



Course Specification

Part A

MBA International Fashion Management

LONT052

Coventry University London

March 2019

Please note: This specification provides a concise summary of the main features of the course and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each module can be found in the Module Information Directory (MID), student module guide(s) and the course handbook.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.

PART A Course Specification (Published Document)

MBA International Fashion Management

1. Introduction

The MBA International Fashion Management Course addresses the needs of the next generation of fashion industry professionals by providing a challenging and stimulating course that combines the highest quality of academic and professional discipline built on current research and advanced scholarship, with direct input from and exposure to the fashion industry. The learning and assessment on the MBA International Fashion Management course is structured around active, participative and individual learning, while focusing on systematic understanding of knowledge and critical awareness of current trends and/ or new insights, much of what is at, or informed by, the forefront of academic discipline, field of study and an area of professional practice. Teamwork, business simulations and real-industry fashion projects with fashion industry clients and professionals (who so far included clients like London Hat Week, Sarah Haran, Endrime, Laura Lee Jewellery among others) all of which are underpinned by academic analysis and synthesis, offering students an opportunity to apply their academic knowledge and skills in professional practice.

The Coventry University London MBA graduates will be expected to gain the qualities and transferable skills necessary for employment through exercise of initiative and personal responsibility, decision-making in complex and unpredictable situations, and independent learning, required for continuing professional development in the fashion business industry.

During the first term, learning will focus on the originality in the application of knowledge, together with practical business understanding of how established techniques of research and enquiry are used to create and interpret knowledge in the discipline together with evaluating of the methodologies and developing their critiques and, where appropriate, proposing new hypotheses relevant to fashion business management and marketing. For example, fashion brand and management structures, identifying global and local market trends and profiling consumer targets, understanding consumer habits, and establishing the fashion management context are only some of the core elements of the course. The first term also covers the methodologies and fundamentals of strategic fashion business management and marketing. These skills are universally applicable across the wider business sectors. Examples are provided by academics with extensive fashion industry experience, which gives a real insight into how business and marketing strategies function in the fashion Industry. Furthermore, the innovation in fashion branding, trends and product development module allows students to explore how to organise and produce a product range, as well as appreciate the complexities of global sourcing and product development. It also facilitates the development of comprehensive understanding and skills of visual communication, which are essential in the fashion industry. Students will embark on a journey from researching and understanding existing brands, their consumer preferences and relationships, to developing new trends and strategies which would be applicable to the chosen mass market, high street, independent fashion designer or luxury brands. A range of assessments – a research journal, brand concept book, business proposal and reports will form a strong portfolio for the students to present at future interviews.

The second term builds on the student's comprehensive understanding of academic knowledge in order to apply these new skills and knowledge through advanced scholarship in a more advanced sectoral setting. This is particularly facilitated by the strategic international fashion brand immersion module. The focus of this module is to provide critical understanding of the management functions within the context of contemporary global fashion business organisations and how they are run. This industry linked project module will allow students to evaluate methodologies, explore the global shifts that have shaped the fashion industry today, investigate the specific brand development methods and retail opportunities, and propose new hypotheses. Emphasis on fashion business awareness, proactive and logical thinking, research and critical analysis will help future fashion business managers in tackling and solving problems and making sound strategic decisions on a global scale. The expectation is for students to comprehensively evaluate the fashion communication methods applied, in order to grow customer conversion and to gain a clear understanding of the interface between the manufacturing, merchandising, buying, marketing, sales functions and how they contribute to the financial success of the organisation. The optional

entrepreneurship or fashion business research module further stimulates students to investigate contemporary fashion industry issues, in order to gain an insight into the challenges of building or reshaping their own brand or fashion related company.

The academic year concludes with several final term options to choose from, to allow students to customise their award to the career they intend to pursue. Students can choose from doing a self-directed research project/dissertation, gaining work experience in an internship, or a strategic fashion business consultancy project. This will be a time for students to hone their academic knowledge, practical understanding of established research techniques, management skills, and apply these to contemporary global fashion industry while addressing the challenges of the fast changing environment. Projects might range from researching effective use of digital platforms for fashion marketing, management, retail organisations, facilitating and organising a fashion industry conference, curating an exhibition or an event, pop-up stores, working with fashion brands to develop marketing and branding strategies or other projects related to the fashion industry. This way Coventry University London graduates will be equipped with a portfolio of academic and critical awareness, practical skills and achievements that are recognised by industry and aligned with their future careers ambitions.

Coventry University London situated in the City of London, is within three minutes walking distance from Liverpool Street station. Within the heart of London students have easy access to exciting museums and galleries such as the Victoria and Albert Museum, the Fashion and Textile Museum and Tate Modern. London’s East End is a renowned creative district with a rich history of nurturing future fashion designers. Near or on Brick Lane can be found fashion brands, designer ateliers, marketing and PR agencies where famous fashion professionals, publishers and brands created some of the world’s leading works. Students on the course will connect with this rich environment, have ample opportunities to work with real industry clients, enabling them to develop first-hand understanding of the sector and build a professional network of contacts. Benefiting from the central London location of the university, each of the modules is enriched by the input from industry guest speakers, academic and business mentors, field trips to companies’ headquarters, major museums and galleries, visits to international fashion capitals, and global luxury, premium and high-street retailers. By working together with academic and employability teams, students engage in organising and running on and off campus fashion events.

After completing the MBA International Fashion Management course at Coventry University London graduates can embark on varied and exciting careers such as brand managers, creative directors, buyers, merchandisers, digital content managers, PR visual merchandisers. Recent graduates are now working in marketing teams of small independent luxury brands or larger international companies, such as Ralph Lauren, Fortnum & Mason C&A, Uniqlo, Thai luxury department store Emporium, etc. Some have launched their own companies and brands or now manage their family fashion related businesses.

2 Available Award(s) and Modes of Study

Title of Award	Mode of attendance	UCAS Code	FHEQ Level
Master of Business Administration (MBA): International Fashion Management Postgraduate Diploma in International Fashion Management Postgraduate Certificate in International Fashion Management	F/T one year P/T two years	N/A	Level 7

3 Awarding Institution/Body

Coventry University

4 Collaboration	None
5 Teaching Institution and Location of delivery	Coventry University London
6 Internal Approval/Review Dates	Original approval: 2013 Periodic review: 2016; reviewed: February 2017; last review: March 2019 Date for next review: Academic year 2020 (Spring)
7 Course Accredited by	Not applicable
8 Accreditation Date and Duration	Not applicable
9 QAA Subject Benchmark Statement(s) and/or other external factors	Particular note has been taken of the QAA Benchmark Statements for Masters Awards in Business and Management (2015) and, where appropriate, learning outcomes are cross-referenced to the report. However, the minimum requirement for students to possess at least two years' work experience will be waived where appropriate. Subject Benchmark statements can be found at: ◆ http://www.qaa.ac.uk/assuring-standards-and-quality/the-quality-code/subject-benchmark-statements/masters-degree-subjects
10 Date of Course Specification	March 2019
11 Course Director	Frederik Willems

12 Outline and Educational Aims of the Course

With the fashion industry contributing £21bn annually to the UK economy, a new generation of business professionals with a strong foundation in cross-cultural communications and international fashion business management is needed in respond to the needs of a sensitive consumer and a competitive global fashion market in. Previous MBA International Fashion Management graduates have carved successful careers running their own businesses varying from garment production and sourcing, visual merchandising, to marketing and PR, young fashion design companies, others have found employment with suppliers to global brands sourcing and developing products.

The international fashion business sector is currently undergoing a series of environmental changes including fundamental and far-reaching economic, social, technological and geo-political changes. These changes have led to the emergence of a new and very different market reality that demands of managers very different patterns of thinking and behaviour. The Coventry University London's Masters in Business Administration course and its curriculum will develop the students' intellectual appreciation of issues relevant to global fashion industry and mastery in business management skills. They will acquire the skills of collection, analysis, interpretation and understanding of appropriate data and information as a means to solve problems and make informed decisions. Students will develop a solid grounding in both theoretical and practical approaches to fashion management, whilst appreciating the significance of reacting and responding effectively to the constant changes and challenges in the global environment. This will include a critical awareness of current issues and developments in fashion management, critical skills, knowledge of professional responsibility, integrity and ethics. The course provides a systematic approach to learning that encourages students to work autonomously and creatively whilst enabling them to develop the confidence in becoming an academically grounded, reflective independent practitioner, strategic thinker and decision maker, through

appropriate individual tutoring and support. This reflects the diversity of students' needs, which include different aspirations, motivations, learning needs and personal circumstances. To equip students with a range of transferable skills and attributes in the use of computers, software packages, team working, communication, time management and problem solving is the aspiration of the team, aiming to enable the graduates to undertake responsible management roles in the fashion industry.

The MBA International Fashion Management course addresses the needs of a new generation of fashion business industry managers and leaders by providing a challenging and stimulating course that combines the direct inputs from the fashion business industry and highly sought after independent optional learning projects, like internship for contemporary fashion business and strategic fashion business consultancy opportunities. In the past, students secured internships with British fashion designers, international global brands, accessories brands, fashion PR & marketing agencies, a Chinese marketing agency in the UK, German fashion labels and many more through industry projects and work tasters. The course aims to provide a comprehensive understanding of international fashion business management, focusing in particular on global and technological shifts that have characterised this dynamic and fast changing industry over the recent years, from complex business management of talent, finance, fashion design and product development as well as international fashion branding and retailing strategies.

The course is designed to be challenging and intensively paced and will demand a great deal from the students. This is a key in preparation for the simulating operational environments of international fashion industry. Real business exposure within the sector will enable students to develop the academic and practical skills required to operate effectively and autonomously within the sector. This MBA questions conventional wisdoms and replaces them with new and evolving perspectives, new patterns of thinking, and new insights to demonstrate self-direction and originality in tackling and solving problems and act autonomously in planning and implementing tasks at a professional level. Having mastered a wide range of research techniques, approaches to analysis and communication, clear vision on fashion business management, marketing strategy and strategic thinking, will make the students ready to meet the leadership challenges of the future.

General Objectives are to:

Masters

- enable students to demonstrate their capacity to enact the principles of change management and become effective change agents in international fashion organisations and a complex sector;
- foster in students rounded proficiency of fashion analysis, strategic approaches and communication skills to meet the leadership challenges of the future.

PG Diploma

- provide students with the opportunities to develop a range of fashion research skills and the ability to apply a variety of international fashion business tools and techniques in real-world scenarios;
- stimulate a proactive approach to fashion industry organisational issues that illustrate an understanding of the impact of the changing international fashion environment and the context within which international fashion managers and organisations operate.

PG Certificate

- provide the framework within which students can develop an analytical understanding of international fashion business in the context of a changed environment;
- foster in students a commitment to personal development, a reflective style of fashion management and a responsibility for their own learning.

13 Course Learning Outcomes

A student who successfully completes the course will have achieved the following Course Learning Outcomes.

LO1: Appraise the influence of complex, dynamic and contextual forces on fashion organisations: including legal systems; ethical, economic, environmental, social and technological factors; international fashion trends and corporate governance.

LO2: Undertake the critical analysis of fashion markets and customers: the trends of development and operation of markets for fashion resources, goods and services; expectations of customers and equivalent stakeholders, service and orientation.

LO3: Efficiently apply the concepts, processes and intuition to production and marketing of fashion goods and/or services; the management of resources and operations in fashion industry.

LO4: Evaluate the available options for financing of the fashion business enterprise or other forms of organisations: sources, uses and management of finance; use of accounting for managerial and financial reporting applications.

LO5: Undertake the management and development of people within fashion organisations: organisational theory, behaviour, industrial/employee relations, human resource management, change management.

LO6: Professionally apply a range of research methods/techniques, both qualitative and quantitative, and evaluate their strengths and limitations when working with information and evaluating options in an uncertain organisational environment in the fashion industry.

LO7: Efficiently exploit the relevant fashion information systems and technologies and evaluate their impact on communication of organisations operation within an international knowledge-based economy.

LO8: Develop and apply appropriate business processes and strategies within a changing fashion context, while addressing stakeholder interests.

14 Course Structure and Requirements, Levels, Modules, Credits and Awards

Modules within the course, the levels at which they are studied, their credit value, status (whether mandatory or options), and pre/co requisites are identified in the table below. Also indicated are the course learning outcomes that are served within each module.

The MBA has been devised primarily as a one-year full-time course but it may also be taken part-time over two years. It is constructed on the basis of a modular framework of 180 credits comprising fashion specific and management related modules.

The course offers a wide range of final major project options in Term 3, to give students the opportunity of preparing for their individual career path after graduation:

- M147LON Internship for Contemporary Fashion Business
- M167LON Strategic Fashion Business Management Consulting Project
- M141LON Dissertation for Contemporary Fashion Business

Cascade of Awards:



A student who obtains 180 credits at M level/Level 7 including either the Internship, or Consulting Project or Dissertation will be awarded a Masters of Business Administration, International Fashion Management.

A student who has achieved 120 credits overall at M level/Level 7 will be eligible for the award of a Postgraduate Diploma in International Fashion Management.

A student who obtains 60 credits overall at M level/ Level 7 will be eligible for the award of a Postgraduate Certificate in International Fashion Management.

Credit level	Module Code	Title	Credit Value	Mandatory / Optional	Course Learning Outcomes
7	M146LON	International Strategic Fashion Marketing and Management	30	M	LO1, LO2, LO3, LO5, LO7
7	M142LON	Innovation in Fashion Branding, Trends and Product Development	30	M	LO1, LO2, LO3, LO6, LO7
7	M148LON	Research Methods for the Creative Industries	15	O	LO1, LO3, LO7, LO8
7	M059LON	Entrepreneurship: Creating a business Idea	15	O	LO1, LO4, LO7, LO8
7	M168LON	Talent and Finance Management for Future Fashion Managers	15	M	LO1, LO4, LO5, LO8
7	M166LON	Strategic International Fashion Brand Immersion	30	M	LO1, LO2, LO4, LO5, LO6
7	M141LON	Dissertation for Contemporary Fashion Business Management	60	O	LO1, LO2, LO3, LO4, LO5, LO6, LO7, LO8
7	M147LON	Internship for Contemporary Fashion Business	60	O	LO1, LO2, LO3, LO4, LO5, LO6, LO7, LO8

7	M167LON	Strategic Fashion Business Management Consultancy Project	60	O	LO1, LO2, LO3, LO4, LO5, LO6, LO7, LO8
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15 Criteria for Admission and Selection Procedure

The course is subject to the Coventry University London's admission procedures and access policies.

To be accepted for the course students must normally possess:

A good honours undergraduate degree in a business or fashion related area from a recognised university/HE institution. Non-standard applications from candidates may also be considered on an individual basis.

- Careful monitoring of applications to ensure that applicants are suited to the course takes place.
- Where necessary, applicants are interviewed (remotely if applicable), especially those who do not appear to meet standard admissions criteria. Where deemed appropriate, a written exercise is administered to establish suitability.
- An adequate proficiency in English must be demonstrated, and will be assessed during the induction phase of the course. The entry requirement is a minimum IELTS score of 6.5 with no component below 6.0 (or an equivalent English language test).

Accreditation for prior learning is in accordance with Coventry University London's Academic Regulations for taught postgraduate courses.

16 Academic Regulations and Regulations of Assessment

This Course conforms to the General Regulations and Academic Regulations for Courses at Coventry University London.

17 Indicators of Quality Enhancement

The University has well established mechanisms for the review and evaluation of teaching, learning, assessment, and the curriculum and outcome standards.

The Course is managed by the MFHT Board of Study of the Faculty of Coventry University London.

The Programme Assessment Board (PAB) for MFHT is responsible for considering the progress of all students and making awards in accordance with both the University and course-specific regulations.

The assurance of the quality of modules is the responsibility of the Boards of Study which contribute modules to the course.

External Examiners have the opportunity to moderate all assessment tasks and a sample of assessed work for each module. They will report annually on the course and/or constituent modules and their views are considered as part of the Course Quality Enhancement Monitoring (CQEM). Details of the CQEM process can be found on the Registry's web site.

Students are represented on the Student Forum, Board of Study and Faculty/School Board, all of which normally meet two or three times per year.

Student views are also sought through module and course evaluation questionnaires.

18 Additional Information

Enrolled students have access to additional, key sources of information about the course and student support including:

Course pages on Moodle which contain:

- Course Handbook
- Discussion Forum
- Guest lecture schedule
- Discussion forum
- Links to sources of further support and guidance
- Information on careers and professional bodies

Module pages on Moodle which contain:

- Teaching and learning materials
- Assessment briefs and rubrics
- Guest lecture schedule
- Discussion forum
- Links to sources of further support and guidance
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The Coventry University London Website and Student Portal contain references and signposts to:

- Student welfare support on campus
- Study Support information
- IT and Library provision on and off campus
- Medical and dental centres
- Travel guides
- Personal safety advice
- Financial guidance
- Accommodation options
- Student Central facilities