

Executive MBA (Fashion)

Programme Specification 21/22

Awarding Body	University of the Arts London
College	London College of Fashion
School	Fashion Business School
Programme	LCF Leadership and Management Programme (L070)
Course AOS Code	LCFMBEMBT01
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Fast Track, Flexible Learning
Duration of Course	2 years
Valid From	September 1st 2021
QAA Subject Benchmark	None
Collaboration	N/A
UAL Subject Classification	N/A
JACS Code	N200 - Management studies
UCAS Code	N/A
PSRB	Chartered Management Institute
Work placement offered	N/A
Course Entry Requirements	<p>The standard entry requirements for this course are as follows:</p> <ul style="list-style-type: none"> • An honours degree in a related discipline (2:1 or above) or equivalent qualifications. • AND a minimum of 3 years relevant industrial experience. <p>APEL (Accreditation of Prior (Experiential) Learning)</p> <p>Applicants who do not meet these course entry requirements may still be considered in exceptional cases. The course team will consider each application that</p>

	<p>demonstrates additional strengths and alternative evidence. This might, for example, be demonstrated by:</p> <ul style="list-style-type: none"> • Related academic or work experience • The quality of the personal statement • A strong academic or other professional reference • OR a combination of these factors <p>Each application will be considered on its own merit, but we cannot guarantee an offer in each case.</p> <p>English Language Requirements</p> <p>IELTS level 7.0 with a minimum of 6.0 in reading, writing, listening and speaking. Please check our main English Language Requirements.</p>
Selection Criteria	<p>The course seeks to recruit students from diverse socio-economic and cultural backgrounds and welcomes applications from mature students.</p> <p>The course seeks to recruit candidates who can demonstrate:</p> <ul style="list-style-type: none"> • a strong commitment and motivation towards a career in an aspect of the fashion media or fashion industry; • an awareness and relevant experience of fashion; • appropriate knowledge and skills commensurate with planned entry into the course.
Scheduled Learning and Teaching	<p>During your course you will engage with learning and teaching that includes both online and face-to-face modes. The advertised scheduled activity for the course will be delivered through a combination of live, synchronous and asynchronous on-line learning. Scheduled learning and teaching activity may include lectures, seminars, studio and workshop briefings, tutorials, external visits and project briefings.</p>

Awards and Percentage of Scheduled Learning

Year 1

Percentage of Scheduled Learning	12
Awards	Credits
Postgraduate Certificate (Exit Only)	60
Postgraduate Diploma (Exit Only)	120

Year 2

Percentage of Scheduled Learning	12
Awards	Credits
Master of Business Administration	180

Course Aims and Outcomes

The Aims and Outcomes of this Course are as follows:

Aim/Outcome	Description
Aim	To provide a theoretical context for you to strategically reflect on and apply leading-edge management knowledge and practice to your current fashion industry role.
Aim	To support creativity and entrepreneurial activity within fashion businesses.
Aim	To facilitate advanced study of fashion organisations, their management and the changing external environment in which they operate.
Aim	To enable you to gain a deeper knowledge and strategic understanding of the functions of fashion businesses and their inter-relationships.
Aim	To enhance your ability to analyse and resolve complex fashion business problems using advanced management tools, models and creative thinking techniques in a variety of contexts.
Aim	To enable you to grow, nurture and develop your existing business activities.
Aim	To enhance your independence of judgement and foster an inquiring and analytical approach to the study of fashion in the wider global context of business, technological and economic change.
Outcome	A systematic and strategic understanding of contemporary management practice within the fashion and related industries.
Outcome	Utilisation of research, knowledge and insights gathered from a range of fashion business functions and sectors to enhance your strategic management capability.
Outcome	Application of leading-edge management research, knowledge and theory from across different business functions to your current fashion industry role.
Outcome	Evaluation of fashion market opportunities and create a vision for their strategic development.

Outcome	Leadership within your organisation using innovative and creative management approaches to solve complex fashion business problems in both small start-ups and other sized corporations.
Outcome	An understanding of the relationship between strategy, resources and capability in achieving fashion business and management goals.
Outcome	Application of a range of financial and quantitative techniques to manage and control resources and assess risk to effectively achieve management and business objectives.
Outcome	A recognition of the importance of integrity and ethics in the leadership and management of fashion businesses.
Outcome	The capability to work collaboratively and lead multidisciplinary teams.
Outcome	The ability to work with creative teams in order to enable them to fulfil their potential.
Outcome	To identify global opportunities for distribution, sourcing and marketing.

Distinctive Features	
1	The opportunity of negotiating a research-led Consultancy Project individually developed through supervised self-directed study.
2	The opportunity to build a qualification through attainment of units of study over period up to 5 years.
3	The opportunity to undertake individual units as professional development.
4	The strong participation of industry partners in the delivery of the curriculum (by means of a strong 'industry leaders' speaker programme) and the exposure to contemporary problems by using real-life case studies.
5	A unique Leadership coaching provision that is tailored to enhance individual students' managerial skills.
6	The inclusion of industry led activities in the curriculum that enhance teaching and learning as well as provide networking opportunities
7	A substantial portion of learning resources and support will be available online to students making remote studying a realistic and desirable option.

Course Detail

You will be taught by staff with significant business experience and access to the fashion industry through consultancies and research. LCF maintains close relationships with industry leaders, which underpins the EMBA's focused content, enabling participants to learn from real-life case studies, projects and from industry specialists.

This unique learning experience will provide you with the opportunity to acquire new knowledge and skills to succeed in the widest variety of fashion enterprises. During the course you will be able to enhance your leadership, evaluative, analytical and problem-solving skills, by combining your growing theoretical knowledge with the decision-making challenges faced during your work roles.

To complement your postgraduate studies at LCF, the course also provides continuous professional development (CPD) opportunities through its "Leadership Portfolio" of career coaching resources. Six online coaching activities, delivered in tandem with the six specialism units, have been designed to support your progress toward senior leadership positions. At the end of the course these CPD activities will be further supported by a two-day career coaching workshop, to complete your learning journey with us here at LCF.

Course Units

The **Global Strategy** unit provides the opportunity to understand the principles of strategic management and apply these principles within the twin contexts of a global competitive environment and the innovative forces that are re-defining the fashion organisation. In considering these the unit will provide tools and perspectives available to organise analysis, identify strategic challenges, and design an organisational response. These issues will be explored through a global lens, where diversities within cultural, legal and operational still exist, and where technology could disrupt existing organisational convention. The unit will engage with these issues using case studies, input from key speakers, and from your own business perspectives.

The **Strategic Financial Management** unit introduces candidates to the financial aspects of running a business and how the management of various forms of capital is critical in the formulation of successful strategies. It is important to trace different kinds of decisions from the strategic to the operational by reviewing and being able to interpret financial statements, budgets and the impact that these different decisions may have on the financial bottom line. You will examine how finance and accounting interact and learn how to tackle the main financial problems you may encounter. You will also be able to understand and analyse the accounts of different fashion companies.

The **Product Portfolio Management** unit reflects that fashion products are by nature cyclical, subject to trends and wider socio-economical influences. Yet a fashion company needs to manage the creation of a product line in a strategic way that transcends short-term fluctuations and reflects a conscious longer-term direction. In parallel to this, the complex nature of the fashion industry is explored to re-define ways in which we create and develop fashion using flexible collaborative networks for global markets. The unit explores how 'Product' (be it an entirely new design concept, the development of a whole range or even a service), needs to be created in a manner that is congruent with corporate objectives and values, whilst fashion ranges can be viewed as a portfolio of investments yielding varying returns according to desirability and demand.

The **Strategic Branding & Marketing Management** unit critically examines the main principles of brand management within a global fashion context. In conjunction with an understanding of the fundamentals of consumer behaviour, you will have the opportunity to view the fields of branding and marketing in a holistic manner, examining them both from a strategic and operational perspective. Broader corporate objectives need to be aligned with market positioning and branding strategies, so that they maximise performance by using resources effectively. You will have the opportunity to explore the interdependence and impact of these factors on business performance via the use of case studies, analysis of theoretical frameworks and discussions with industry practitioners.

The **Innovative Business Management** unit reviews how businesses innovate in the management of the paradoxical relationship between wealth creation and the wider societal context. Within a complex global economy, issues of ownership, control and accountability provide the context for corporate governance. This vital element of business organisation aligns interests of various stakeholders, such as shareholders, management, employees and external partners, to ensure that interests are expressed, aligned and reconciled. These stakeholder relationships are more than an economic exchange. They must also consider social and political interests in people management, legal frameworks and environmental sustainability.

The **Global Supply Chain & Distribution** unit explores vertical integration, alternative supply chain strategies, their impact on critical paths and delivery to market. You will consider alternative distribution routes, their costs and benefits, and the emergence of e-retailing, ethical issues and sustainability. The development of multiple new routes to market, such as the emergence of e-retailing, has created new levels of complexity in supply chain management that require the simultaneous application of analytical thinking and the delivery of creative solutions. The unit is concerned with flow of product covering both sourcing and delivery of product to customers, enabling you to evaluate business problems and opportunities arising from buying and merchandising activity across the fashion retailing sector.

The **Consultancy Project** is a significant piece of work that allows you the opportunity to apply the knowledge and skills you have acquired over the course. The project will require you to undertake a rigorous synthesising of practical research activity supported by an academic context. The project focus will reflect a strategic management intervention to current business opportunity and provide realistic implementation recommendations. You may reflect any of the subject areas covered over the course and choose to apply the project to a specific organisation, including your own company or a start-up business. The final submission will need to demonstrate a systematic understanding of contemporary academic thinking and professional problem-solving in the management spectrum, with an advanced level of application of both practical skills and theory.

Learning and Teaching Methods

The following teaching and learning methods are employed to support the integrated achievement of the course outcomes:

The Executive MBA (Fashion) course combines intensive face-to-face blocks in London with online learning, which gives you the flexibility to schedule your study time around work and other commitments and join in from wherever you happen to be. You will engage in individual and collaborative projects, supported by your tutor and fellow students around the world. The face-to-face sessions will take place online. The networking events take place online. Online learning will include tutorials, simulations and discussions around case studies and selected readings. These can be accessed from the Executive MBA (Fashion) Virtual Learning Environment (or VLE), accessible from your computer browser.

Methods include:

- Briefings, tutorials, and feedback
- Face to Face teaching
- Online learning
- Two day Leadership skills course
- Presentations
- Presentation skills workshop
- Industry panel discussion
- Networking events
- Industry engagement activities

Assessment Methods

The following assessment methods are employed to support the integrated aims of the course outcomes:

This course uses a range of formative and summative assessment methods to enable you to reflect upon your progress and improve your work.

Formative assessments are designed to give you feedback and offer opportunities for reflection within a unit. These may be tutor or peer-led or require you to engage in critical self-reflection. Formative assessments do not count towards your unit grade.

Summative assessments come at the end of a unit or period of study. Summative assessments can be holistic or use elements of assessment. Holistic assessment produces one grade for all the assessment requirements based upon the assessment criteria. Element assessment assigns percentage weightings to individual parts of the assessment requirements and these grades are then calculated to attain the overall grade for the unit.

The types of output that are assessed will also vary and may include practical and written work, case studies, reports, presentations and role-plays.

You will be encouraged to be actively engaged in the assessment process through tutorials and learning journals where you record and reflect upon your own progress.

The award of Executive MBA (Fashion) is based on the successful completion of all units. Credit is awarded when a student passes each unit and the final awarded grade will be determined by the grade awarded for the Consultancy Project.

Methods include:

- Case study analysis
- Online discussions
- Business reports
- Presentations
- Business research analysis
- Consultancy project
- Leadership skills activities

Reference Points

The following reference points were used in designing the course:

- The College Learning and Teaching Strategy
- The College Assessment Strategy
- The Learning and Teaching Policies of the University of the Arts London
- University of the Arts London Level Descriptors

- National Framework for Higher Education Qualifications

Course Diagram

Executive MBA (Fashion) – PLEASE NOTE DUE TO VACATION DATES, SPECIFIC DELIVERY WEEKS MAY CHANGE.

LEVEL 7							
September-January		January-April		April-July		September-March	
Face to Face		Face to Face		Face to Face		Face to Face	
Global Strategy (20 credits)		Product Portfolio Management (20 credits)		Innovative Business Management (20 credits)		Consultancy Project (60 credits)	
Strategic Financial Management (20 credits)		Strategic Branding & Marketing Management (20 credits)		Global Supply Chain & Distribution (20 credits)			

The University will use all reasonable endeavours to provide the Course and the services described in this Output. There may be occasions whereby the University needs to add, remove or alter content in relation to your Course as may be appropriate for example the latest requirements of a commissioning or accrediting body, or in response to student feedback, or to comply with applicable law or due to circumstances beyond its control. The University aim to inform you of any changes as soon as is reasonably practicable