

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 minor modification or local developments).

Awarding Body	University of the Arts London (UAL)
Teaching Institution	London College of Fashion
Final Award	Masters Degree in Business Administration (MBA)
Relevant QAA Benchmark Statement	Business and Management
Date of production/revision	2017

ion is available to provide any introductory information on the course. It might include explanation of the position of courses which form a within an 'umbrella' programme.

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 Fashion Enterprise, The Centre for Sustainable Fashion and the Creative Management Enterprise and Branding Research Hub.

Course Aims

The aims of the course identify the rationale underlying the student's educational experience and own personal achievement from studying on the course and its affect upon the student's long term achievement and career.

This course aims to:

- The development of advanced understanding of fashion organisations, their governance, management and leadership structures and of the global environments in which these operate.
- 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.
- An emphasis on the critical nature of the interrelationships between functions and how these contribute to the process of value creation within fashion organisations.
- 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.
- 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.
- 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.
- 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.

Course Outcomes
The course enables the student to demonstrate the following subject knowledge and understanding, intellectual and academic skills, practical subject skills, key attributes and transferable skills. Each outcome should be detailed below.
The outcomes that you will have demonstrated upon completion of the course, are:
1. 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;
2. 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;
3. 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;
4. An understanding of appropriate techniques and use of tools sufficient to allow detailed investigation into relevant business and management issues;
5. 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;
6. 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;

7. 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;
8. An ability to communicate effectively in a variety of situations, using a range of different mediums and take leadership roles, where appropriate;
9. An ability to adopt an international perspective including the impact of globalisation on business, societies and the environment;
10. An informed understanding of the importance of Corporate Social Responsibility and ethical business practices in the fashion sector.

Learning and Teaching Methods:
Provide a summary of the relevant learning and teaching methods for the course.
The University of the Arts London Teaching and Learning Strategy has informed approaches to learning and teaching on the MBA. Methods include, lectures, guest speakers, seminar sessions, case studies, technical workshops, business games, 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:
Provide a summary of the relevant assessment methods for the course.
The assessment strategy will comprise a wide range of methods, including: <ul style="list-style-type: none"> • 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. <p>Students will work both individually and in teams.</p>

Reference Points
List any policies, descriptors, initiatives or benchmark statements used in the development of the course.
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) <i>Fast Forwarding Fashion: Skills for the Future.</i>

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/>

Programme Summary

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

List the course details that constitute the agreed student entitlement for this course. This should include unit titles and credit, types of learning hours per week and details of tutorial support.

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.

	60 credits	120 credits	180 credits
Level 7	PG Cert Business Administration	PG Dip Business Administration	MBA

The validated units are:

Teaching 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 Insight (20 credits)

Teaching 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)

Teaching Block 3 (weeks 31 – 45)

- Project Management and Consultancy Project (60 credits)

	Scheduled Learning and Teaching Hours		Guided Independent Study Hours	
	Hours	%	Hours	%
Total of All 7 Units	360	20%	1440	80%

Tutorial support:
All students will be entitled to 1 academic and 1 pastoral individual tutorial per teaching block. Each tutorial will be for 20 minutes. UAL Tutorial Policy <http://www.arts.ac.uk/study-at-ual/academic-regulations/tutorial-policy/>

[Students will also engage in group tutorials as part of their studies.](#)

Distinctive features of the course:
<p>Identify and list those characteristics that distinguish your course from other, similar courses. Refer to both the student experience on the course and future possible career opportunities.</p> <ul style="list-style-type: none"> • 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; • Offered by the <i>Fashion Business School</i>, 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; • Supported by specialist enterprise and research centres including The Fashion Digital Anthropology Lab, The Centre for Fashion Enterprise, The Centre for Sustainable Fashion; • 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). • Strong emphasis on experiential learning (problem-solving activities, business games and interactive simulations). • Professional development focus supporting personal development with an emphasis on career planning, team working, leadership, communication skills, resilience, self-efficacy and networking skills.

Recruitment and Admissions
<p>Admission Policy/Selection Criteria</p> <p>Summarise relevant details contained in the validation papers i.e. list the methods used in selection such as interviewing. Selection criteria should be fully listed.</p> <ul style="list-style-type: none"> • Candidates will want to study an MBA curriculum, with a specific focus on the fashion sector. • Candidates will evidence a global perspective and an ability to interact effectively within an international student cohort: the cohort will have a mix of International, European and Home students • Minimum 3 years work experience in the wider fashion sector, (to include relevant employment, self-employment, internships, work placements)

- Minimum 2.1 (or equivalent) Honours degree at Undergraduate Level
- IELTS 7.0 with a minimum of 6.0 in any one skill to ensure English language proficiency

Entry Requirements
List the entry requirements relevant to the course.

- Each candidate will be assessed on their own merit:
- 2.1 degree at Undergraduate Level, or equivalent.
 - 3 years work experience, to include employment, self-employment, internships, work placements in fashion related sector
 - IELTS 7.0 with a minimum of 6.0 in any one skill to ensure language proficiency

Admission Procedures
The selection procedures for the course must adhere to the Equal Opportunities Policy of UAL.

The application process is a 3-stage process.
 Stage 1 – An application form is completed on-line for postgraduate study. Students will be asked to submit a CV, transcripts of qualifications including IELTS (or equivalent*), personal statement, upload an academic essay (title set by the Course Leader) and provide 1 work reference. Successful candidates will then progress to Stage 2.
 Stage 2 – Will be a timed essay and a maths test. Successful candidates will then progress to Stage 3.
 Stage 3 – An interview in person, or on the phone or by alternative mediums e.g. Skype.

Applications are welcome from all individuals regardless of age, gender, race, class, sexuality and religion.
 * where students have not completed their IELTS or equivalent, applications can be submitted and any offer would be conditional on completing this to the required standard (as above).

Course Diagram

Sept	Jan	Feb	June	June	Sept
International Business Strategy Management and Leadership 20 Credits		Finance and Risk Management 20 Credits		Project Management and Consultancy Project 60 Credits	
Operations 1: Fashion Product Development and Global Sourcing 20 Credits		Operations 2: Servicing Fashion Markets 20 Credits			
Fashion Marketing and Consumer Insights 20 Credits		Innovation and Fashion Business Futures 20 Credits			