

**UNIVERSITY OF  
LEADING  
THE WAY  
WESTMINSTER**  
**PROGRAMME SPECIFICATION**

**Course record information**

Name and level of final award:	<b>MA Fashion Business Management</b> The Fashion Business Management is a Masters degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Fashion Business Management Postgraduate Certificate Fashion Business Management
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Westminster School of Media Arts and Design (Harrow)
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	One year (full time). September start.
<a href="#">QAA subject benchmarking group(s)</a> :	QAA Subject benchmark statements Masters degrees in Business and Management (2007)(QAA15862/07)
Professional statutory or regulatory body:	N/A
Date of course validation/review:	March 2012
Date of programme specification approval:	2012-13
Course Leader:	Virginia Grose
Course URL:	<a href="http://westminster.ac.uk/courses/postgraduate">westminster.ac.uk/courses/postgraduate</a>
Westminster Course Code:	PMFAS01F (FT)
JACS code:	N200 (Management Studies)
UKPASS code:	P035638

## Admissions requirements

There are standard minimum [entry requirements](#) for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information. For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements. More information can be found here:

<https://www.westminster.ac.uk/courses/postgraduate/how-to-apply>.

## Aims of the Course

The course has been designed to match the Universities mission to provide education for professional life and meet the University policies on skills development and employability. The course structure follows the requirements of the modular frameworks and the academic regulations of the University. This support from industry is important to us on the course, both for you as a student and for the future development and relevance of the course. The MA Fashion Business Management course will continue to foster and maintain these important links with the fashion industry to ensure that the MA Fashion Business Management course is consistently relevant and at the forefront of education for the future leaders in the Fashion industry.

The MA Fashion Business Management aims to equip participants for management careers in the Fashion Industry by delivering an innovative and relevant fashion business curriculum that includes the study of organisations, their management, culture and the changing external environment in which they operate. The programme focuses on preparing participants to develop into senior roles in business and management within the fashion industry encouraging the development of strategic and entrepreneurial vision, problem solving ability, business knowledge and skills, finance and risk management together with improved self-awareness and personal development appropriate to graduate careers in the fashion business.

The aims are achieved through a structured learning experience that also aims to enhance the lifelong learning skills and personal development of its participants to enable them to contribute to society at large. These includes the following

- Developing their ability to think creatively and strategically using expert knowledge of the fashion industry, and of new markets and product innovation.
- Developing their leadership and organisational management knowledge and their ability to select appropriate models for the implementation and evaluation of strategic change
- To evaluate critically, current issues and methodologies in fashion industry organisations and in relation to other industries, developing critiques of them through a large-scale independent and original project relating to professional practice and, where appropriate, to propose new hypotheses.
- To develop both a comprehensive and systematic understanding of the established techniques applicable to interpret and create a critical awareness of the challenges of exploiting, developing and servicing global fashion markets through traditional and emerging channels.
- Develop the necessary skills to study at post graduate level.

## Course Objectives

The premise of the subject benchmarks statement for Master's awards in business and management is particularly relevant in respect of these objectives:

- To improve the quality of management as a profession.
- To be able to interpret a wide range of organisations; personal development should reflect the dynamism and vibrancy of the business and management environment; graduates should be able to convert theory into practice and develop life-long learning skills.
- The MA Fashion Business Management course's mission is to be the premier international management programme for the global Fashion Industry and to educate the fashion industry leaders of tomorrow.
- The MA FBM programme builds on students' prior industry experience / knowledge as well as on skills gained from a first degree. The intense nature of learning within MA FBM contributes to the development of strong skill sets and rewarding industry relationships. The key principles and skills obtained from the MA FBM will be successfully applied across a wide range of opportunities for students going on to successful careers in fashion and related industries.
- Graduates from this course will be able to demonstrate deep industry knowledge combined with an understanding of the subject areas and topics essential to the ever changing global fashion industry.

The specific modules in fashion business management as follows will perpetuate the development of these skills:

- Managing Creative Teams in the Fashion business
- Fashion Business and Supply Chain Management
- Management of Change and Innovation in the fashion business
- Fashion Marketing & Brand Management Strategy
- Finance and Entrepreneurship
- Strategic Fashion Business Management
- Fashion Business Management Major Project

## Employment and Further Study Opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements which will inform the service delivered to students.

The Fashion Industry is characterised by fast pace, high pressure, a hands - on approach, often more tactical than strategic and total involvement with the business.

As a successful graduate in MA Fashion Business Management, you will have developed skills that enable you to enter and progress within the fashion business management sector

of your choice but as indicated previously it does not guarantee a fast track route to success. To be successful you will need to display the ability to apply the knowledge you have acquired in a real retail environment. You will need to demonstrate that doing a post graduate degree in this subject has been helpful but relevant and most importantly that you have common sense.

Current market conditions in global expansion, management and organisational changes are creating additional opportunities & challenges for people to work in organisations across the world. The International perspective you are able to develop on this course as a result of your participation and engagement with the general content of the syllabus will enable you to capitalise on job opportunities. We aim to equip our students with the ability to go back out into the workplace with skills which will enable them to move into a related fashion business field and to maximise opportunities.

## **Learning Outcomes**

Learning outcomes are statements on what successful students have achieved as the result of learning. The threshold statements of achievement are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course and are as follows;

- To demonstrate a thorough knowledge of the Fashion Industry organisations and critically evaluate the issues and challenges it is facing and to demonstrate self-direction and originality in tackling and solving problems and act autonomously in planning and implementing tasks at a professional level.
- To demonstrate the ability to identify and reflect on the development of their personal development and career management opportunities whilst adopting a proactive role in their thinking, learning and overall performance in order to achieve their own personal targets and goals.
- To demonstrate a systematic understanding of the Management of Change and Innovation and to be able to critically evaluate the issues and challenges facing firms in Global Product Sourcing and Managing the Global Supply Chain.
- To critically evaluate and analyse the developments and implications of technological innovation and how they affect the fashion industry.
- To demonstrate originality in the application of knowledge, together with a practical understanding of techniques applicable to their own research or advanced scholarship in the field of fashion business management.
- To critically evaluate and utilise a variety of financial management systems and advanced economic principles of global commerce, demonstrating a comprehensive understanding of financial techniques as applied in current business practice and research.
- To critically evaluate and utilise an advanced variety of current marketing strategies and skills together with current marketing research and marketing trends and to apply and communicate their ideas and conclusions clearly and effectively to specialist and non- specialist audiences.
- To demonstrate and critically evaluate a wide variety of advanced management strategies, including a thorough understanding of the art of negotiation by demonstrating a clear understanding of conferring and finding ways to reach mutual agreements in all aspects of decision making and thus the full meaning of entrepreneurialism.
- To demonstrate a culture of promoting and encouraging students to critically evaluate and to adopt a proactive and reflective approach to their career prospects and employability through a programme of personal development and career planning workshops.

- To enable students to make informed judgements on complex issues whilst understanding the benefits of adopting and utilising strong negotiation skills through the group work assessments.
- To produce an original piece of research that is critically relevant to the chosen area of study and that is informed by current academic research and current developments in professional fashion industry practice and where appropriate to propose new hypotheses.

## **Knowledge and Understanding**

In addition participants will be able to demonstrate relevant knowledge and understanding of Fashion Industry organisations, both nationally and globally, the external environment in which they operate and how they are managed with an emphasis upon understanding and responding to change in an evolving industry and changing external environment.

Demonstrating relevant knowledge and understanding of:

- Fashion Industry Organisations - encompassing the internal aspects, functions and processes of these organisations including their diverse nature, purposes, structures, operations and management, together with the individual and corporate behaviours and cultures which exist within and between organisations and their influence upon the external environment.
- External Environment - encompassing the wide range of factors, including economic, environmental, ethical, legal, political, sociological and technological, together with their effects at local, national and international levels upon the strategy, behaviour and management of fashion industry organisations.
- Management Practice - encompassing the various processes, procedures and practices for effective management of organisations. It includes theories, models, frameworks, tasks and roles of management together with rational analysis and other processes of decision making within organisations and in relation to issues and challenges within the external environment.
- Fashion Markets - the marketing and communication activities in relation to current industry practice using traditional and new media in domestic and international markets and the development and operation of markets for resources, goods and services.
- Supply Chain – growth opportunities both in business and sourcing around the world, product sourcing models, strategies to plan, build and implement successful sourcing and supplier networks.
- Fashion Consumers - consumer expectations, shifting consumer loyalty, service and pricing models.
- Fashion Business Finance, - the sources, uses and management of finance; the use of accounting and other information systems for managerial applications.
- Leadership Concepts - key principles and current challenges across the organisational lifecycle affecting the fashion industry including key leadership principles facing fashion industry organisations in the management and development of its human resources and cultural issues.
- Organisational Management - the management of resources and operations.
- Innovation and Technology - the development, management and exploitation of fashion industry technologies and their impact upon organisations.
- Fashion Issues and Challenges - the value and potential for collaborative business approaches across the creative industries and the global fashion industry's challenges, opportunities, and threats

## Key transferable skills

- Good self- talk, good attitudes, good self-image, ability to explode comfort zones, has adopted a 'can do, want to learn' approach not a 'can't do, no good at it' attitude.
- Motivator of others, able to visualise goals clearly, adopt a step at a time approach to achieve them, outcome orientated, personal conviction & expectation of success.
- Resourceful: Positive and persistent persuasive has presence -reality checker confident.
- Competent Negotiator: Has the ability to reach agreements and manage conflict and a clear understanding of how to achieve a win –win outcome and compromise when necessary.
- Diplomatic: Persuasive- has the ability to demonstrate a clear understanding of finding ways to reach mutual agreements in all aspects of decision making. Good problem solving, problem recognition, foresight. Good coordinator, good delegator.
- A Strategic player: Good at Strategy & Tactics, seeing the whole picture & seeing the bits that need to be done. Good researcher, analyser, assessor, judge and decision maker.
- Numerate: Financial awareness and numeracy.
- Optimistic: Good at embracing, accommodating, managing change, adopting & employing new technology. Good at grasping new special knowledge skills.
- The ability to communicate well in speech, written word, good diplomat & ambassador good presentation skills

## Learning, teaching and assessment methods

To this end all modules are designed to encourage both an independent learning culture and a significant team experience within a challenging and supportive environment. MA Fashion Business Management students will learn essential skills, concepts and methodologies necessary to manage current legal, financial, technological and fashion innovation as well as gain a critical understanding of fashion business industry management requirements through:

- Teaching and learning methods that are designed to promote and assist student-centered, active learning and to enhance opportunities for flexible learning (whenever possible and appropriate).
- Teaching and learning methods that are selected to meet the learning needs of a diverse range of students, with attention to issues of fair access and equal opportunity.
- A range of teaching and learning approaches are used which are appropriate to the achievement of clearly identified learning outcomes by the students.
- A range of work experience is encouraged; experiential and work-based learning are both recognised.
- Appropriate communication channels must ensure that all students have equal access to information.
- Students are supported in developing the learning skills required of successful higher education study.

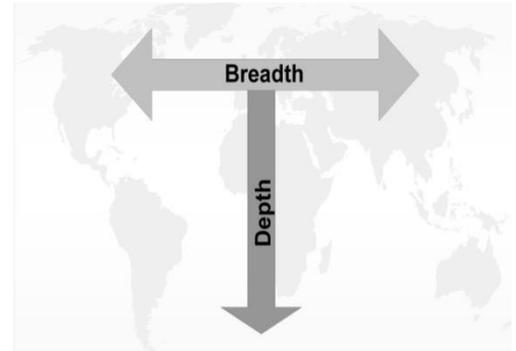
The Breadth will be demonstrated in the following modules:

- Strategic Fashion Management
- Management of Change & Innovation in the Fashion Business
- Fashion Marketing & Brand Management Strategy

These modules will encourage the development of a strategic mindset and enable students to address not only fashion industry issues and challenges but will also enable them to capitalise on industry opportunities.

The Depth will be demonstrated in the following modules:

- Managing Creative Teams in the Fashion Business
- Fashion Business and Supply Chain Management
- Finance and Entrepreneurship in Fashion Business
- Fashion Business Management Project



An in-depth knowledge of fashion industry issues and challenges and an understanding of how to exploit fashion industry assets together with risk management will provide students with the flexibility to take control of their career.

### **Learning, Teaching and Assessment Methods**

Teaching & Learning will be delivered through

- Lectures
- Inter-active Seminars
- Individual and Group-Tutorials
- Collaborative Group Work
- Student-led discussions
- In-Class tests
- Presentations

Specialist Visiting Lecturers and Industry Experts will contribute to the taught programme.

### **Assessment Methods**

The main forms of assessment for modules are as follows

- Individual Business Reports
- Group Business Reports.
- Individual Presentations.
- Group Presentations.
- Examinations.
- Participation.
- In-class tests.

## Course Structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

<b>Credit Level 7</b>					
<b>Module code</b>	<b>Module title</b>	<b>Status</b>	<b>UK credit</b>	<b>ECTS</b>	<b>Period</b>
7FAMN001W	Fashion Business and Supply Chain Management	Core	20	10	SEM 1
7FAMN007W	Strategic Fashion Business Management	Core	20	10	SEM 1
7FAMN006W	Managing Creative Teams in the Fashion Business	Core	20	10	SEM 1
<b>Award of Postgraduate Certificate available (60 credits)</b>					
7FAMN005W	Managing Change & Innovation in the Fashion Business	Core	20	10	SEM 2
7FAMN004W	Finance and Entrepreneurship in the Fashion Business	Core	20	10	SEM 2
7FAMN003W	Fashion Marketing and Brand Management	Core	20	10	SEM 2
<b>Award of Postgraduate Diploma available (120 credits)</b>					
7FAMN002W	Fashion Business Management Project	Core	60	30	SEM 2 & 3
<b>Award of MA Fashion Business Management available (180 credits)</b>					

Please note: Not all option modules will necessarily be offered in any one year.

## Academic Regulations

The current Handbook of Academic Regulations is available at [westminster.ac.uk/academic-regulations](http://westminster.ac.uk/academic-regulations)

## How will you be supported in your studies?

### Course Management

The MA Fashion Business Management is taught within Westminster's Cluster for Centre for Creative Industries Management. The management structure supporting the course is as follows:

The academic host for the course is Westminster School of Media, Arts and Design:

- **Kerstin Mey, Dean of the School**, holds overall responsibility for the course, and for all courses run by the School of Media, Arts and Design.
- **Jonathan Stockdale**, is the Associate Dean for Postgraduate Studies.

The host cluster is the Centre for Creative Industries Management within the School of Media, Arts and Design:

- **Charles Brown, Cluster Leader** holds overall academic responsibilities for all courses run by the Centre for Creative Industries Management.

The Course Leader, Virginia Grose ([v.grose@wmin.ac.uk](mailto:v.grose@wmin.ac.uk)) will be responsible for

- Admissions (Virginia Grose & Carmel Hannon)
- Approving students' programme of study
- Organisation of tutorial and supervisory support and pastoral care
- Co-ordination of Dissertation supervision
- Co-ordination of marks for assessment boards
- General management of the course

**Module leaders** oversee the delivery of all aspects of the module(s) they are responsible for. They consult students on matters relevant to their module. Module leaders are as follows;

- Strategic Fashion Business Management: Alan David ([A.David@westminster.ac.uk](mailto:A.David@westminster.ac.uk))
- Managing Finance and Entrepreneurship: Neil Botten ([N.Botten@westminster.ac.uk](mailto:N.Botten@westminster.ac.uk))
- Management of Change and Innovation in the Fashion Business: Graham Taylor ([G.Taylor1@westminster.ac.uk](mailto:G.Taylor1@westminster.ac.uk)) and Caroline Curtis ([C.Curtis@westminster.ac.uk](mailto:C.Curtis@westminster.ac.uk))
- Fashion Business and Supply Chain Management: Virginia Grose ([v.grose@wmin.ac.uk](mailto:v.grose@wmin.ac.uk))
- Managing Creative Teams in the Fashion Business: Graham Taylor and Caroline Curtis
- Fashion Marketing & Brand Management Strategies: Virginia Grose
- Fashion Business Management Project: Virginia Grose and (Supervisors from Fashion Business Courses BA/FMM/FBM -TBA)

The following academics have been advisors on the academic content of the curriculum:

- Dr Liz Barnes, University of Manchester
- Dr Ruth Marciniak, London Metropolitan University
- Professor Michael Browne University of Westminster (SABE)

## **Academic Support**

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Faculty Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students

## **Learning Support**

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students<sup>1</sup> can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

## **Support Services**

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

## **How do we ensure the quality of our courses and continuous improvement?**

The course was initially approved by a University Validation Panel in 2006. Modules on this course were approved in the MA Fashion Business Management validation in 2012. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from Course Committees, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each Faculty puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

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<sup>1</sup> Students enrolled at Collaborative partners may have differing access due to licence agreements.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous years e.g. from Course Committees is also part of the evidence used to assess how the course has been running.

### **How do we act on student feedback?**

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through Course Committees students have the opportunity to express their voice in the running of their course. Student representatives are elected to Committee to expressly represent the views of their peer. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- Each Faculty also has its own Faculty Student Forum with student representatives; this enables wider discussions across the Faculty. Student representatives are also represented on key Faculty and university committees.
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.

**Please note:** This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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