

Course Title	MBA Fashion Business and Entrepreneurship
Final Award	MBA Fashion Business and Entrepreneurship
Interim Awards	Postgraduate Certificate of Higher Education in Fashion Business and Entrepreneurship Postgraduate Diploma of Higher Education in Fashion Business and Entrepreneurship MBA Fashion Business and Entrepreneurship
Awarding Body	Ravensbourne University London
Teaching Institution	Ravensbourne University London
UCAS Code	N/A
HECOS code (with Subject percentage Splits if applicable)	
QAA Subject Benchmark	Master's degree in Business and Management (March 2023)
External Accrediting Bodies	N/A
Apprenticeship Standard used to inform the development of the course (if applicable)	N/A
Accelerated Degree Option	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Level 6 Top Up Option (online only)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Study Load	<input checked="" type="checkbox"/> Full-time <input type="checkbox"/> Part-time
Mode of study	<input checked="" type="checkbox"/> Face-to-face
Delivery Location(s)	<input checked="" type="checkbox"/> Ravensbourne University campus <input type="checkbox"/> Online
Length(s) of Course(s)	1 Year
Type (open/closed)	Open
Validation period	Five years
Intended First Cohort Start Date	2024
Date produced/amended	Summer 2023
Course Leader	TBC
Course Development Team Members	Gurmit Matharu
Course Administrative Contact	TBC

Course Description

This Fashion focused MBA has been designed for professionals with relevant experience as well as those looking to build their entrepreneurial and business skills needed to drive innovation and find new solutions to contemporary global issues within fashion. This programme puts strategy and innovation at the forefront of business and equips you with core operational

management skills combined with leadership acumen needed to ultimately excel within the competitive fashion business arena.

This specialised MBA is valuable for those who already know they want to pursue a career in the fashion business industry as it will grant you advanced knowledge in this particular area and working with our team of tutors and careers advisors increase your chance of finding a suitable role after you graduate.

The programme has been uniquely designed for all those who are interested in studying amongst the UK's finest creatives in a design led, technological and business environment and provide you with a holistic approach to your practice. You will be expected to participate in a collaborative working environment alongside other Master's students and you will be forced at times to come out of your comfort zone and explore areas of your own leadership and management skills and be put to the test through simulated tasks emulating real world practice.

Through a series of business lectures and classes taught by industry and academic professionals, you will develop competencies which will support a wide array of skillsets necessary to progress in the world of Fashion Business.

Through semester 1 and semester 2 you will be exposed to the global landscape of fashion business and the environment you will be working in alongside research methods which is the underpinning for your entire Masters. This enables you to understand the fundamental methodologies and practice of research and how this will frame your practice.

Through learning strategy and leadership this can inform your practice and develop you as an entrepreneur and enhance brand innovation. Your work will progress through Financial management and you get the unique opportunity to work on a project exploring how digital acceleration is supported by data.

In semester 3 you can realise a long-standing fashion business problem creating a final business fashion project which aims to support your own research findings and that of others. This can include a commissioned industry report or your own entrepreneurial business concept, which includes a business plan and pitch to industry experts proposing your new concept.

The MBA Fashion Business and Entrepreneurship programme employs a range of teaching methods, including lectures, seminars, workshops, case studies, and industry-led projects. The emphasis is on practical application and hands-on experience, enabling students to develop your own entrepreneurial skills through real-world scenarios. Industry experts and practitioners

will be involved in guest lectures and mentoring to provide valuable insights into the fashion industry.

The fashion industry focussed MBA can lead to: Consulting, Own Business start up, senior roles in Design Management, Brand Management, Business development, and Export Management.

Course Aims

- To engage and prepare students with knowledge and skillsets required in a highly dynamic and fast paced global and international fashion business environment
- To enable students to become autonomous thinkers and learners acquiring skills and attributes which support and harness the leaders and decision makers in future fashion business
- To provide students with rigorous systematic professional and theoretical application of international fashion business theories, policies and practice
- To enable students to develop skills in decision making, leadership and a continued commitment to self-development advancing practical and professional skills
- To enable students to focus on the methods and processes required by entrepreneurs and innovators in leading contemporary creative fashion businesses
- To develop in students an advanced and critical understanding of fashion business and entrepreneurship and their management, cultures and structures as well as wider economic, environmental and social contexts

Course Learning Outcomes

The course provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the MBA Fashion Business and Entrepreneurship students will be able to:

Explore	LO1 Critically appraise extensive research and analysis and apply rigorous critical thinking of knowledge and specialist theoretical, methodological and professional practical approaches of Fashion Business and Entrepreneurship
Create	LO2 Demonstrate an advanced ability to further develop their systematic theoretical and rigorous professional skills and push the boundaries for developing entrepreneurial mindsets in co-creative fashion and business environment.
Influence	LO3 Demonstrate expertise in understanding of the broader contextual issues surrounding fashion innovation and entrepreneurship and creativity which lie at the heart of social, cultural and economic prosperity which support business
Integrate	LO4 Demonstrate mastery in their approach to practical, visual, oral and written expression with the confidence to communicate their ideas effectively and engage quickly at a higher / leadership level within fashion businesses and to various stakeholders.

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Where a student does not complete the full course, but exits with an Ordinary Degree, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the PGDip Fashion Business and Entrepreneurship students will be able to:

Explore	LO1 Appraise research and analysis covering a range of reference sources and specialist theoretical, methodological and professional practical approaches of Fashion Business and Entrepreneurship
Create	LO2 Demonstrate advanced theoretical understanding and professional skills and push the boundaries for developing entrepreneurial mindsets in co-creative fashion and business environment.
Influence	LO3 Demonstrate expertise in understanding through their work of the broader contextual issues surrounding fashion innovation and entrepreneurship and creativity which lie at the heart of social, cultural and economic prosperity which support business
Integrate	LO4 Develop and present a professional, critical and reflective approach in practical, visual, oral and written expression with the confidence to communicate their ideas effectively and engage at a senior/leadership level within fashion businesses and to various stakeholders.

Where a student does not complete the full course, but exits with a Diploma in Higher Education, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the *PC Cert* Fashion Business and Entrepreneurship students will be able to:

Explore	LO1 Critically appraise relevant research materials and apply understanding of knowledge and theoretical, methodological and professional practical approaches of Fashion Business and Entrepreneurship
Create	LO2 Demonstrates expertise in developing their theoretical and professional skills and for developing entrepreneurial mindsets in co-creative fashion and business environment.
Influence	LO3 Demonstrate critical awareness of the broader contextual issues surrounding fashion innovation and entrepreneurship and creativity which lie at the heart of social, cultural and economic prosperity which support business
Integrate	LO4 Present a critical and reflective approach to practical, visual, oral and written expression in communicating ideas effectively and engaging at a senior level within fashion businesses and to various stakeholders.

Ravensbourne University Assessment Criteria

Explore	<ul style="list-style-type: none"> Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
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Create	Ideation Experimentation Technical Competence Communication and Presentation
Influence	Social Impact Ethical Impact Environmental Impact
Integrate	Collaboration Entrepreneurship and Enterprise Professional Development

Core Competencies

Each module learning outcome should be aligned to at least one competency.

Competency	Definition	Aligned Assessment Criteria
Cognitive	The ability to acquire, retain and use knowledge, recognise, pose and solve problems. Attributes may include: <ul style="list-style-type: none"> • Evaluate their own beliefs, biases and assumptions • Evaluate strengths, weaknesses, and fallacies of logic in arguments and information • Apply lesson from the past or learned knowledge and skills to new and varied situations • Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques • Devise and defend a logical hypothesis to explain observed phenomenon • Recognize a problem and devise and implement a plan of action 	Explore, Create, Integrate, Influence
Creative	The ability to generate new ideas, express themselves creatively, innovate and/ or solve complex problems in an original way.	Create
Professional	The ability to understand and effectively meet the expectations of industry partners, through outputs and behaviours.	Integrate, Influence
Emotional, Social and Physical	Emotional -The intrapersonal ability to identify, assess, and regulate one’s own emotions and moods; to discriminate among them and to use this information to guide one’s thinking and actions and where one has to make consequential decisions for oneself. Attributes may include: <ul style="list-style-type: none"> • Self-awareness & regulation (including metacognition) • Mindfulness • Cognitive flexibility • Emotional resilience 	Explore, Influence, Integrate

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	<ul style="list-style-type: none"> • Motivation • Ethical decision- making <hr/> <p>Social - The interpersonal ability to identify & understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include:</p> <ul style="list-style-type: none"> • Managing your audience • Coordinating with others • Negotiation • Creativity • People management • Leadership & entrepreneurship • Service orientation • Active listening • Coaching and mentoring <hr/> <p>Physical - The ability to perceive and optimise physiological activity and responses to influence emotion, solve problems or otherwise effect behaviour. Physical intelligence engages the body to train neuron pathways to help change an inappropriate response to an appropriate response. Attributes may include</p> <ul style="list-style-type: none"> • Self-discipline & management • Attention • Reaction & response time • Cognitive & muscle memory • Managing stress • Physical resilience 	
Cultural	The capability to relate to and work effectively across cultures including intercultural engagement, cultural understanding and intercultural communication.	Influence, Integrate
Enterprise and Entrepreneurial	The generation and application of ideas within a practical setting. It combines creativity, idea generation and design thinking, with problem identification, problem solving, and innovation followed by practical action. This can, but does not exclusively, lead to venture creation (UK Quality Assurance Agency, Enterprise and Entrepreneurship Education 2018).	Create, Influence, Integrate

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Digital	The confident adoption of applications, new devices, software and services and the ability to stay up to date with ICT as it evolves. The ability to deal with failures and problems of ICT and to design and implement solutions (Jisc Digital Capabilities Framework)	Explore, Create, Integrate, Influence
Ravensbourne Return	Engagement with inhouse activities including mentoring other students, volunteering, acting as a student rep or ambassador. Demonstrate a knowledge of current events and social issues Identify their personal convictions and explore options for putting these convictions into practice Engagement with the external community through (from) employment, volunteering, participation in a Professional Life or other programme-based project.	Explore, Create, Influence, Integrate,

Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
<p>Briefings Lectures Formative Project work Seminars Individual assessment On-line activity & blended learning Debate Critiques Self-directed independent study</p> <p>A variety of learning methods and technologies are employed across all units. They include: Briefings, Lectures, Project work, Tutorials, Seminars, Workshops, Group work, Field Trips, Online activity, Individual Presentations and critiques, Group presentations, and self-directed independent study. Although you are individually assessed, you may also work in teams and collaborate with external partners and students from other programmes. These collaborations, which will be supported by your course tutor, can stimulate a powerful mix of individual and metacognitive approaches as well as team-based and interdisciplinary approaches to your understanding of the parameters of professional practice and entrepreneurship.</p>	<p>Both formative and summative assessment methods will feature throughout the course.</p> <p>Each unit will have staggered assessment points throughout the term for weighted assessments tasks, in order to establish growth, development and further potential for each assessment task</p> <p>Assessment for most units within this course will be mixture of holistic ie.100% portfolio of evidence and weighted Assessment Methods & Requirements will include both written, visual and oral components including but not exclusively:</p> <ul style="list-style-type: none"> • Report • Case studies • Business Pitch • Financial Planning • Management Plan • Digital Roadmap • Business Plan • Research proposal
Work Placement	

Please provide details of potential key employers' students may obtain work placements with and the support available to assist students with securing a placement. Though exact placement locations will not be available yet, guidance on work placements should be provided e.g. how it will work, any additional costs the students might incur (CMA guidance).

Course Structure

Module Code	Module Title	Shared Module	Mandatory / Elective	Credits
Level 7				
FBE23701	The Fashion Business and Global Fashion Business Environment		Mandatory	20
FBE23703	Research methods and Practice	x	Mandatory	20
FBE23702	Strategic Management and Leadership		Mandatory	20
FBE23704	Entrepreneurship and Brand Innovation		Mandatory	20
FBE23705	Finance and Risk Management		Mandatory	20
FBE23706	Digital Acceleration and Data for Fashion		Mandatory	20
FBE23707	Final Fashion Business Project		Mandatory	60
				180

Learning Hours

Learning Hours (per 20 credit module excluding the Work Placement)			
Staff – Student Contact Hours		Independent Study Hours	
Formal Scheduled Teaching	36	Independent Study	164
Total			200

Course Regulations

Entry Requirements
<p>First, Upper Second-Class honours degree, lower second-class (or equivalent non-UK qualifications) in a relevant subject, or an equivalent professional qualification in a related subject area.</p> <p>If you are applying directly from an undergraduate degree course without experience or professional practice you must be able to demonstrate a good knowledge of your chosen subject area.</p> <p>In order to be eligible for a course, you will need to be a competent speaker and writer of English. This also applies if you are from the European Union, or if you're from a country outside the EU. You need to provide us with an IELTS or equivalent English language qualification demonstrating 6.0 overall with minimum 5.5 or CEFR Level B2 in each component.</p>
Accreditation of Prior Learning (if applicable)
<p>Applications are welcomed from those who may not possess formal entry qualifications, mature students, those with work experience or with qualifications other than those listed above. Such applicants should demonstrate sufficient aptitude and potential to complete the course successfully.</p> <p>Applicants will be assessed at interview in accordance with Ravensbourne's Accreditation of Prior Learning Policy and Procedure and Student Transfer Plan.</p>
Conditions for Progression

Students will be deemed to have passed a module if they achieve a (40%) for undergraduate students; or a (50%) for postgraduate students. Some modules, e.g. electives, use Pass/Fail grades and no marks are awarded. Pass/Fail grades are not used in the calculation of classifications for awards.

A student who has passed all assessments to date but has not yet reached the end of a level (or stage) will be permitted to proceed into the following term by the Interim Assessment Board.

Reassessment of Failed Elements

Failure or non-submission in any assessment will result in a Fail grade for the component and module.

A student shall be permitted three attempts at each assessment; one first sit and two resits.

Where a student successfully retrieves an assessment failure, the grade for the assessment will be capped at 40% (undergraduate) or 50% (postgraduate) (except where Extenuating Circumstances have been approved).

Conditions for the Granting of Awards

A student who completes an approved course of study, shall be awarded *[insert award title here]*.

Those students who exit the Course without completing it may be entitled to exit with an award of either a:

1. Postgraduate Certificate of Higher Education in *Fashion Business and Entrepreneurship*, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
2. Postgraduate Diploma of Higher Education in *Fashion Business and Entrepreneurship*, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
3. MBA *Fashion Business and Entrepreneurship* (ordinary Masters degree), provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.

Any derogation(s) from the Regulations required?

If yes, please state which regulation requires a derogation for approval by the Academic Board.

Student Support	https://www.ravensbourne.ac.uk/student-services
Assessment Regulations	https://www.ravensbourne.ac.uk/staff-and-student-policies

Course Learning Outcomes	CLO1	CLO2	CLO3	CLO4
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Level 7 Modules				
The Fashion Business and Global Fashion Business Environment	<i>ML01, 2</i>	ML03, ML04		
Research methods and Practice	ML01	ML02	ML03	ML04
Strategic Management and Leadership	ML01	ML02	ML03	ML04
Entrepreneurship and Brand Innovation	ML01,	ML02		ML03, ML04
Finance and Risk Management	ML01, ML02	ML03 ML04		
Digital Acceleration and Data for Fashion	ML01,	ML02	ML04	ML03
Final Fashion Business Project	ML01, ML03			ML02, ML04

Semester 1		Semester 2			Semester 3	
Level 7 180 Credits	The Fashion Business and Global Fashion Business Environment 20 credits	Strategic Management and Leadership 20 credits	Entrepreneurship and Brand Innovation 20 credits	Finance and Risk Management 20 credits	Digital Acceleration and Data for Fashion 20 credits	Final Fashion Business Project 60 credits
	Research methods and Practice 20 credits					