

PROGRAMME SPECIFICATION

Course record information

Name and level of final award:	The MA Fashion Business Management is a Master's degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Postgraduate Certificate
Awarding body/institution:	University of Westminster
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Harrow
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	One year full time
QAA subject benchmarking group(s) :	http://www.qaa.ac.uk/assuring-standards-and-quality/the-quality-code/subject-benchmark-statements/masters-degree-subjects
Professional statutory or regulatory body:	N/A
Date of course validation/review:	December 2017
Date of programme specification approval:	December 2017
Valid for cohorts:	From 2018/19
Course Leader:	Virginia Grose
Course URL:	westminster.ac.uk/courses/postgraduate
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: westminster.ac.uk/courses/postgraduate/how-to-apply

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information:

westminster.ac.uk/study/current-students/your-studies/forms-and-procedures/recognition-of-prior-certified-learning-rpcl

Aims of the Course

The MA Fashion Business Management course has been designed to match the University's 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 fashion business, its 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 the wider creative industries and society.

The key aims of the course are to:

1. Explore and evaluate new fashion markets, product and trends from a commercial and strategic perspective.
2. Critically evaluate and debate current issues and methodologies in the fashion industry and in relation to other creative industries.
3. Develop leadership and fashion business management knowledge and skills and gain the ability to select appropriate business models for implementation and evaluation of change in the fashion industry.

The intense nature of learning within the course contributes to the development of industry relationships and many students have successfully applied these across a wide range of opportunities some students have started their own brands and others pursuing varied and successful careers in fashion and connected industries.

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 for students to apply.
- 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 moves at a fast pace, is high pressure and requires 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 fashion business 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 fashion industry expansion, management and organisational changes are creating additional opportunities & challenges for people to work in businesses 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 wide 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.

Work Experience and Live Projects

We usually require you to undertake a live project in one of the Semester Two Modules ***Fashion Marketing Promotion & Brand Management or The Fashion Business (2) Retail Buying & Merchandising***. Many students also choose to undertake a very diverse range of professional experience at other stages of the course, often at a high professional level. Again, our location in London facilitates you in finding such work experience or live projects, with numerous opportunities available within the fashion industries of the city. However, please note these opportunities are not guaranteed or part of the course and are all subject to application, interview and visa restrictions which may affect your ability to work in the UK. In recent years students have undertaken Live Projects and work experience with companies and organisations as diverse as: The UKFT, Sara Berman, Simon Carter, Henry

Lloyd, Harrods, Wearable Technology Brand Kovert, Selfridges, Alice's Pig, Tatty Devine, Belinda Robertson, Loro Piana Tom Ford Mary Portas ,Rich Insights and many more.

Knowledge and Understanding

Course 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;

LO1To demonstrate a thorough knowledge of the fashion industry and critically evaluate the issues and challenges within it whilst demonstrating self- direction and originality in tackling and solving problems.

LO2To 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.

LO3To demonstrate a systematic understanding of strategy in the context of the fashion and wider industry and to be able to critically evaluate the issues and challenges facing firms in product sourcing and managing the supply chain.

LO4To critically evaluate and analyse the developments and implications of technological innovation and how they can affect the fashion industry.

LO5To 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.

LO6To critically evaluate and apply a variety of financial management systems and advanced economic principles demonstrating a comprehensive understanding of financial techniques as applied in current business practice and research.

LO7To critically evaluate and apply an advanced variety of current marketing strategies and skills together with current customer marketing research and trends to apply and communicate ideas and conclusions clearly and effectively to specialist and non- specialist audiences.

LO8To 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 the full meaning of entrepreneurialism.

LO9To demonstrate a culture that promotes and encourages students to critically evaluate and adopt a proactive and reflective approach to their career prospects and employability through networking and personal development.

LO10To enable students to make informed judgements on complex issues whilst understanding the benefits of adopting strong negotiation skills through group work assessments.

LO11To 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.

Specific Skills

In addition, participants will be able to demonstrate relevant knowledge and understanding of the international fashion Industry, the external environment in which these operate and how they are managed with an emphasis upon understanding how these may respond to change in an evolving industry and changing external environment.

Demonstrating relevant knowledge and understanding of:

S1The 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. **(LO1)**

S2Management practice - encompassing the various processes, procedures and practices for effective management of organisations. This includes theories, models, frameworks, tasks and roles of management together with rational analysis and other processes of decision making within the fashion business and in relation to issues and challenges within the external environment. **(LO3, LO5)**

S3Fashion markets and the retail environment - the marketing and communication activities required in relation to current industry practice using traditional and new media in local and international markets and the development and operation of markets and retailing for resources, goods and services. **(LO7)**

S4Supply chain – growth opportunities both in business and sourcing around the world, product development and sourcing models, strategies to plan, build and implement successful sourcing and supplier networks. **(LO11)**

S5Fashion customers - expectations, trends and shifting consumer loyalty, service and pricing models. **(LO4)**

S6 Fashion business encompassing the internal aspects, functions and processes of these companies including their diverse nature, purposes, structures, operations and management, together with the individual and corporate behaviour and cultures which exist within and between organisations and their influence upon the external environment. **(LO3)**

S7Fashion business finance, - the sources, uses and management of finance; the use of information systems for managerial applications. **(LO6)**

S8Leadership and diverse creative team concepts - key principles and current challenges across the organisational lifecycle affecting the fashion industry including key leadership principles facing the fashion industry in the management and development of its human resources and cultural issues. **(LO8)**

S9Innovation in the fashion business - the development, management and exploitation of fashion industry trends technologies and their impact upon the industry. **(LO4)**

S10 Fashion issues and challenges - the value and potential for collaborative business approaches across the creative industries and the global fashion industry key challenges, opportunities, and threats including sustainability and transparency in business practices. (LO2, LO8)

Transferable Skills

These are embedded across the curriculum and explained and addressed during induction, tutorials group work and include:

- Research skills
- Written communication academic and business writing
- Oral communication
- Personal reflection
- Self- directed continuous learning
- Independent learning
- Career planning

Learning

A number of different teaching and learning methods are deployed to enable students to develop an imaginative and creative approach to their discipline based on an increasing knowledge of practice and transferable skills.

Tutorials

The most individual form of teaching you will experience will be through the tutorials you receive. As a form of teaching, tutorials are offered to help you within each module. Each module will allow time for these to take place. You will be encouraged to talk about your perceptions of your own ability, and to consider the way you are working and to what effect.

Lectures

Most lectures take place in a lecture room or auditorium. You will be encouraged to participate, by commenting on the lecture material, offering a view, or by preparing a short response paper for a session. During lectures, you are asked to keep notes in order to build up a file of information as preparation for the module assessment. Lecturers may be members of the course academic team or industry specialists and experts who will lecture about their specific area.

Group Discussion

Group discussions/seminars are important mechanisms for opening up project potential. Group discussions will examine the implications, influences, content and demands surrounding the requirements of the projects and try to identify the best way of tackling them. Active participation in the exchange of ideas is important in helping you to develop articulate, confident attitudes to your work.

Group and Individual Presentations

Many completed projects are normally evaluated at group and individual presentations you are requested to present to the academic staff. These are opportunities for you to evaluate your work in a group context, learn to explain your ideas coherently, look at them impartially and analytically – and change them where necessary! You learn to evaluate criticism, how to accept it and how to give it.

Teaching

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-centred, active learning and to enhance opportunities for flexible learning (whenever possible and appropriate) including:

- Formal Lectures
 - Inter-active Seminars
 - Individual and Group-Tutorials
 - Collaborative Group Work
 - Student-led discussions
 - In-Class tests
 - Field work
 - Presentations
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- Teaching and learning methods 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

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.

Assessment Methods

Assessment methods and processes are intended to identify and evaluate student learning and to encourage a self-reflective and critical appreciation of students' own development. Response to student work is a significant aspect of learning and all summative form of assessment will be accompanied by written feedback conforming to university guidelines to ensure that students have the opportunity to apply this critique to their subsequent studies. Particular attention will be given to ensuring feedback on final modules to inform students' professional aspirations.

Assessment Procedures

The purpose of assessment is to enable students to demonstrate that they have fulfilled the objectives of their study programme and achieved the required standard for the award they seek. Assessment provides the students with a clear indication of their individual ability, development and achievement, and helps in establishing a process of critical self-evaluation. A formal programme of assessment is also a way of evaluating a course's own performance and maintaining its academic standards.

The main forms of assessment for the MAFBM modules are as follows:

- **Individual written Reports**
- **Group Reports**
- **Individual Presentations**
- **Group Presentations.**
- **Examinations.**
- **Written topic proposals**
- **Draft submissions of reports**
- **In-class tests.**

Course structure

This section shows the core modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year. Course structures can be subject to change each academic year following feedback from a variety of sources.

Credit Level 7				
Module code	Module title	Status	UK credit	ECTS
7FAMN001W	The Fashion Business (1) Supply Chain Management	Core	20	10
7FAMN007W	Strategic Fashion Business Management	Core	20	10
7FAMN006W	Creative Teams and Innovation in the Fashion Business	Core	20	10
7FAMN008W	The Fashion Business (2) Retail Buying and Merchandising	Core	20	10
7FAMN003W	Fashion Marketing, Promotion and Brand Management	Core	20	10
7FAMN004W	The Fashion Business Plan and Entrepreneurship	Core	20	10
7FAMN002W	The Fashion Business Project	Core	60	30

Please note: All Modules are CORE on the MA Fashion Business Management Course

Professional Body Accreditation or other external references

N/A

Academic regulations

The current Handbook of Academic Regulations is available at 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:

The Course Leader & Principal Lecturer Virginia Grose (v.grose@wmin.ac.uk) will be responsible for Admissions with the relevant admissions manager and will liaise with the course team, academic departmental representatives, academic administrators and support services to enhance the learning experience of the students and to ensure the academic coherence and quality of the course.

The Dean of the School, holds overall responsibility for the course, and for all courses run by the School of Media, Arts and Design. there is an Associate Dean for Postgraduate Studies.

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 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

¹ Students enrolled at Collaborative partners may have differing access due to licence agreements.

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 2007. 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.

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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