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APPROVED

Executive MBA (Fashion)

Awarding Body	University of the Arts London
College	London College of Fashion
School	N/A
Programme	Fashion Management Programme (L015)
Course AOS Code	05118
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Part Time
Duration of Course	2 years
Valid From	September 1st 2019
QAA Subject Benchmark	Business and Management
Collaboration	N/A
UAL Subject Classification	Business & management, and science
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.

APEL (Accreditation of Prior (Experiential) Learning)

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:

- Related academic or work experience
- The quality of the personal statement
- A strong academic or other professional reference
- OR a combination of these factors

Each application will be considered on its own merit but we cannot guarantee an offer in each case.

English Language Requirements

IELTS level 7.0 with a minimum of 6.0 in reading, writing, listening and speaking. Please check our main [English Language Requirements](#).

Selection Criteria

The course seeks to recruit students from diverse socio-economic and cultural backgrounds, and welcomes applications from mature students.

The course seeks to recruit candidates who can demonstrate:

- 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.

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 a key opportunity for you to tell us about your suitability for the course.

Key points to consider:

- Why do you consider the EMBA will support your career development.
- What experiences of the fashion industry do you have.
- Demonstrate your commitment and passion for working in the global fashion industry.

Portfolio

There is no requirement to submit a portfolio for the Executive MBA (Fashion) course. However, if you wish to include a portfolio or other evidence to support your application please note, you may include a URL link to your portfolio within your personal statement.

Awards and Percentage of Scheduled Learning

Year 1

Percentage of Scheduled Learning	67
Awards	Credits
Postgraduate Certificate	60
Postgraduate Diploma	120

Year 2

Percentage of Scheduled Learning	33
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 through the use of 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 and Strategic Human Resource Management unit that is tailored to enhance individual students' managerial skills.
6	The inclusion of field activities in the curriculum (such as visits to select retail, consultancy and industry partner premises to which 'ordinary' students are not normally granted access) 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.

Learning and teaching methods

- 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 visits

Assessment methods

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

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 has the ability to disrupt existing organisational convention. The unit will engage with these issues through the use of 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 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 at a central London site. The networking events take place in a variety of UAL and private London locations. 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.

Assessment Methods

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 of 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.

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

Year 1

SPECIALIST UNITS (YEAR 1)										
SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Face to Face				Face to Face			Face to Face			
Unit 1: Global Strategy (20 credits)				Unit 3: Product Portfolio Management (20 credits)				Unit 5: Innovative Business Management (20 credits)		
Unit 2: Strategic Financial Management (20 credits)				Unit 4: Strategic Branding and Marketing Management (20 credits)				Unit 6: Global Supply Chain and Distribution (20 credits)		

Year 2

CONSULTANCY PROJECT (YEAR 2)						
SEP	OCT	NOV	DEC	JAN	FEB	MAR
Face to Face						
Unit 7: Consultancy Project (60 credits)						

FU001490: Strategic Financial Management

(Mandatory)

Unit Code	FU001490
Unit Title	Strategic Financial Management
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>This 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.</p>
Indicative Content	<ul style="list-style-type: none">• The relationship between corporate strategy, financial strategy and firm performance.• External reporting requirements and stakeholder relationships.• Analysis and interpretation of financial research.• Human capital accounting, reporting and analytics.• Financing structures, investment decisions and funding considerations across the spectrum of business entities.• Globalisation and risk.
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The lectures and presentations will introduce issues and debates, as a basis for you to research and develop topics for seminar discussion. These will be supported by online debate, using the discussion forum to further explore</p>

	emergent themes within the specialism. In addition, there will be formative tutorial support to support the research and writing of the case study analysis which forms part the assessment for this units.
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Learning Outcomes	
LO1	The ability to identify and analyse the financial strategy issues that affect fashion organisations from both an internal and external perspective (enquiry, knowledge);
LO2	Critical evaluation of the financial position and performance of an entity from the perspective of different stakeholders (enquiry, knowledge);
LO3	The application of analytical tools and techniques to make sound investment and financing decisions at both a project and company level (process);
LO4	An evaluation of contemporary approaches to financial management (communication, realisation).

Unit Assessment Summary
Element – The assessment for this unit is weighted. In element-based assessment, you must achieve at least an E grade in each element, and an aggregate grade of at least D- in the overall unit. Failure (F, or F-), or non-submission in any element defaults to Fail for the unit. Assessment will be against the specified marking criteria.

Elemental	
Assessment Type	Case Study
% of total	60
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	Case study analysis (2,500 words)
Elemental	
Assessment Type	Other
% of total	40

Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	An individual 250 minimum word post to the online forum and the participation in 3 discussion threads.

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List

Reading and Resource List

The reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.

Indicative Reading

Atrill P., McLaney E. (2011) *Accounting and Finance for Non-Specialists* 7th edn. London: Financial Times Press (eBook)

Collier, P. (2009) *Fundamentals of Risk Management for Accountants and Managers Tools & Techniques*. London: Taylor & Francis (eBook)

Watson, D., Head, A. (2013) *Corporate Finance: Principles & Practice*. 6th edn. Harlow: Pearson (eBook)

Further Reading and Resources

Further reading and resources will be negotiated with your tutor.

FU001702: Global Strategy

(Mandatory)

Unit Code	FU001702
Unit Title	Global Strategy
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>The premise whereby the business and its collection of goals, resources and structures is linked via a strategy to the industry and environment is well established within theoretical and practical strategic management thinking. This 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 has the ability to disrupt existing organisational convention. The unit will engage with these issues through the use of case studies, input from key speakers and from your own business perspectives.</p>
Indicative Content	<ul style="list-style-type: none">• The global fashion business environment.• Strategic management theory within the fashion context.• Business models and the organisation.• Corporate social responsibility.• Trend interpretation (macro and micro).
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The lectures and presentations will introduce issues and debates, as a basis for you to research and develop topics</p>

	for seminar discussion. These will be supported by online debate, using the discussion forum to further explore emergent themes within the specialism. In addition, there will be formative tutorial support to support the research and writing of the case study analysis which forms part the assessment for this units.
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Learning Outcomes

LO1	A critical analysis of the key cultural, ethical, legal, economic and organisational influences within strategic fashion management (enquiry, knowledge);
LO2	A contextualised appreciation of these issues and their impact within strategic analysis and management (enquiry, knowledge);
LO3	An understanding of the business organisation, its design and the components that it comprises (enquiry, knowledge);
LO4	The application of strategic management theory to articulate relevant solutions to the issues and opportunities facing the global fashion industry (communication, realisation).

Unit Assessment Summary

The assessment for this unit is weighted. In element-based assessment, you must achieve at least an E grade in each element, and an aggregate grade of at least D- in the overall unit. Failure (F, or F-), or non-submission in any element defaults to Fail for the unit. Assessment will be against the specified marking criteria.

Elemental

Assessment Type	Case Study
% of total	60
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	Case study analysis (2,500 words).
Elemental	
Assessment Type	Other

% of total	40
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	An individual 250 minimum word post to the online forum and the participation in 3 discussion threads.

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List	<p>Reading and Resource List</p> <p>The reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.</p> <p>Indicative reading</p> <p>Osterwalder, A., and Pigneur, Y. (2010). <i>Business Model Generation</i>. New Jersey: Wiley (eBook)</p> <p>Rumelt, R. (2011). <i>Good Strategy, Bad Strategy</i>. London: Profile Books (eBook)</p> <p>White, N, White, J, Griffiths, I (2000) <i>The Fashion Business</i>. London: Bloomsbury. (eBook)</p> <p>Further Reading and Resources</p> <p>Further reading and resources will be negotiated with your tutor.</p>
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FU001304: Product Portfolio Management

(Mandatory)

Unit Code	FU001304
Unit Title	Product Portfolio Management
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>Fashion products are by nature cyclical and ever-changing, 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 will be explored to re-define ways in which we create and develop fashion using flexible collaborative networks for global markets. This 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.</p>
Indicative Content	<ul style="list-style-type: none">• Business planning.• Fashion life cycles.• Pricing strategies.• Collaborative networks.• Digital Product Development.• Fashion futures.
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The lectures and presentations will introduce issues and debates, as a basis for you to research and develop topics for seminar discussion. These will be supported by online debate, using the discussion forum to further explore emergent themes within the specialism. In addition, there</p>

	will be formative tutorial support to support the research and writing of the business report and presentation, which forms the assessment for this units.
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Learning Outcomes	
LO1	An appraisal of the commercial value of product management and execution, in balancing product portfolios (enquiry, knowledge);
LO2	Critical awareness of strategic, customer centric product development in different sectors of the market (enquiry, knowledge);
LO3	Evaluation of the scope and benefit of managing collaborative networks and third parties to support value creation (enquiry, knowledge, process);
LO4	An assessment of future trends in product development and management (realisation).

Unit Assessment Summary
The assessment for this unit is weighted. In element-based assessment, you must achieve at least an E grade in each element, and an aggregate grade of at least D- in the overall unit. Failure (F, or F-), or non-submission in any element defaults to Fail for the unit. Assessment will be against the specified marking criteria.

Elemental	
Assessment Type	Report
% of total	60
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A business report (2500 words)
Elemental	
Assessment Type	Presentation
% of total	40
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief

Feedback	Refer to Assignment Brief
Assessment Description	A non-narrated individual presentation (with presenters notes of maximum 1000 words).

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List	<p>Reading and Resource List</p> <p>The essential reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.</p> <p>Indicative reading</p> <p>Baker, M., Hart, S. (2007) <i>Product Strategy and Management</i>. 2nd edn. Harlow: Pearson. (eBook)</p> <p>Clark J. (2015) <i>Fashion Merchandising, Principles and Practice</i>. London: Palgrave</p> <p>Further Reading and Resources</p> <p>Further reading and resources will be negotiated with your tutor.</p>
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FU001306: Strategic Branding & Marketing Management

(Mandatory)

Unit Code	FU001306
Unit Title	Strategic Branding & Marketing Management
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>The 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.</p>
Indicative Content	<ul style="list-style-type: none">• Brand values and attributes and the brand development process.• Brand identity and personality.• Market positioning and planning.• Market and brand growth strategies (extension, licensing, diffusion and collaborations).• Brand equity.• Brand protection and counterfeiting.• Brand portfolio management and rejuvenation.• Luxury brand marketing management.• Ethical and sustainable considerations relevant to contemporary marketing management.
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The</p>

	lectures and presentations will introduce issues and debates, as a basis for you to research and develop topics for seminar discussion. These will be supported by online debate, using the discussion forum to further explore emergent themes within the specialism. In addition, there will be formative tutorial support to support the research and writing of the business report and presentation, which forms the assessment for this units.
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Learning Outcomes

LO1	Critical evaluation of emerging and established brand management frameworks within a fashion context (enquiry, knowledge)
LO2	Effective articulation of the relationship and influence between brand, marketing and corporate strategy with the fashion sector (enquiry, knowledge)
LO3	Critical analysis of the marketing management principles and processes required to respond to the contemporary fashion environment (enquiry, knowledge, process)
LO4	An ability to identify operational and strategic critical success factors (CSFs) of international brand management (process, realisation)

Unit Assessment Summary

The assessment for this unit is weighted. In element-based assessment, you must achieve at least an E grade in each element, and an aggregate grade of at least D- in the overall unit. Failure (F, or F-), or non-submission in any element defaults to Fail for the unit. Assessment will be against the specified marking criteria.

Elemental

Assessment Type	Report
% of total	60
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A business report (2500 words).
Elemental	

Assessment Type	Presentation
% of total	40
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A non-narrated individual presentation (with presenters notes of maximum 1000 words)

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List	<p>Reading and Resource List</p> <p>The reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.</p> <p>Indicative reading</p> <p>Jansson-Boyd, C. V. (2010) <i>Consumer psychology</i>. Maidenhead; New York: Open University Press. (eBook)</p> <p>Kapferer, J.-N. (2012) <i>The new strategic brand management: advanced insights and strategic thinking</i>. 5th ed. London; Philadelphia: Kogan Page (eBook)</p> <p>Keller, K. L., Apéria, T. and Georgson, M. (2012) <i>Strategic brand management: a European perspective</i>. 2nd ed. Harlow, England: New York: Financial Times/Prentice Hall. (eBook)</p> <p>Further Reading and Resources</p> <p>Further reading and resources will be negotiated with your tutor.</p>
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FU001301: Global Supply Chain and Distribution

(Mandatory)

Unit Code	FU001301
Unit Title	Global Supply Chain and Distribution
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>The unit explores vertical integration, alternative supply chain strategies, their impact on critical paths and delivery to market. You will also 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, therefore, is fundamentally 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.</p>
Indicative Content	<ul style="list-style-type: none">• Buyer/supplier relationship.• Key performance indicators and supplier performance evaluation tools.• Agile supply chains/fast fashion/quick response concepts and challenges.• Development of international sourcing; sources of fashion clothing; supplier relationships and management of the supply chain.• Dynamics of the international market.• An overview of ethical principles and issues.
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The lectures and presentations will introduce issues and</p>

	debates, as a basis for you to research and develop topics for seminar discussion. These will be supported by online debate, using the discussion forum to further explore emergent themes within the specialism. In addition, there will be formative tutorial support to support the research and writing of the business analysis report which forms the assessment for this units.
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Learning Outcomes

LO1	An understanding and evaluation of global supply chain models that impact upon the performance of the company (enquiry, knowledge)
LO2	The ability to critically evaluate stakeholder relationships in the delivery of an ethically sourced product range (enquiry, knowledge)
LO3	Engagement in critical analysis of global sourcing strategies and their ability to provide leverage in a competitive market place (enquiry, knowledge, communication)
LO4	The ability to analyse modes of operation amongst international and multi-channel business, and identification of opportunities for market entry and future expansion (enquiry, knowledge, process)

Unit Assessment Summary

This unit is assessed holistically (100% of the unit). Assessment will be against the specified marking criteria.

Holistic

Assessment Type	Report
% of total	100
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A business research report (3500 words)

Contact Hours

Please access your unit Contact Hours from:

Reading List

Reading and

Resources

The reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.

Indicative reading

Christopher, M. (2011) *Logistics and Supply Chain Management*, 4th edn. Harlow: Pearson Education Ltd. (eBook)

Fernie, J. and Sparks, L. (2014), *Logistics and retail management. Emerging issues and new challenges in the retail supply chain* 4th edn. London: Kogan Page. (eBook)

Hines, T. (2014) *Supply Chain Strategies, Demand Driven and Consumer Focused* 2nd edn. London: Routledge (eBook)

Further Reading and Resources

Further reading and resources will be negotiated with your tutor.

FU001939: Innovative Business Management

(Mandatory)

Unit Code	FU001939
Unit Title	Innovative Business Management
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	1
Credits	20
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>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. As such this unit reviews how businesses innovate in the management of the paradoxical relationship between wealth creation and the wider societal context.</p>
Indicative Content	<ul style="list-style-type: none">• Business and its role in society• Legal and governance frameworks for business• Business models and innovation• People management and human capital• Corporate social responsibility within business• Ethical and sustainable business operations
Learning & Teaching Methods	<p>The unit will be delivered through a series of lectures, seminars, online discussions and presentations. Guest speakers from varied aspects of industry and education will contribute their own perspectives and experience. The lectures and presentations will introduce issues and debates, as a basis for you to research and develop topics for seminar discussion. These will be supported by online debate, using the discussion forum to further explore emergent themes within the specialism. In addition, there will be formative tutorial support to support the research and writing of the business analysis report which forms</p>

the assessment for this units.

Learning Outcomes

LO1	To critically analyse the role of business in society and assess the legal frameworks that shape business operations (enquiry, knowledge)
LO2	To understand the concept of business model innovation and corporate governance mechanisms throughout the business organisation (communication, enquiry, knowledge)
LO3	To appreciate the role of people management within the business organisation and understand its contribution to business success (enquiry, knowledge, process)
LO4	To evaluate the principles of corporate social responsibility and contemporary approaches to ethical trading (enquiry, knowledge)

Unit Assessment Summary

This unit is assessed holistically (100% of the unit). Assessment will be against the specified marking criteria.

Holistic

Assessment Type	Report
% of total	100
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A business research report (3500 words).

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List

Reading and Resource List

The reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are constantly changing. Please refer to Moodle for the most up to date reading lists.

Indicative reading

Afuah, A. (2014) *Business Model Innovation: Concepts, Analysis, and Cases*. London: Routledge

Carroll, A. and Buchholtz, A. (2014). *Business and Society: Ethics, Sustainability, and Stakeholder Management*. Cengage Learning.

Clarke, T. (2005). *Theories of Corporate Governance*. London: Routledge.

Crane, A. and Matten, D. (2010) *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*, 3rd edn. Oxford: Oxford University Press.

Further Reading and Resources

Further reading and resources will be negotiated with your tutor.

FU001307: Consultancy Project

(Mandatory)

Unit Code	FU001307
Unit Title	Consultancy Project
FHEQ Level	Level 7
Effective From	September 1st 2019
Duration	2
Credits	60
Programme	Fashion Management Programme (L015)
Unit Introduction	<p>The Executive MBA (Fashion) 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 specialism, with an advanced level of application of both practical skills and theory.</p>
Indicative Content	<p>The course will have exposed you to a wide range of subjects, knowledge and information by this point and you may select any topic as a focus providing the project relates to a strategic aspect of management or enterprise within the global fashion industry. In the context of the field of study, your work will involve:</p> <ul style="list-style-type: none">• Articulation of a research question• Market data research• Application of strategic management theory• Primary research activities• Derivation of a set of business recommendations
Learning & Teaching Methods	<p>The project will be supervised by a designated tutor, with regular tutorial support available. Within this framework, you are expected to conduct original and independent research, and develop your own programme of work.</p>

	<p>Progress reviews will also be conducted at key stages. Supervision will take the form of individual face-to-face and online tutorials. You will be expected to conduct independent research and set your own programme of work under the guidance of your designated supervising tutor. The method of research, development of ideas and organisation of material will depend on the chosen subject area, but should also reflect tutorial advice and feedback. Reviews of work in progress will be conducted in staged tutorials.</p>
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Learning Outcomes	
LO1	Effective self-directed research (primary and secondary) at an advanced level using appropriate methodologies (process, realisation)
LO2	A critical review of the external macro environment impact upon the fashion enterprise studied and its corporate activities (enquiry)
LO3	An ability to identify theoretical strategic management frameworks as part of an appropriate intervention to a specific strategic management or enterprise issue, challenge or opportunity (enquiry)
LO4	Effective analysis and utilisation of primary research data to support and synthesise a clear argument (enquiry, realisation)
LO5	An ability to identify a set of realistic and actionable recommendations for implementation (knowledge, process)
LO6	An ability to convey ideas by the creation of a professional standard business report and presentation (communication)
LO7	A demonstration of cumulative continuous professional development by the creation of a leadership portfolio (process)

Unit Assessment Summary
<p>The assessment for this unit is weighted. In element-based assessment, you must achieve at least an E grade in each element, and an aggregate grade of at least D- in the overall unit. Failure (F, or F-), or non-submission in any element defaults to Fail for the unit. Assessment will be against the specified marking criteria.</p>

Elemental	
Assessment Type	Report

% of total	50
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A business report (10,000 words).
Elemental	
Assessment Type	Presentation
% of total	30
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A presentation of your work to a panel composed of academic and industry professionals.
Elemental	
Assessment Type	Portfolio
% of total	20
Hand-in Week	Refer to Assignment Brief
Briefing	Refer to Assignment Brief
Feedback	Refer to Assignment Brief
Assessment Description	A leadership portfolio as specified in your unit handbook.

Contact Hours

Please access your unit Contact Hours from:
<https://mycontacthours.arts.ac.uk/home>

Reading List

Reading and Resource List

The essential reading for this unit will be available in either hard copy or, where possible, digital formats. Due to the nature of this course reading and resources are

constantly changing. Please refer to Moodle for the most up to date reading lists.

Indicative Reading

Maister, D., R, Galford. and Green, C. (2002). *The trusted advisor*. New York: Simon and Schuster.

Newton, R. (2010) *The Management Consultant: Mastering the art of consultancy*, Harlow; Financial Times Prentice Hall (eBook).

Saunders, M., Lewis, P., Thornhill, A. (2012). *Research Methods for Business Students*. 6th edn. Pearson: London (eBook).

Further Reading

You will develop your own appropriate range of resources, which must be identified in the supporting research documentation.

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