Course Title	**MA Luxury Brand Management**
Final Award	MA Luxury Brand Management
Interim Awards	Postgraduate Certificate in Luxury Brand Management Postgraduate Diploma in Luxury Brand Management
Awarding Body	Ravensbourne University London
Teaching Institution	Ravensbourne University London
HECOS code (with Subject percentage Splits if applicable)	
QAA Subject Benchmark	Master's Degrees in Business and Management 2015
External Accrediting Bodies	N/A
Apprenticeship Standard used to inform the development of the course (if applicable)	N/A
Accelerated Degree Option	N/A
Study Load	☒ Full-time ☒ Part-time
Mode of study	☒ Face-to-face ☐ Blended ☐ Online
Delivery Location(s)	☒ Ravensbourne University campus ☐ Online
Length(s) of Course(s)	1 year full time 2 years part time
Type (open/closed)	Open
Validation period	5 years (September 2022 – September 2027)
Intended First Cohort Start Date	September 2022
Date produced/amended	May 2022
Course Leader	
Course Development Team Members	Federica della Rocca/ Samantha Sandilands
Course Administrative Contact	Charles Mullany

Course Description
Ravensbourne's Postgraduate Department provides a research and practice-led framework to allow designers, creative practitioners, entrepreneurs, technology specialists and changemakers to take a holistic view of the impact of their creative and professional practice. The Master's courses allow learners to respond to the dramatic and on-going changes in the field of design as it becomes the basis for actionable insights and creative problem solving methodologies. Our area of specialism applies across a wide range of creative, economic, technology and social fields – from the nature of human interactions, to brand innovation and service systems, from the emergence of new business models to the challenge of consumption, health, wealth and wellbeing, from biodiversity to biotechnology. At the heart of Postgraduate Studies is an understanding of collaborative competencies, critical making, creative practice, real world engagement and interaction. Learners will be taught, collaborate and co-create with a staff team of interdisciplinary design and business practitioners working across but not limited to: business management, leadership, service design, content creation, information technology, visual communication, social sciences, design criticism, design systems, communication platforms, social and economic change.

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MA Luxury Brand Management

Ravensbourne's *Luxury Brand Management MA* is a taught Master's programme which offers students the opportunity to develop professional competencies and an advanced knowledge of well designed interventions in luxury markets. Through a series of shared units with these other postgraduate courses, *Luxury Brand Management* students are encouraged expand their own practice through examining how it intersects with other disciplines and how, from this intersection, innovative ideas emerge.

The luxury sector is worth approximately £210 billion a year and is now truly global. It is a key driver of manufacturing, design and creativity, retail, advertising, transport, fashion, food, tourism, entertainment, technology and increasingly, health and wellbeing.

Although luxury is identified by highly individualised quality premium price items and services with an aura of prestige and exclusivity, it also has a vast global economic, social and environmental impact. The environmental imperative alone means that the luxury sector is having to embrace more sustainable and responsible ways of working in all areas of the value chain.

As part of this, consumer behaviour and attitudes are changing and the sector is moving towards more socially responsible, meaningful and authentic luxury brands, products and experiences. There has also been the acceleration of the demand for all things digital, which has opened up new spaces for innovation and new ways for luxury companies to scale their operating models.

A design-driven industry of this size faces a number of challenges now and into the future and it falls in part to educators working together with luxury professionals to foster and facilitate new talents surrounding creativity and sustainability, quality of thought and direction, design and leadership. In particular it calls for new management approaches and business models to shape aspirations, change patterns of consumption and design luxury services for positive social and environmental outcomes

The *MA Luxury Brand Management* is at the heart of these developments**.**

Course Aims
• To demonstrate ways that learners and professionals can adapt new business models for innovation and sustainability in the Luxury sector
• To demonstrate ways that Luxury brand innovation and operational capacity can grow through technological transformation
• To design new ways of connecting to Luxury customers/clients, stakeholders, the media and each other
• To re-thinking luxury for a post-Covid, technology-enabled, post growth and environmentally awakened world

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 MA Luxury Brand Management students will be able to:

Explore	Select, use and evaluate information gathering techniques using a wide range of sources, providing visual, contextual case-study research as appropriate and demonstrate and apply knowledge and understanding. Demonstrate how they use research to develop critical perspectives, systems thinking and future thinking on real world research and its ethical dimension of their professional practice in order to enhance their capacity for judgement, values, perceptions and sustainable actions. Demonstrate ability to use research to further identify key areas of practice in which as a practitioner wish to be involved.
Create	Critically appraise and evaluate appropriate materials to generate concepts and strategic project themes to inform and underpin concept development with an understanding of multiple outcomes, relationships and interactions.
Influence	Develop iterative processes to explore and experiment human centred research methodologies, risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials and organisational models.
Integrate	Critique the orthodoxy of a chosen subject area/ discipline and show how this is reflected in the work and projects they are developing. Apply different problem solving frameworks to complex problems and develop viable, inclusive and participatory solutions.

Where a student does not complete the full course, but exits with a Postgraduate Diploma, 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 Postgraduate Diploma in Luxury Brand Management students will be able to:

Explore	Apply appropriate information gathering techniques, using a range of sources, providing visual, contextual case-study research as appropriate, and demonstrating and applying knowledge and understanding. Demonstrate how to use research to develop critical perspectives, systems thinking and future thinking on real world research and its ethical dimension of their professional practice in order to enhance their capacity for judgement, values, perceptions and sustainable actions.
Create	Analyse research and practice in Luxury Brand Management , and identify possible pathways towards implementation. Students will have the skills to attempt to validate the development of their judgement in using the most appropriate medium for successful delivery to the marketplace.
Influence	Develop a narrative technique in order to tell a 'story' around their work and projects, developing and demonstrating techniques of communication and critically reflect on the issues around and affecting a particular area of research or practice, applying both knowledge and understanding.
Integrate	Students will explore risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Where a student does not complete the full course, but exits with a Postgraduate Certificate, 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 a Postgraduate Certificate in Luxury Brand Management students will be able to:

Explore	Select appropriate information gathering techniques, using a range of sources, providing visual, contextual case-study research as appropriate, and demonstrating knowledge and understanding. Demonstrate how to use research to develop critical perspectives, systems thinking and future thinking on real world research and its ethical dimension of their professional practice in order to enhance their capacity for judgement, values, perceptions and sustainable actions.
Create	Synthesise research and practice in Luxury Brand Management and identify possible pathways towards implementation. Students will have the skills to attempt to validate the development of their judgement in using the most appropriate medium for delivery to the marketplace.
Influence	Develop a narrative technique in order to tell a 'story' around own work and projects, developing techniques of communication and develop an ability to manage and record/reflect on the issues around and affecting a particular area of research or practice, applying both knowledge and understanding.
Integrate	Explore risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Ravensbourne University Assessment Criteria	
Explore	Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
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: • 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 • Recognise 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: • Self-awareness & regulation (including metacognition) • Mindfulness • Cognitive flexibility • Emotional resilience • Motivation • Ethical decision- making Social – The interpersonal ability to identify & understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include: • Managing your audience • Coordinating with others	**Explore, Influence, Integrate**

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	• Negotiation • Creativity • People management • Leadership & entrepreneurship • Service orientation • Active listening • Coaching and mentoring 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 • 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**
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	**Explore, Create, Influence, Integrate,**

	Engagement with the external community through (from) employment, volunteering, participation in a Professional Life or other programme-based project.	

Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
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, team-based and interdisciplinary approaches to your understanding of the parameters of professional practice.

The course is underpinned by a mentoring programme and throughout each unit you will be provided with the opportunity to have regular meetings and touchpoints with both your course tutor and your allocated industry mentor. Mentorship meetings will also take place whenever students have specific progress or problems to discuss.

There are several mechanisms for evaluating the effectiveness of learning methods. They include: Unit evaluation, Staff Student Liaison Committee meetings, and Personal Progress Reviews. | A variety of assessment methods are employed across all units. They include formative and summative assessments of: presentations, portfolios, learning journals, reports, peer assessment and external reviews. These methods encourage you to critically reflect on and build your learning and progress.

Formative feedback is given at the end of each term and students will receive ongoing advice and guidance (feed forward) alongside a critique against learning outcomes and assessment criteria. At the end of the unit summative assessment will provide conclusive feedback in response to an online submission of the assessment requirements for the modular units for this course. |

Course Structure

Module Code	Module Title	Shared Module	Mandatory / Elective	Credits
LBM22101	Luxury Brand Management and Storytelling	No	Mandatory	20
DGM22702	Digital Consumer Behaviour	yes	Mandatory	20
DGM22703	Introduction to Research Methods	yes	Mandatory	20
DSM22104	Innovation and Resilience	yes	Mandatory	20
DGM22705	Environmental and Social Governance (ESG) principles	yes	Mandatory	20
DGM22706	Negotiated Research Studies	yes	Mandatory	20
DGM22707	Major Project	yes	Mandatory	60
				180

Learning Hours

Learning Hours (per 20 credit module)			
Staff – Student Contact Hours		**Independent Study Hours**	
Taught Hours	48	Independent Study, Self-Directed Study and Assessment	152
Total			200

Course Regulations

Entry Requirements
Please refer to the institutional regulations on the expected minimum entry requirements (found under Section 5 of the General Academic Regulations found on the website here), and the course page on the Ravensbourne University website for course specific entry requirements. 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.
Accreditation of Prior Learning (if applicable)
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. Applicants will be assessed at interview in accordance with Ravensbourne's Accreditation of Prior Learning Policy and Procedure.
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.

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 in any component will result in a Fail grade for the component.

Non-submission in any component will result in a non-submission for the component.

Students must then successfully retrieve the failed or non-submitted component by resubmission of assessment in order to pass the module.

Where a student does successfully retrieve a component failure, the grade for the component will be capped at 40% (undergraduate) or 50% (postgraduate) (except where Extenuating Circumstances have been approved). The overall grade for the module will be calculated using all achieved grades where there are 2 or more components.

Conditions for the Granting of Awards

A student who completes an approved course of study, shall be awarded Master of Arts in Luxury Brand Management.

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

1. Postgraduate Diploma in Luxury Brand Management, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
2. Postgraduate Certificate in Luxury Brand Management, 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?

N/A	
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
Luxury Brand Management and Storytelling	x			x
ESG Principles	x	x		
Innovation and resilience	x			x
Digital Consumer Behaviour	x		x	
Environmental and Social Governance (ESG) Principles		x	x	x
Negotiated Research Studies	x	x	x	x
Major Project	x	x	x	x

Course Diagram

Trimester 01	Trimester 02	Trimester 03
LBM22101 Luxury Brand Management and Storytelling 20 credits	**DGM22705 Innovation and Resilience** 20 credits	**DGM22707 Major Project** 60 credits
DGM22702 Digital Consumer Behaviour 20 credits	**DGM22705 Environmental and Social Governance (ESG) Principles** 20 credits	
DGM22703 Introduction to Research Methods 20 credits	**DGM22706 Negotiated Research Studies** 20 credits	