

ual:

APPROVED

Master of Business Administration (MBA)

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	LCFMBMBAF01
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Full Time
Duration of Course	12 months
Valid From	September 1st 2020
QAA Subject Benchmark	Business and Management
Collaboration	N/A
UAL Subject Classification	Fashion business
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">• 2.1 degree at Undergraduate Level, or equivalent.

	<ul style="list-style-type: none"> • AND 3 years work experience, to include employment, self-employment, internships, work placements in fashion related sector <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 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 team seeks to recruit students who can demonstrate:</p> <p>(1) People who want to study for an MBA curriculum, with a specific focus on the fashion sector. This could include people who have been working in fashion or those who are particularly gravitating towards the fashion industry from different industries and want to take full advantage of a fashion context at MBA level;</p> <p>(2) High achievers who have the potential to be future fashion industry leaders able to inspire, manage, direct and lead;</p>

(3) Global citizens able to interact effectively within an international student cohort: the cohort will have a mix of students from different countries.

(4) Professional experience: Minimum 3 years work experience required in the wider fashion sector (to include relevant employment, self-employment, internships, work placements)

People with intermediate to senior managerial / consultancy experience who want to accelerate their career and undertake more senior roles within organisations operating in the fashion, lifestyle and related industries. This includes:

- Self-funded candidates who invest in their personal and professional development;
- Candidates sponsored by employers who have been identified for career progression as part of staff development initiatives;
- Entrepreneurs who have created their own business and want to explore strategies and tools to manage this more effectively, expand it and grow it

Extra information required for applications to this course

When you are submitting your application form, you will also need to provide the following pieces of documentation in support of your application:

Curriculum Vitae

You will be required to submit a Curriculum Vitae (C.V.) in support of your application. This should include your full education and employment history.

Personal statement

The personal statement is your opportunity to tell us about yourself and your suitability for the course that you intend to study.

Some key points to consider:

	<ul style="list-style-type: none"> • Make sure that personal statement is your own work and is about you. • Outline why you want to study the course you are applying to. • Try to link your skills and experience required to the course. • Demonstrate your interest and enthusiasm for the course and link these with your personality. • Make sure it is organised and literate (grammar, spelling, punctuation check). <p>Essay</p> <p>Write a fully referenced essay 400 words on the following topic. Provide in text referencing and a bibliography, but these are not included in the 400 words.</p> <p>"In response to Covid, brands have the option to diversify their supply to mitigate risk or consolidate their sourcing in strategic supplier partnerships. Using a range of credible sources discuss the advantages and disadvantages of these strategies and develop an argument."</p>
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. This is often described as blended learning.</p> <p>Definitions of our learning and teaching modes can be found here.</p>

Awards and Percentage of Scheduled Learning

Year 1

Percentage of Scheduled Learning	20
Awards	Credits
Postgraduate Certificate (Exit Only)	60
Postgraduate Diploma (Exit Only)	120
Master of Business Administration	180

Course Aims and Outcomes

The Aims and Outcomes of this Course are as follows:

Aim/Outcome	Description
Aim	The development of advanced understanding of fashion organisations, their governance, management and leadership structures and of the global environments in which these operate.
Aim	The development of advanced analytical, problem solving and decision making skills to address and, where appropriate, resolve a wide spectrum of business and management issues in a range of diverse cultural and global contexts.
Aim	An emphasis on the critical nature of the interrelationships between functions and how these contribute to the process of value creation within fashion organisations.
Aim	The identification and evaluation of the critical success factors (CSF) that support fashion organisations' competitive advantage through the analysis of a wide range of key performance indicators.
Aim	The exploration of the ways in which fashion organisations can foster an innovation-led culture to develop systematic, creative and original solutions to evolving consumers' needs, wants and demands.
Aim	The demonstration of the importance of developing and implementing a clear social and environmental agenda to drive change within the wider fashion sector and build a sustainable future.
Aim	The provision of a transformative journey that will enable students to become independent, self-directed learners and to develop a range of professional skills to fulfil their career development objectives.
Outcome	A systematic understanding of business strategy, people, product processes and sustainability, consumer insight, finance and risk, retail markets, innovation and project management relevant to fashion sector organisations, their external context and how they are managed.
Outcome	Competencies in developing strategic solutions to a range of complex situations taking account of relationships and interactions with other areas of the wider fashion sector.
Outcome	A critical awareness of current issues in business and management within the context of the fashion industry which is

	informed by leading edge research and operational practice in the sector.
Outcome	An understanding of appropriate techniques and use of tools sufficient to allow detailed investigation into relevant business and management issues.
Outcome	An ability to acquire and analyse information, to evaluate its relevance and validity, and to synthesise a range of information in the context of new situations.
Outcome	Conceptual understanding and an ability to evaluate validity of published research and assess its relevance, in addition to identifying new or revised approaches to practice.
Outcome	An ability to conduct research into business and management issues that requires familiarity with a range of business data, research sources and appropriate methodologies, to inform and develop knowledge.
Outcome	An ability to communicate effectively in a variety of situations, using a range of different mediums and take leadership roles, where appropriate.
Outcome	An ability to adopt an international perspective including the impact of globalisation on business, societies and the environment.
Outcome	An informed understanding of the importance of Corporate Social Responsibility and ethical business practices in the fashion sector.

Distinctive Features	
1	Application of business and management knowledge to a range of complex issues faced by organisations operating in the wider fashion industry at national and international level.
2	Offered by the Fashion Business School, an innovative institution which bridges the gap between specialist fashion education and the more traditional social sciences approach adopted by Business Schools and Business and Management Faculties.
3	Supported by specialist enterprise and research centres including The Fashion Digital Anthropology Lab, The Centre for Sustainable Fashion.
4	Close working relationship with leading organisations operating within the wider fashion industry that will endorse various teaching and learning activities (e.g. “live brief” projects).
5	Strong emphasis on experiential learning (problem-solving activities, business games and interactive simulations).
6	Professional development focus supporting personal development with an emphasis on career planning, team working, leadership, communication skills, resilience, self-efficacy and networking skills.

Course Detail

The MBA at the Fashion Business School is focused on the wider global fashion industry. It is a full time course delivered over 45 academic weeks. It is aimed at candidates who have 3 years' experience in the industry, including internships, work experience or running own their company who wish to upskill and challenge themselves to engage with new knowledge and be exposed to new ways of thinking. The MBA curriculum has been informed by extensive industry engagement, cutting edge research and market intelligence. LCF has unrivalled close working relationships with leading organisations and institutions who operate in the wider fashion context, including retail, design, media, digital and technology, finance and investment. In addition the MBA has been designed to support students in their own professional development alongside the taught curriculum. Students will have access to a range of resources and workshops to build relevant soft skills vital to success in the sector, for example self- efficacy and professional resilience. Many of these soft skills have been researched by UAL to enhance enterprise and form a framework of skill development known as the Creative Attributes Framework, designed specifically for UAL students. The learning and teaching strategy has a strong emphasis on applied and experiential learning, problem solving, and industry engagement. Course units are supported by LCF Hubs and Centres including The Digital Anthropology Lab, The Centre for Sustainable Fashion and the Creative Management Enterprise and Branding Research Hub.

Course Units

The MBA is a full time course. The emphasis at post graduate level is on independent study and in addition to taught sessions you will be expected to engage in extensive self-directed learning and research and to utilise the library and open access facilities. The credit framework conforms to the University of the Arts London framework in which the unit of credit is 20 credits (equivalent to 200 hours of student study time). All credits on the MBA are at postgraduate level 7.

Block 1 (weeks 1 – 15)

- International Business Strategy, Management and Leadership (20 credits)
- Operations 1: Fashion Product development and Global Sourcing (20 credits)
- Fashion Marketing and Consumer Insights (20 credits)

Block 2 (weeks 16 – 30)

- Finance and Risk Management (20 credits)
- Operations 2: Servicing Fashion Markets (20 credits)
- Innovation and Fashion Business Futures (20 credits)

Block 3 (weeks 31 – 45)

- Project Management and Consultancy Project (60 credits)

Learning and Teaching Methods

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

The University of the Arts London Teaching and Learning Strategy has informed approaches to learning and teaching on the MBA. Methods include, lectures (both on-line and live), guest speakers, seminar sessions, case studies, technical workshops, group tutorials, individual tutorials, peer review and formative feedback. In addition a series of professional development workshops will support students to further develop important transferable skills.

Assessment Methods

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

- Business Reports;
- Case-studies and case study based timed essays;
- Critical essays;
- Portfolio based project;
- Live negotiations;
- Presentations through a range of media;
- Student sourced industry consultancy project reports;
- Professional Development Digital Portfolio, including aspects of the Creative Attributes Framework.

Students will work both individually and in teams.

Reference Points

Creative Attributes Framework

<https://myintranet.arts.ac.uk/media/myintranet/staff-only/assessment-and-quality/documents/Creative-Attributes-Framework-Policy-July-2016.pdf>

OC&C Strategy Consultants (2016) Fast Forwarding Fashion: Skills for the Future.

Prime, (2015) The Prime Principles for responsible management education. Available at: <http://www.unprme.org/about-prme/the-six-principles.php>

QAA. (2014) Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies.

QAA Master's Degree in Business and Management Subject Benchmark Statement January 2015

The Future of Business Schools in the UK (2005) EPSRC and ESRC
UAL Learning and Teaching and Enhancement Strategy
<http://www.arts.ac.uk/media/arts/about-ual/teaching-and-learning-exchange/2015--2022-Learning,-Teaching-and-Enhancement-Strategy.pdf>

UAL Equal Opportunities Policy 2016

UAL Fairness In Selection Policy <http://www.arts.ac.uk/media/arts/study-at-ual/apply--enrol/documents/Admissions-Policy-2017-18.pdf>

UAL Tutorial Policy <http://www.arts.ac.uk/study-at-ual/academic-regulations/tutorial-policy/>

Course Diagram

MBA – PLEASE NOTE DUE TO VACATION DATES, SPECIFIC DELIVERY WEEKS MAY CHANGE.

S=summative assessment

E1, E2=summative element assessment

LEVEL 7																																																	
BLOCK 1															BLOCK 2															BLOCK 3																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45					
International Business Strategy, Management and Leadership (20 credits)															S																																		
Operations 1: Fashion Product Development and Global Sourcing (20 credits)												E1 E2																																					
Fashion Marketing and Consumer Insights (20 credits)										E1					E2																																		
															Finance and Risk Management (20 credits)										E1					E2																			
															Operations 2: Servicing Fashion Markets (20 credits)										S																								
															Innovation and Fashion Business Futures (20 credits)										S																								
																														Project Management and E1 Consultancy Project (60 credits)										E2									

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