribute to the development of local and global communities. (Curiosity, Sense making, Leading, Communicating, Creativity, Initiative)	6.7.1 Interpret the impact of current world affairs on business analytics. 6.7.2 Critically evaluate the impact of business analytics to local and global communities.

Section 7 - Teaching, learning and assessment
Teaching and learning on your course is closely informed by the active research of staff, particularly in the areas of business analytics and digital business innovation and/or transformation. In general terms, the course provides an opportunity for you to develop and demonstrate the learning outcomes detailed herein. Teaching and learning is mostly by means of lectures; seminars; study groups; essay consultations; oral presentations and guided independent study. Assessment of knowledge and understanding is typically by formal examinations, coursework, examined essays, exercises, online tests and exercises, oral presentations, essays, and the independent dissertation. Contact hours come in various forms and may take the form of time spent with a member of staff in a lecture or seminar with other students. Contact hours may also be laboratory or, studio-based sessions, project supervision with a member of staff, or discussion through a virtual learning environment (VLE). These contact hours may be with a lecturer or teaching assistant, but they may also be with a technician, or specialist support staff. The way in which each module on your degree course is assessed will also vary. Assessments designated as 'summative' will receive a mark which will count towards your overall mark for the module, and potentially your degree classification, depending on your year of study. On successful completion of the module, you will gain the credits listed. More detailed information on modules, including teaching and learning methods, and methods of assessment, can be found via the online Royal Holloway Curriculum Catalogue. The accuracy of the information contained in this document is reviewed regularly by the university and may also be checked routinely by external agencies.

Section 8 – Additional costs
There are no single associated costs greater than £50 per item on this course.
These estimated costs relate to studying this particular degree course at Royal Holloway. General costs such as accommodation, food, books and other learning materials and printing etc., have not been included, but further information is available on our website.

Section 9 – Indicators of quality and standards	
QAA Framework for Higher Education Qualifications (FHEQ) Level	7
Your course is designed in accordance with the FHEQ to ensure your qualification is awarded on the basis of nationally established standards of achievement, for both outcomes and attainment. The qualification descriptors within the FHEQ set out the generic outcomes and attributes expected for the award of individual qualifications. The qualification descriptors contained in the FHEQ exemplify the outcomes and attributes expected of learning that results in the award of higher education qualifications. These outcomes represent the integration of various learning experiences resulting from designated and coherent courses of study.	
QAA Subject benchmark statement(s)	http://www.qaa.ac.uk/quality-code/subject-benchmark-statements
Subject benchmark statements provide a means for the academic community to describe the nature and characteristics of courses in a specific subject or subject area. They also represent general expectations about standards for the award of qualifications at a given level in terms of the attributes and capabilities that those possessing qualifications should have demonstrated.	

Section 10– Intermediate exit awards (where available)		
You may be eligible for an intermediate exit award if you complete part of the course as detailed in this document. Any additional criteria (e.g. mandatory modules, credit requirements) for intermediate awards is outlined in the sections below.		
Award	**Criteria**	**Awarding body**
PG Diploma	Passes in at least 120 credits, with fails of between 40% to 49% for up to 40 credits condonable (with the exception of any course specific requirements).	Royal Holloway and Bedford New College
PG Certificate	Passes in at least 60 credits with no condonable fails	Royal Holloway and Bedford New College