

## Programme Specification

Every taught course of study leading to a UAL award is required to have a Programme Specification. This summarises the course aims, learning outcomes, teaching, learning and assessment methods, and course structure. Programme Specifications are developed through course validation and are formally approved by UAL Validation Sub Committee (VSC). They are available to prospective students through the course web page, and must be reviewed on an annual basis to ensure currency of information (for example, following any modifications or local developments).

Awarding Body	University of the Arts London (UAL)
Professional, Statutory or Regulatory Body (PSRB)	Chartered Management Institute (CMI) and Chartered Institute of Management Accountants
Teaching Institution	London College of Fashion
Final Award	MSc (Hons) Strategic Fashion Management
Length of Course	4 Years / 5 Years with placement
UCAS code	WN31
Date of production/revision	May 2018

This course is located in the Fashion Management Programme within the Fashion Business School within the London College of Fashion. The Fashion Management team with a range of subject expertise leads this course from tutors across the Fashion Business School. The fashion industry is complex, global and highly competitive, and covers all levels of segmentation from value-orientated retailers to luxury brands. Careers within the industry require graduates who can respond effectively to the dynamic challenges by devising and implementing new business strategies. The curriculum emphasises financial literacy, data analysis and the application of statistical models as a means to solve problems and make informed decisions. You will develop a solid grounding in both theoretical and practical approaches to supply chain, merchandising, financial and people management, whilst appreciating the significance of reacting and responding effectively to the constant changes and challenges in global supply and demand. Throughout the course you will be guided to apply the underlying theoretical principles of fashion management to the fashion industry. The course provides an approach to learning that encourages you to work autonomously and creatively whilst enabling you to develop confidence in becoming a reflective independent learner, strategic thinker and decision maker.

**Course Aims**

This course aims to:

- provide a uniquely challenging and stimulating educational experience which will enable you to develop a range of personal, intellectual and transferable skills;
- enable you to acquire knowledge and skills and related to the creative industries in general and fashion management in particular;
- develop your intellectual, creative and problem solving skills and innovative thinking through the synthesis of theoretical and practical approaches to learning;
- enhance your adaptability and self-directed approach to personal development and decision making in complex situations;
- enable you to refine your independence of judgment and evaluation, fostering an enquiring and critically analytical approach to your strategic fashion management studies in its changing global context;
- support you in developing a critical approach to the study of contemporary strategic management theories and practices; and
- support your development of a high level of professionally relevant skills, including entrepreneurship, reflective practice and communication to enable you to actively pursue your career aspirations and enter employment or undertake further study.

**Course Outcomes**

The outcomes that you will have demonstrated upon completion of the course, are:

1. a systematic knowledge and coherent understanding of global fashion organisations, their external context and how they are managed;
2. a critical awareness of current issues in fashion management which is informed by leading edge research and practice;
3. the identification, investigation, critical analysis and interpretation of issues with both an academic and professional focus;
4. creativity in the application of a high level of knowledge and practical skills in addressing contemporary strategic fashion management issues;
5. an ability to operate effectively both independently and in a variety of team roles, forming collaborative networks where appropriate;
6. an ability to clearly communicate ideas effectively both orally and in writing and reflect critically on your own investigation and that of your peers;

7. the ability to undertake independent and original research, identify and use appropriate research methodologies and data collection and analysis techniques; and

8. evidence of engagement with the Creative Attributes Framework including resilience, connectivity and self-efficacy.  
The emphasis being on employability, learning strategies, underpinning skills, and personal development.

**Learning and Teaching Methods:**

Certain approaches to learning are common to all courses in the Undergraduate framework; these include practical workshops, group and individual projects, peer group presentations, lectures, seminars and tutorials. All courses emphasise active participation and experiential learning, in combination with the development of research, analytical and critical skills.

Projects play a fundamental role in the promotion of your learning and achievement of course objectives. You are supported during projects by tutors. You will be given opportunities to learn with your peers. Many projects at LCF simulate professional commercial and industrial practice. Open access facilities are available to all students and provide opportunities to work independently to consolidate skills and extend learning.

Stage 1 learning opportunities are fairly prescribed, save for one option unit, but as you progress through Stages 2, 3 and 4 there is increasing scope for you to interpret and develop learning in individual directions working to your strengths and interests. Guided by a designated tutor, you will select and execute a final major project appropriate to your individual interests and aspirations.

**Scheduled Learning and Teaching**

State the notional learning hours and provide a percentage breakdown of timetabled teaching and learning activities per level.

**Scheduled Learning and Teaching** – this is the percentage of your time spent in timetabled learning and teaching. In each year you are expected to study for 1200 hours over 30 weeks; below is the amount of time which is timetabled activity. The rest of your learning time will be self-directed, independent study.

**MSc Strategic Fashion Management**

Year 1 – 18 %

Year 2 - 12 %

Year 3 – 15 %

Year 4 – 9 %

### Assessment Methods:

A wide variety of methods are employed including essays, reports, reflections, examinations, team and individual presentations, and a final major project in the form of a dissertation or a practice-based project (e.g. business plan).

### Reference Points

The following reference points were used in designing the course:

- UAL Learning, Teaching and Enhancement Strategy 2015-2022: Delivering transformative education
- UAL Tutorial Policy
- UAL Creative Attributes Framework Overview and Guidance for Course Teams
- LCF Credit Framework
- Feedback from the course team, fashion industry, alumni and students
- QAA Framework for Higher Education Qualifications
- QAA. (2015) *Subject Benchmark Statement Business and Management*. Available at: <http://www.qaa.ac.uk/publications/information-and-guidance/publication/?PubID=2915#.VSY8Vlyuerw>

In addition, the following reference points were used in designing the course:  
CMI Level 7 Qualifications in Strategic Management and Leadership (QCF)  
Syllabus December 2013 – Version 1  
Prime, (2015) *The Prime Principles for responsible management education*.  
Available at: <http://www.unprme.org/about-prme/the-six-principles.php>

### Programme Summary

Programme structures, features, units, credit and award requirements:

The units you will study in Year 1, Stage 1, Level 4 are as follows:

- Introduction to Fashion Management (20 credits)
- Principles of Business (20 credits)
- Marketing Management (20 credits)
- Financial Management (20 credits)
- Product Management (20 credits)
- Better Lives (20 credits)

The units you will study in Year 2, Stage 2, Level 5 are as follows:

- Business Analytics (20 credits)
- People Management (20 credits)
- Language & Culture for Business (20 credits)
- Digital Skills for Fashion Business (20 credits)
- Industry Experience Project (40 credits)

The units you will study in Year 3, Stage 3, Levels 6 and 7 are as follows:

- Researching Consumer Behaviour (20 credits)
- Luxury Brand Management (40 credits)
- Corporate Finance & Risk Management (20 credits)
- Advanced Operations Management (40 credits)

The units you will study in Year 4, Stage 4, Level 7 are as follows:

- Advanced Research Methods (20 credits)
- Strategy, Innovation & Disruption (40 credits)
- MSc: Final Major Project (60 credits)

A 20-credit unit is approximately equivalent to 200 hours of learning time, which includes a mixture of taught time, independent study and assessment.

All students are entitled to a tutorial package that consists of:

- one induction tutorial (group)
- tutorials with unit leaders and course leaders as available during open office hours;
- an appropriate level of confidentiality

The first year is designed to ensure a core grounding in management studies, an understanding of the principles of fashion management and an appreciation of the fashion organisation and its external environment.

In stage 2 the focus moves to the management of specific functions within the fashion organisation business model. Here there are embedded opportunities to learn a second language for business purposes and undertake a credit bearing work placement opportunity or gain consultancy experience.

Stages 3 and 4 see the focus move from operational to strategic management with an increasing focus on contemporary challenges. Completion of the MSc gives students accreditation at level 7 of the Chartered Management Institute.

Distinctive features of the course:

- MSc Strategic Fashion Management builds on the success of the existing course MSc International Fashion Management;
- Offered by the Fashion Business School, the course offers an enhanced level of Undergraduate study with a strategic management focus as part of the Management Programme;

- Accredited by the Chartered Management Institute. On completion of the MSc Strategic Fashion Management, graduates will be awarded the Level 7 Diploma in Strategic Management and Leadership;
- An integrated management curriculum allows students to explore how different functions contribute to the process of value creation within a wide range of fashion organisations operating at national and international level;
- Curriculum at the forefront of knowledge in the specialist subject area of strategic fashion management in a global context with an element of ab initio language acquisition to support global citizenship;
- Close partnership with leading organisations operating in the fashion industry at national and international level which actively support various stages of the course. This include regular knowledge exchange and networking opportunities with leading fashion executives;
- Opportunity to undertake an optional placement year in the global fashion industry or studying abroad at a partner university and obtaining an additional qualification (Diploma in Professional Studies). The course has developed strong links with international businesses operating in both local and international markets and has robust alliances with a range of overseas partner institutions;
- Opportunity to customise the learning experience in the second year by sourcing and undertaking an optional credited unit of work experience or instead choosing to gain consultancy experience;
- Support to seek an additional qualification in management accounting in Stage 3, through alignment of the course content with 3 of 4 modules in the CIMA certificate in business accounting.
- Opportunity to customise the learning experience in the final year by undertaking an MSc Final Major Project in a specific area of choice;
- Strong emphasis on developing a wide range of employability skills, including networking and interpersonal skills, negotiation, persuasion and effective presentation. The course aims to nurture future business professionals to work in a creative, analytical and responsible manner.

### **Recruitment and Admissions**

#### Selection Criteria

The course team seeks to recruit students who can demonstrate:

- A strong interest in the different roles of management within the fashion industry

- An analytical problem solving approach
- An ability to multi-task

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.

Applicants will be expected to evidence reasons **in the application** for:

- why you want to come on the course and what you will bring to the course;
- an understanding of the different management roles within the fashion industry;
- an awareness of current affairs;
- an awareness of fashion and the role it plays in the culture of a society;
- the ability to work in a team;
- a motivation to succeed on the course;
- a motivation for working in management in the fashion industry.

#### Entry Requirements

Entry to this course is highly competitive: applicants are expected to achieve, or already have, the course entry requirements detailed below.

The standard minimum entry requirements for this course are:

- A Level Passes at Grade C or above totalling 120 UCAS tariff points. (Preferred subjects include Business Studies, Maths, Economics, Science, Humanities and Modern Foreign Languages;
- or**
- BTEC National Diploma DDM award;
- or**
- IB Diploma 25 points
- or**
- equivalent EU or non-EU qualifications;
- And**
- Passes in at least SIX GCSEs at Grade B (6) or above including Maths, English and a Science.
  -

Exceptionally, applicants who do not meet these course entry requirements may still be considered if the course team judges the application 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.

#### English language requirements

All classes are conducted in English. If English is not your first language you will be asked to provide evidence of your English language ability when you enrol. The level required by the University for this course is IELTS 6.5 with a minimum of 5.5 in each skill.

Please visit the [UAL Language Requirements](#) page, read carefully and look at the relevant documents

## Course Diagram

Year 1 Stage 1: 120 credits at level 4	
<b>Block 1</b> <b>Thinking Differently: Transition to Higher Education</b> You will: 1. have transitioned successfully to Higher Education; and 2. have acquired a solid foundation in the principles of fashion management.	<b>Block 2</b> <b>Creativity, Experimentation, Collaboration</b> You will: 1. demonstrate knowledge of the underlying concepts and principles associated with creativity, experimentation and collaboration; and 2. continue to develop a solid foundation in the principles of fashion management
Introduction to Fashion Management (20 credits)	Financial Management (20 credits)
Principles of Business (20 credits)	Product Management (20 credits)
Marketing Management (20 credits)	Better Lives (20 credits)
On successful completion of Stage 1 (120 credits at Level 4), should you wish to exit, you may be eligible for the interim award of <b>Certificate of Higher Education Strategic Fashion Management</b> .	

Year 2 Stage 2: 120 credits at level 5	
<b>Block 3</b> <b>Core Discipline</b> You will: 1. demonstrate knowledge and critical understanding of the principles of your core discipline 2. develop your personal skills and lifelong learning approach	<b>Block 4</b> <b>Professional Practice</b> You will: 1. build on your existing skills and acquire new competencies that will develop you to work successfully in professional practice 2. appreciate the challenges of applying your knowledge of fashion management in a professional context
Business Analytics (20 credits)	Digital Skills for Fashion Business (20 credits)
People Management (20 credits)	Industry Experience Project (40 credits)
Language & Culture for Business (20 credits)	
On successful completion of Stage 2 (120 credits at Level 4 and 120 Credits at Level 5) should you wish to exit, you may be eligible for the interim award of <b>Diploma in Higher Education Strategic Fashion Management</b> .	

Year 3, Stage 2



Optional Diploma in Professional Studies 120 credits at Level 5 (year in industry or overseas work placement)

Year 3/4 Stage 3: 60 credits at level 6, 60 credits at level 7	
<b>Block 5</b> <b>Applied Theory</b>	<b>Block 6</b> <b>Theory into Practice</b>
<p>You will:</p> <ol style="list-style-type: none"> <li>1. Demonstrate creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in your discipline</li> <li>2. Acquire an advanced theoretical knowledge base in fashion management</li> </ol>	<p>You will:</p> <ol style="list-style-type: none"> <li>1. Evaluate and accurately integrate established theoretical concepts and techniques of research, analysis and enquiry within the subject area of your practice</li> <li>2. Continue to develop an advanced theoretical knowledge base in fashion management</li> </ol>
Researching Consumer Behaviour (20 credits)	Corporate Finance & Risk Management (20 credits)
Luxury Brand Management (40 credits)	Advanced Operations Management (40 credits)
<p>On successful completion of Stage 3 (120 credits at Level 4, 120 credits at Level 5, 60 credits at Level 6 and 60 credits at Level 7), should you wish to exit, you may be eligible for the interim award of <b>BSc (Hons) Strategic Fashion Management</b>.</p>	

Year 4/5 Stage 4: 120 credits at level 7	
<b>Block 7</b> <b>Contemporary Issues</b>	<b>Block 8</b> <b>Preparing for the future</b>
<p>You will:</p> <ol style="list-style-type: none"> <li>1. demonstrate a critical awareness of contemporary issues within your discipline informed by leading research and practice in the relevant field</li> <li>2. evidence a high level of understanding of contemporary issues in fashion management</li> </ol>	<p>You will:</p> <ol style="list-style-type: none"> <li>1. be self directed and able to act autonomously as you plan for employment, entrepreneurial engagement or further study.</li> <li>2. evidence self-directed exploration of a fashion management related topic in depth</li> </ol>
Advanced Research Methods (20 credits)	MSc Final Major Project (60 credits)
Strategy, Innovation & Disruption (40 credits)	
<p>On successful completion of the course, you may be eligible for the exit award of <b>MSc Strategic Fashion Management</b>.</p>	