



Programme Information

2026.01, Proposed

Programme key facts

Programme name	Business Analytics
Programme level	Postgraduate
Programme type	Postgraduate Taught
School	Bayes Business School
Schools (if a cross school programme)	
Department	MSC Programme
Division	

Programme code	PSBUAN
Total UK credits	180

ECTS credits	
Credits	90

Summary

Programme summary	The MSc in Business Analytics develops analytical business leaders who leverage evidence-driven methodologies and AI-augmented insights to drive
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	organisational transformation. The programme bridges the gap between technical analytics capabilities and strategic business decision-making, preparing graduates to synthesise knowledge across functional boundaries and progress to leadership positions requiring advanced analytical-strategic capabilities. Before arriving at Bayes, you will complete preparatory induction bootcamps in statistics and Python programming during September. These modules establish foundational competencies that enable students from diverse backgrounds—including those with limited quantitative training—to engage fully with the core curriculum from day one.
Aims	The main purpose of the programme is to develop business-first analytical capabilities that position graduates as strategic problem-solvers who leverage AI-augmented tools rather than technical implementers. The curriculum is built around four design principles: Business-first architecture: Strategic business foundations precede technical implementation, positioning graduates to bridge business strategy with data-driven execution Embedded AI competency: AI literacy threads throughout the programme via dedicated modules and cross-curricular application, ensuring graduates understand how business analytics drives performance in AI-transformed contexts Market-validated competencies: Curriculum targets knowledge and skills empirically identified through employer demand analysis and competitor benchmarking Coherent value articulation: Programme messaging authentically represents curriculum deliverables, ensuring alignment between expectations and actual programme content. The programme develops both specialist analytical skills and the strategic communication capabilities essential to influencing people and organisations. Module leaders draw attention to ethics-related issues and responsible AI deployment, which are key ingredients to responsible leadership in an AI-augmented environment.

Content	
Description	The programme is structured across three progressive terms with coherent pedagogical sequencing. Term I establishes foundational competencies through four complementary modules: AI-Driven Leadership develops strategic change management skills for organizational AI transformation; Business Analytics Fundamentals builds analytical thinking and problem-solving frameworks; Data Management and Visualisation delivers technical proficiency in databases, data quality, and visual communication; Statistical Foundations for Analytics provides statistical reasoning for data-driven decisions. Term II advances to business analytics applications, emphasizing how analytics drives strategic decision-making across enterprises. You will master prescriptive techniques for optimisation and causal inference, develop comprehensive business intelligence capabilities, apply machine learning to real-world problems, and harness generative AI for transformative solutions through dedicated AI Analytics content. Term III offers specialised elective modules alongside a capstone project, pursuing three objectives: exploring analytics applications across diverse organizational functions and industry sectors; mastering specialised analytical tools including advanced machine learning frameworks; and developing expertise in AI-orchestrated workflows and responsible AI deployment. You will select modules aligned with their career aspirations, benefiting from industry partnerships, guest lectures from domain experts, and hands-on projects with real-world datasets. Throughout your degree, you will engage with industry-sponsored projects embedded across the curriculum, cross-module integrated assessments that mirror the interconnected nature of real analytics work, and a reverse lecture series where you will present your innovations to mixed audiences of peers, faculty, and industry professionals.

Registration period	It is expected that you will complete this degree within 12 months. The maximum period of registration for the degree is three years full time.
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Award Details

What award can I get?	
Award type	Target Award
Level	Level 7
Award	Master of Science
Award title	Business Analytics
What will the student have studied and achieved?	Following successful completion of the MSc in Business Analytics you will have the ability to assess and evaluate all aspects of Business Analytics and apply your learning in the appropriate context. You will also have demonstrated the capacity to undertake business research from an analytical perspective and present an individually researched Project applicable to the Business Analytics subject area.

What award can I get?	
Award type	Exit Award
Level	Level 7
Award	Postgraduate Diploma
Award title	Business Analytics
What will the student have studied and achieved?	You must achieve 120 credits with a minimum mark of 50% Following the award of a Postgraduate Diploma Business Analytics in addition to the PG Cert you will gain a more advanced knowledge and in-depth understanding of these subject areas, from a variety of different perspectives and in order for you to broaden your expertise and skills. You will have developed a sophisticated appreciation of current theories and practice in Business Analytics together with the ability to evaluate a range of different approaches to them.

What award can I get?	
Award type	Exit Award
Level	Level 7
Award	Postgraduate Certificate
Award title	Business Analytics
What will the student have	Following the award of a Postgraduate Certificate in

studied and achieved?	Business Analytics you will be able to examine the theories related to all aspects of Business Analytics and apply your learning in the appropriate context. You will possess the skills and knowledge required to develop a career in the Business Analytics arena, will have mastered essential skills and knowledge and also developed an appreciation of what it takes to engage with Business Analytics in context. The assessments you undertake to achieve this qualification will focus on the skills, knowledge and attributes that you will need to facilitate your career development and will support you in developing your practical abilities. The postgraduate certificate will enable you to gain confidence in your skills and your future role. You must achieve 60 credits with a minimum mark of 50%
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How will I learn?

How will I learn?	
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What will I be expected to achieve?

Learning outcomes	
Code	PLO1
Number	1
Domain	Knowledge
Description	Articulate the role of business analytics in driving organisational performance and competitive advantage in AI-transformed business contexts.

Learning outcomes	
Code	PLO2
Number	2
Domain	Knowledge
Description	Apply evidence-based analytical frameworks to diagnose

	business problems, evaluate alternative solutions, and recommend actionable strategies.
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Learning outcomes	
Code	PLO3
Number	3
Domain	Knowledge
Description	Demonstrate comprehensive understanding of the complete data pipeline: data gathering, cleansing, database organization, quality assurance, and communication through visualization.

Learning outcomes	
Code	PLO4
Number	4
Domain	Knowledge
Description	Synthesise knowledge across functional boundaries—marketing, operations, finance, strategy—to deliver integrated analytical insights.

Learning outcomes	
Code	PLO5
Number	5
Domain	Skills
Description	Design and implement AI-augmented analytical workflows that translate complex business requirements into executable solutions.

Learning outcomes	
Code	PLO6
Number	6
Domain	Skills
Description	Master prescriptive techniques for optimisation, causal inference, and policy evaluation in the presence of

	uncertainty.
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Learning outcomes	
Code	PLO7
Number	7
Domain	Skills
Description	Apply machine learning methods to real-world business problems, selecting appropriate techniques based on problem characteristics and data constraints.

Learning outcomes	
Code	PLO8
Number	8
Domain	Skills
Description	Communicate analytical findings effectively to diverse stakeholders, translating technical insights into boardroom-ready recommendations.

Learning outcomes	
Code	PLO9
Number	9
Domain	Skills
Description	Navigate organizational dynamics and orchestrate productive dialogue among technical teams and business leaders.

Learning outcomes	
Code	PLO10
Number	10
Domain	Values and attitudes
Description	Function as an agent of organizational change and digital transformation, positioning analytics as a catalyst for business improvement.

Learning outcomes	
Code	PLO11
Number	11
Domain	Values and attitudes
Description	Exercise critical judgment in evaluating AI-generated outputs against business realities and ethical considerations.

Learning outcomes	
Code	PLO12
Number	12
Domain	Values and attitudes
Description	Demonstrate commitment to responsible AI deployment, including awareness of bias, fairness, transparency, and governance requirements.

Learning outcomes	
Code	PLO13
Number	13
Domain	Values and attitudes
Description	Approach analytical challenges with intellectual curiosity, adaptability, and a commitment to continuous learning in a rapidly evolving field.

Graduate attributes	The graduate attributes you can demonstrate on completion of your programme are key to your future employment. It is therefore central to every programme that there will be opportunities in the learning, teaching and assessment activities for you to engage with these on all modules. Further detail of this will be provided for you by your module leader. The graduate attributes are: • Always learning
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	• Engaged in the world • Technical and digital • Connected Professional • Creating Impact
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How do I enter the programme with RPL/RPEL?

What will I study?

Structure overview	The overall architecture of the degree mirrors the structure of other specialist MSc degrees with some additional, non-credit bearing, foundation online modules that are aimed at ensuring that you have the base knowledge required to fully engage with your course and progress successfully through your degree. These subjects are key elements of your course and you are strongly encouraged to complete the modules before you arrive at Bayes in order to avoid being at a disadvantage. For each of the following three modules you will be given access to our engaging and innovative online content, for you to work through at your own pace over the summer. At the end of each module there will be a test so that you can assess your achievement. It is to your advantage to complete the learning on these modules to ensure you are able to access the content of your MSc. Introduction to Python; Python is a widely used high-level programming language for general-purpose programming. Introduction to R; The R language is widely used among statisticians and data miners for developing statistical
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software and data analysis

Professional Ethics and Good Academic Practice.

In addition, you are required to complete a number of induction workshops at the beginning of the degree as follows:

Team building

Career induction and careers fair

Professional development skills

The MSc is taught over three terms. You must complete four modules in both Term 1 and Term 2, each term consisting of 60 credits in total. The same number of credits is allocated to Term 3, which consists of a compulsory General Research Project and three elective modules chosen from a wide portfolio of electives offered to the Specialist Masters Programme.

During term 3 you will be able to choose from a range of electives to personalise your experience.

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain

	modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons. There may also be pre-requisites for joining a module, and space and timetable availability restrictions may also apply. The list of electives offered in a given year will be confirmed by February 1st.
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Programme Structure - 180 credit points	
Taught modules - 120 credit points <i>8 modules</i>	COMPULSORY
[MODULE] BBM164 AI Analytics Proposed 2026.01 - 15 credit points	
[MODULE] BBM165 Business Analytics Fundamentals Proposed 2026.01 - 15 credit points	
[MODULE] SMM635 Data Management and Visualisation Proposed 2026.01 - 15 credit points	
[MODULE] SMM634 Statistical Foundations for Analytics Proposed 2026.01 - 15 credit points	
[MODULE] SMM641 Optimisation and Decision Analytics Proposed 2026.01 - 15 credit points	
[MODULE] SMM636 Machine Learning for Business Applications 1 Proposed 2026.01 - 15 credit points	
[MODULE] SMM750 AI Driven Leadership Proposed 2026.01 - 15 credit points	
[MODULE] BBM166 Prescriptive Models Proposed 2026.01 - 15 credit points	
Completing the programme - 60 credit points	

<i>General Research Project 30 credits and three elective modules 30 credits</i>	
General Research Project - 30 credit points	COMPULSORY
[MODULE] BBM110 General Research Project Approved 2026.02 - 30 credit points	
Elective - 30 credit points	ELECTIVE
<i>Choose three modules - the following list is indicative, and a final list will be provided for you to choose from.</i>	
[MODULE] SMM500 Ethics, Society and the Financial Sector Approved 2026.01 - 10 credit points	
[MODULE] SMM317 New Market Creation Approved 2026.01 - 10 credit points	
[MODULE] BBM167 Machine Learning for Business Applications 2 Proposed 2026.01 - 10 credit points	
[MODULE] SMM695 Modern Data Architecture Proposed 2026.01 - 10 credit points	
[MODULE] BBM161 AI Orchestrated Workflows Proposed 2026.01 - 10 credit points	
[MODULE] BBM162 Responsible AI Deployment Proposed 2026.01 - 10 credit points	
[MODULE] BBM163 Competitive Analytics Proposed 2026.01 - 10 credit points	
[MODULE] SMM925 Emerging Global Risks Approved 2026.01 - 10 credit points	
[MODULE] SMM082 Financial Groups. The Future of Finance Approved 2026.01 - 10 credit points	
[MODULE] SMM069 Advanced Predictive Analytics Approved 2026.01 - 10 credit points	
[MODULE] SMM920 Blockchain, Cryptocurrencies and Decentralized Finance Approved 2026.01 - 10 credit points	
[MODULE] SMM088 Cyber Risk Approved 2026.01 - 10 credit points	
[MODULE] SMM749 Digital Finance Approved 2026.01 - 10 credit points	
[MODULE] SMM391 FINTECH: Financial Services in the Digital Age Approved 2026.01 - 10 credit points	
[MODULE] BBM020 Innovating on Blockchains: XRPL Bootcamp Approved 2026.01 - 10 credit points	
[MODULE] SMM080 Business Intelligence and Reporting Proposed 2026.01 - 10 credit points	
[MODULE] BBM027 The Art & Science of Persuasion in Entrepreneurship Approved 2025.01 - 10 credit points	
[MODULE] BBM018 Coaching Skills for Transformation Approved 2025.01 - 10 credit points	
[MODULE] SMM690 Corporate Open Innovation Approved 2026.01 - 10 credit points	
[MODULE] SMM343 Country and Geopolitical Risk Management Approved 2025.01 - 10 credit points	

[MODULE] SMM139	Luxury Marketing Strategy Approved 2026.01 - 10 credit points
[MODULE] SMM143	Storytelling in Business Approved 2026.01 - 10 credit points
[MODULE] BBM026	Sustainability Journeys Approved 2026.01 - 10 credit points

Employability at City St George's

What kind of career might I go onto?	Information advice and guidance on professional development and potential career pathways for all Bayes Masters degrees is available from Bayes Careers. You are encouraged to make use of the careers service throughout their time at Bayes. If you would like more information on the Careers support available at Bayes, please visit the following link regarding the Bayes Careers Service: Careers services Bayes Business School
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What types of assessment and feedback can I expect?

Assessment and assessment criteria	Assessment and Assessment Criteria This MSc is assessed by coursework and also includes some unseen examinations. Standard MSc grade related criteria applies. Student presentations to lecturers, visitors from the City and other members of the class are used to give invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business-focus audience. Group work consolidates the acquired knowledge and builds interpersonal and communication skills, which are essential for your future career. Test and other written examinations are additional assessments of knowledge that complement the in-class presentations and group work. Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade-Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task. Feedback on assessment Feedback is provided in line with our Assessment and Feedback Policy and becomes available in a variety of ways throughout your course, both formally and informally, in order to support your learning. You are normally provided with coursework feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark and the timescale for feedback on Applied Research Projects may be longer. Examination grades are provided once they have been agreed by an Assessment Board. More details about the feedback you may
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	expect from individual modules and assessments are provided by the module lecturers. The full policy can be found at: assessment regulations and policy. https://www.city.ac.uk/about/governance/policies/student-policies-and-regulations#accordion573807-header573821 Assessment Regulations In order to pass your MSc, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. The programme is weighted according to the number of credits awarded for each module. Pass / Fail modules are excluded from this calculation. The pass mark for each module is 50% and there are no minimum qualifying marks for individual components. If you fail an assessment component or a module, the following will apply: 1. Re-Sit: You will normally be offered one re-sit attempt. If you are successful in the re-sit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a re-sit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the component(s) that you passed at first attempt. 2. Compensation: Compensation can only be awarded by the Final Assessment Board and must be applied within the following limits and conditions: - Where you fail up to a total of 30 credits (15 for a postgraduate certificate), you may be eligible for compensation if: • Compensation is permitted for the module involved (see the “What will I Study” section of the programme specification), and • It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and • A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and • An aggregate mark of 50% has been achieved overall. If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original mark shall be used for the purpose of your award calculation. If, at the point where you have results for all taught modules: • You have no more than 30 credits outstanding (15 for a PG Certificate), and • The grade for this module(s) is 40% or above, and • Your overall degree average is at least 50%, and • If the module(s) is eligible for compensation. Then you will not be required to undertake the re-sit for that module, as this will be eligible for compensation. Please note: - If you fail more than 30 credits, then you must retake all outstanding assessments with no exceptions. - If you have taught modules to be compensated, you will not be able to apply compensation to your project module (30 credit projects only). If you do not meet the pass the requirements for a module and do not complete your resit by the date specified you do not progress and the Assessment Board requires that you be withdrawn from the Course. If you fail to meet the requirements for the Course, the Assessment Board considers whether you are eligible for an Exit Award as per the table below. If you would like to know more about the way in which assessment works at City St George's, please see the full version of the Assessment Regulations: https://www.city.ac.uk/about/governance/policies/city-university-of-london-senate-regulations
Assessment regulations	In order to pass your Programme, you should complete

	successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. You also need to pass each Programme Stage of your Programme in order to progress to the following Programme Stage. The pass mark for each module is 40%. Please insert a statement saying whether some or all modules require students to achieve a minimum qualifying mark in the different assessment components within those modules and, if so, what the rule is/whether the details will be found in the module specification. If you fail an assessment component or module or if compensation applies to your programme specific details of this will be provided in your programme handbook If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at: Senate-Regulation-19-Assessment-Regulations-2022-23-v2.5.pdf (city.ac.uk)
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Feedback on assessment	
Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer.	
Description	The pass mark for each module is 50%. Class: With Distinction - 70% With Merit - 65% Without Classification - 50%