



LEADING THE FUTURE OF FASHION
ACADEMIC EXCELLENCE | INDUSTRY RELEVANCE | SOCIAL SIGNIFICANCE

HSBC-AUW School of Apparel **Asian University for Women** MS (Master of Science) in Apparel and Retail Management Curriculum



ASIAN UNIVERSITY FOR WOMEN

Program Structure

Term 1

Core Courses

Fashion Marketing Management & Marketing Research
Accounting & Financial Management
Apparel Manufacturing Technology
Textile Science

Intensive Modules

Business Communication & Negotiation Skills
Data Analysis with Excel
The Elements & Principles of Design
Textile Humanities
Fashion Culture

Term 2

Core Courses

Operations Management
Industrial Engineering
International Retailing

Intensive Modules

Project Management
Graphics & e-Fashion Design
People & Change
Master Class in Marketing
Heritage Fashion
Comparative Labor Rights &
Occupational Health and Safety

Term 3

Core Courses

International Buying & Merchandising
Product & Brand Management
Sustainable Supply Chain Management

Intensive Modules

Advanced Topics in Merchandising
Strategic Thinking
Export-Import Documentation
Business Plan Writing
Business Ethics

CORE COURSES

1. Fashion Marketing Management & Marketing Research

The course introduces the fashion marketing process including product development, pricing, promotion, and distribution channels. Topics include using marketing research to analyze the industry, identify the most appropriate target markets, measure consumers' needs and desires, assess the competition, and develop a sustainable strategy. The marketing research process including problem formulation, research design, primary data collection, information and measurement scales, and evaluation and utilization of secondary data will be explored and utilized for the final project.

2. Accounting & Financial Management

The course is designed to provide students with the financial management tools necessary to support decision making. The focus is on understanding the role of accounting and financial management within an organizational context and developing a broad range of accounting and financial skills. These skills are of particular relevance to the roles of enabler and innovator and business partner. In each of the topics in this module, the focus is on the application of accounting and numerical financial management techniques, but students are also expected to interpret their results and discuss non-financial issues that might impact on a decision. Students are firstly exposed to the most recent financial and managerial accounting techniques. Secondly, students are introduced to the wider issues of financial management, including the economic and regulatory environment, before learning how to use the main treasury management techniques. The largest component of the syllabus covers investment appraisal and risk, and students focus on the application of a range of numerical techniques to capital investment projects. The topic of pricing requires the use of numerical skills in the application of various approaches to pricing of goods and services, and also to the specific issues involved in pricing of items that are transferred between divisions of an organization or companies within a group. The final topic within the syllabus deals with specific techniques that are applied in the context of managing individual elements of an organization's working capital. Throughout the course, risk management is an integral aspect.

3. Apparel Manufacturing Technology

The course is an overview of the textile and garment industries and their relationships. Topics will include backward and forward linkages tailoring and industrial systems of garment making, general working of a garment industry, tech parks, samples, patterns, markers, spreading, cutting, sewing, finishing, value adding process, departments in woven, cut and sew knit and fully fashioned knit garment factories. Students will also learn the activities and structures of stores including product design, merchandising, research and product development and quality control.

4. Textile Science

The course introduces various fibers and explains end applications or outputs of natural fibers. The students will learn to summarize the basic characteristics of natural fibers and their importance and the fundamental concepts of polymerization techniques and manmade fiber production. They will learn the characteristics and end applications/outputs of various manmade fibers. They will learn about the concepts and mechanisms of yarn formation starting from fiber opening-cleaning through individualization, parallelization, combing, spinning to final yarn packaging. They will learn to compare the characteristics of yarns produced by different spinning systems. They will also learn about the concepts and principles of various techniques of fabric formation and about the technical distinctions among fabrics manufactured through various techniques.

5. Operations Management

The course covers the theories, principles, problems, and practices of operations management in the Apparel industry. The students will understand the managerial processes needed for effective operations in apparel production organizations including operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control and quality assurance, integrated using a systems model of the operations of an apparel production organization.

6. Industrial Engineering

The course covers the basic industrial engineering concepts including systems optimization, variability in systems, and production systems. The course includes understanding of the tools needed to plan, design, install, and adapt to an integrated system of people, machines and materials for the purpose of maximizing operational efficiency. Topics include method study, work measurement, ergonomics, process optimization and process improvement.

7. International Retailing

The course seeks to explore the global retail landscape, providing an understanding of current principles and practice. Characterized by the global distribution of clothing, accessories, and fashion-related goods through physical stores, e-commerce platforms, and emerging sales channels, the course offers students exposure to a variety of economic, social and cultural contexts that reflect the current and emerging business environment. It involves the design, manufacturing, and marketing of fashion products that cater to diverse consumer preferences and cultural influences worldwide. Retailers in this sector navigate a complex web of supply chains, trend forecasting, and marketing strategies to meet the demands of a constantly evolving market, which is influenced by factors such as consumer behavior, socio-cultural shifts, technological advancements, and sustainability concerns. Successful international fashion retailers leverage these factors to build strong brands, engage with a global customer base, and adapt to evolving trends, enabling them to become principal players in global economics.

8. Product & Brand Management

The course synthesizes the knowledge, skills and tools acquired to design a viable product range. It requires the student to formulate a marketing plan which promotes the brand identity of the proposed product range.

9. International Buying & Merchandising

The course will critically examine the processes in developing and planning a commercial fashion range for a specific market. This will be carried out in the context of a highly competitive and complex fashion trading environment. By exploring the "Product Development Process", that consists of the market and trend research, fabric suitability, timelines, merchandising analytics and the global supply system. This unit will also explore the merchandising processes across a variety of retail channels and trading environments. Students will work with budgets, inventory systems and critical path management. This course will cover the creative planning and the product development process, buying and merchandising methodologies – commercial planning – costing/range, building/merchandising timeframes, consumer profiling, investigation and exploration of market levels and retail strategies that influence product brand positioning, interpret appropriate trends for the development of a cohesive product range, and the merchandising metrics and understanding garment sales.

10. Sustainable Supply Chain Management

The course seeks to provide students with a comprehensive understanding of sustainable supply chain management, focusing on the principles, practices, and strategies required to create environmentally and socially responsible supply chains. The students will analyze fashion organizations' behaviors, and performance. The course investigates the strategic, tactical and operational issues relating to the management of today's complex fashion supply chains. In addition, the course undertakes a critical review of Corporate Social Responsibility reports (CSR), sustainability indexes and audits, becoming familiar with the United Nations Sustainability Development Goals (SDG's) along with other frameworks that are currently being used.



INTENSIVE MODULES

1. Business Communication & Negotiation Skills

The first part of this module helps students understand the core concepts for effective communication, it will be highly interactive and will equip participants with the practical skills required for engaging with individuals and in group settings. Students will also recognize the impact of external factors, such as emerging technologies within an increasingly digital world. On completion of this module, participants will be able to identify strengths and limitations in their natural style of communication; recognize communication preferences of others and accurately interpret their meanings; diagnose key sources of misunderstanding and know how to overcome them; flex one's personality and communication style to positively influence others; understand characteristics of a target audience and know how to pivot one's communication to deliver an impactful message, and recognize how communication technologies can impact business strategy and performance. The second part of the module puts students in simulated business situations to practice effective negotiation exercises. Topics include distributive bargaining (split the pie), mixed motive bargaining (several issues at stake) with two and with more than two parties, auctions and fair division. Students will learn relevant tools to achieve negotiation objectives in a fair and responsible manner.

2. Data Analysis with Excel

The module enables a basic and advanced understanding of MS Excel. Students will learn conditional formatting, sorting and filtering techniques (numeric and text), creating custom lists, what-if analysis (scenario manager, sensitivity analysis using goal seek and data tables, solver, Monte Carlo Simulation), and data cleaning techniques. It will also enable students to carry out necessary functions such as search and reference, logical, database, date and time, information, math and trigonometry, statistical and text based functions. After completion, participants will be able to analyze and present data using the dashboards with formulae, pivot tables and pivot charts.

3. The Elements & Principles of Design

The module is extremely important to any sector which involves design. Basic elements of design in fashion include lines, shapes, form, color, and texture, whereas the primary principles of design include balance, emphasis, proportions, harmony, variety, and rhythm. Every design student needs to understand the basic elements and principles of design. This module will prepare students to be ready to know everything that's needed to design anything aesthetic. Students will learn how to use the design elements; keeping the design principles balanced.

4. Textile Humanities

The module traces the historical development of Textiles and consequent political, social and economic transformations across the world, through a survey of literary and historical texts.

5. Fashion Culture

Fashion culture explores the apparel industry from a big picture perspective. Each garment has a source of inspiration and there are multiple players involved as it travels from cradle-to-grave, but who are the key stakeholder groups at each of these stages? What are their interests? How do they interact with each other? What are the similarities and differences in these stakeholder groups across the 3 tiers of luxury, fast fashion and e-commerce? As students embark on this module, they will engage in a range of interactive and engaging group assignments to tackle these questions from an applied perspective.

6. Project Management

In this module, students will be introduced to the primary processes of project management through key phases of initiation, planning, execution, monitoring and closing; as well as knowledge areas including project integration, scope, time, cost, quality, human resource management, communications and project risk management. The course will also introduce MS Project as a tool for project set-up and monitoring.

7. Graphics & e-Fashion Design

The module is an overview of the digital format of Fashion Design. Topics will include Introduction to the E-fashion, uses of different tools & illustrator software related to fashion designing, designing technique using software, Motif Drawing and Design (Example: Flower motif, Folk Motif), Neck line embroidery design (Tops for women), Basic garment and garment detailing drawing techniques (T-shirt, Skirt, Pant/Trouser, Neck lines, Sleeve styles, Cuffs, Collar styles, Pockets). Fabric and Garment Printing designing, Accessories design (Different type button & zipper design), By using computer Adobe Photoshop & Illustrator.

8. People & Change

The module covers concepts and theories of organizational behavior at the individual, interpersonal, interactional and organizational levels to understand how people, work groups and organization can be effectively managed. The first part of the module focusses on the frameworks and practices for managing people to improve organizational effectiveness. The second part of the module introduces the phenomenon of organizational change including the frameworks and practices for effective organizational change management, focusing on the process of change.

9. Master Class in Marketing

The module is designed to stimulate practical insights, tools and the latest techniques to navigate changes and challenges of contemporary marketing through engaging with real world scenarios. The module includes an overview on developing winning marketing strategies and approaches for building a path to profitable and sustainable growth.

10. Heritage Fashion

The module introduces development of high end fashion using heritage materials. The module includes customer profiling for heritage fashion, design consideration for heritage materials, sustainable production practices, heritage fashion product development, and branding.

11. Comparative Labor Rights & Occupational Health and Safety

The module provides an overview of labor and employment law in several countries representing different approaches to the fundamental social and legal aspect of protecting workers' rights and regulating the relationship between workers and management. Labor and employment laws are rooted in different histories, political economies, and sociocultural and legal systems, students will develop an understanding of the fundamental labor and management challenges confronting contemporary industrial and industrializing societies. The module includes laws pertaining to individual and collective contracts, wages and benefits, working hours and leave entitlements, protection from discrimination and unfair dismissal, the right to organize, bargain collectively, and seek redress of grievances, in a comparative framework. This unit also provides an overview of occupational health, safety and environmental systems in workplace settings for the prevention of injuries and illnesses, as well as the protection and improvement of worker's health.

12. Advanced Topics in Merchandising

The module aims to provide a holistic understanding of advanced merchandising and retailing, integrating both theoretical knowledge and practical insights to prepare students for the evolving industry landscape. The structure of this course is comprehensive and multifaceted, covering various aspects of industry such as advanced strategies, technologies, sustainability, and management principles crucial for success in contemporary retail environments. Upon reviewing the fundamentals early on in the module, students will explore current dynamics and trends such as e-commerce, Omni channel retailing, consumer-centric decision making in merchandising and customer journey mapping for enhanced satisfaction and loyalty, technology integration in retail (such as RFID, AI). Students will be provided with readings, case studies, and applied problem-solving scenarios drawn from current sources, peer reviewed indexed research journals, as well as from industry organizations and trade publications. Assessments will be conducted through case studies, group projects, individual reflections, and a final presentation. This diversity in assessments will ensure to measure both theoretical and practical application of the topics covered. By the end of this module, students will have a comprehensive understanding of retail dynamics, advanced merchandising strategies and technology integration.

13. Strategic Thinking

The module uses an integrated approach for establishing and managing whole business enterprises through strategic thinking – considering relevant factors, making decisions, creating new businesses and positioning existing businesses. The course covers industry analysis, analyzing resources and capabilities, risk analysis and management, complex decision-making and functional strategy making.

14. Export-Import Documentation

The module enables students to understand the definitions and classifications of exports and imports, documentation, procedures, and policy and institutional frameworks.

15. Business Plan Writing

In this module, students will be guided through the process of establishing a new venture from idea generation through careful business planning, acquiring funding and business startup. The topics include preparing a business model canvas, product strategy, brand strategy, market analysis, competitive analysis, management plan, marketing and sales plan, financial plan, operating plan including detailed statements and computations.

16. Business Ethics

The world of business with profit maximizing imperative appears at odds with individual morality, societal goals and environmental considerations. The business owners, managers and employees encounter the ethical question of 'what is the right thing to do' in the everyday life of a business organization. As members of the society, as consumers and as concerned inhabitants of planet earth everyone is impacted by the decisions made by business organizations. Hence, an appreciation of ethics in the context of business environment becomes essential for informed understanding and evaluation of such impacts. The module introduces the ethical issues in business and professional practices through class lectures and select readings. The module explores various ethical perspectives and applies them in the context of business organizations as they conduct their activities in the context of society, environment, customers, employees and all other stakeholders.