



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

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

#### Intensive Modules

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Management Essentials  
Business Communication & Negotiation  
Elements and Principles of Design  
Textile Humanities

### Term 2

#### Core Courses

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Operations Management  
Fashion Culture & Consumer Behavior  
International Buying & Merchandising  
Fashion Product Development

#### Intensive Modules

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Graphics & Digital Design  
Heritage Fashion  
Comparative Labor Rights &  
Occupational Health and Safety  
Business Ethics

### Term 3

#### Core Courses

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Industrial Engineering  
Product & Brand Management  
International Retailing & Visual Merchandising  
Sustainable Supply Chain Management

#### Intensive Modules

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Master Class in Marketing  
Export-Import Documentation  
Strategic Thinking  
Business Plan Writing

# CORE COURSES

## 1. Fashion Marketing Management & Marketing Research

This course introduces the essentials of fashion marketing management applying the conceptual frameworks, techniques, and strategies to build and sustain market share in a competitive market through market segmentation, targeting, and positioning. The course also introduces marketing research methodologies, consumer behavior, brand management, product management, digital marketing, and social media influencers. Practical insights will be provided through the case studies from leading fashion brands and their successful marketing strategies and campaigns. In addition, the course includes the design and implementation of marketing research projects, from problem definition to data collection and analysis. By the end of the course, students will be able to acquire a comprehensive understanding of conceptual frameworks and tools of marketing management & marketing research for an apparel organization and be able to develop marketing strategies and plans to compete in the dynamic changing global business environment while satisfying the rapidly changing customer preferences.

## 2. Accounting & Financial Management

This course introduces financial and management accounting covering preparation and analysis of financial statements, cost behavior, and budgeting techniques. The course includes financial management covering financial planning, investment analysis, and working capital management. The course will cover various financial instruments and their applications and explore the financial implications of sourcing decisions and inventory management. Case studies will be used to highlight financial strategies and challenges faced by apparel companies. Ethical considerations in financial management and corporate governance will also be discussed. By the end of the course, students will be able to make informed financial decisions and manage the financial health of apparel businesses.

## 3. Apparel Manufacturing Technology

This course covers the technologies and processes involved in apparel manufacturing. Students will explore the various stages of garment production, from design to finished product, including fabric selection, pattern making, cutting, sewing, finishing, and quality control techniques. Factory visits will provide experience in garment manufacturing environments. The course will introduce sustainability and ethical issues in manufacturing, with a focus on reducing waste and improving efficiency. By the end of the course, students will acquire a comprehensive understanding of managing apparel production processes, both traditional and technology-enabled.

## 4. Textile Science

This course introduces the science behind textiles about the properties, production, and performance of different textile materials such as natural and synthetic fibers, and yarns, and covers the fabric construction methods. The course explores the physical and chemical properties of textiles and their impact on garment performance during the dyeing, printing, and finishing processes, including textile testing standards. In addition, the advancements in textile technology, such as smart textiles and sustainable fabrics, are also covered. By the end of the course, students will have a strong foundation in textile science and its relevance to apparel manufacturing.

## 5. Operations Management

This course examines the principles and practices of operations management in garment manufacturing. Students will learn about production planning, scheduling, and control techniques essential for efficient manufacturing operations. Key topics include workflow optimization, inventory management, and quality assurance. The course will cover the use of lean manufacturing principles to eliminate waste and improve productivity. Students will also study the impact of technology and automation on operations management. Practical assignments will involve designing and analyzing production systems. Case studies will highlight best practices and operational challenges in the apparel industry. The course will also address the integration of sustainability practices in operations management. By the end of the course, students will be proficient in managing and optimizing garment manufacturing operations.

## 6. Fashion Culture & Consumer Behavior

This course introduces the cultural and psychological aspects of fashion, their influence on consumer behavior, and how cultural insights can be applied to developing marketing strategies. The course explores the interaction of fashion, identity, and social trends through an analysis of consumer decision-making processes and the factors that drive fashion product consumption. The themes include the study of fashion subcultures, methods of researching consumer behavior, methods of fashion trend forecasting, and the impact of mainstream media, social media, and brand endorsements. Case studies and assignments develop consumer surveys and consumer profiling skills. By the end of the course, students will acquire a comprehensive understanding of conceptual frameworks, skills, and tools to analyze and predict consumer behavior and develop culturally sensitive marketing strategies and plans.

## 7. International Buying & Merchandising

This course provides a comprehensive understanding of international buying and merchandising processes, practices, and models in the apparel industry, including global sourcing strategies, supplier selection, contract negotiation, inventory management, pricing, and assortment planning. In addition, the course will cover trend analysis, product lifecycle management, and the application of technology in merchandising. In addition, the course includes international trade regulations and economic policies and their influence on buying and merchandising decisions. Case studies and assignments further enhance learning through developing buying plans and merchandising strategies for apparel organizations. By the end of the course, students will acquire a comprehensive understanding of the complexities involved in international buying and merchandising in the apparel industry and ways to manage them.

## 8. Fashion Product Development

This course introduces the strategies, processes, and practices involved in fashion product development, covering market research, idea generation, concept development, product definition, product design, and technical aspects of product development such as pattern-making, prototyping, and sample testing. Additional topics include material selection, costing, and production coordination. The use of technology in product development such as CAD software and 3D modeling will also be covered. The concerns and imperatives of sustainability and ethical considerations in product development will be emphasized. Case studies on successful product development processes and assignments on developing product lines from concept to final sample further enhance learning. By the end of the course, students will acquire a comprehensive understanding of the fashion product development process to contribute to fashion product development projects.

## 9. Industrial Engineering

This course introduces the application of industrial engineering principles to garment manufacturing and includes method study, work measurement, ergonomics, value engineering, lean manufacturing, Six Sigma, process automation, and other process improvement concepts and tools to enhance productivity and efficiency in apparel manufacturing operations. The course includes assignments that will involve analyzing and optimizing the apparel manufacturing processes and factory visits to understand the application of Industrial Engineering principles and techniques. By the end of the course, students will acquire a comprehensive understanding of the application of Industrial Engineering principles and techniques to improve the efficiency of apparel manufacturing operations.

## 10. Product & Brand Management

This course provides a comprehensive understanding of product and brand management strategies and practices in the apparel industry. Product management covers the product lifecycle, from concept development through commercialization. Specific topics in product management include product strategy, product planning and road mapping, go-to-market strategy, product line, product mix, marketing mix, and life cycle management. Specific topics in brand management include brand positioning, brand identity, brand image, brand equity, brand loyalty and brand extension strategies for building and sustaining strong brands. In addition, the course will cover the influence of digital media and social media platforms on product and brand management. Learning is enhanced through case studies of successful brand management practices and assignments on developing product and brand strategies and managing product portfolios. The concerns and imperatives of sustainability and ethical considerations are emphasized in product and brand management. By the end of the course, students will acquire a comprehensive understanding of managing products and brands in the apparel industry.

## 11. International Retailing & Visual Merchandising

This course explores the principles and practices of international retailing and visual merchandising in the apparel industry and covers global retail strategies and international retail formats. Specific topics include store layout, visual merchandising techniques, in-store experience design, Omni-channel retailing and enhancing retail operations, and customer engagement. Learning is enhanced through the case studies of successful international retailing and visual merchandising practices, and through assignments on designing retail environments and visual merchandising displays. Case studies will highlight successful international retailing and visual merchandising practices. By the end of the course, students will acquire a comprehensive understanding of managing international retail operations and creating compelling visual merchandising strategies.

## 12. Sustainable Supply Chain Management

This course introduces sustainable supply chain management principles and practices of global sourcing in the apparel industry covering the environmental, social, and economic aspects of sustainability in the supply chain, including ethical supplier management, and circular economy principles. The course will cover the impact of global trade regulations and policies on sustainable sourcing. The course will explore approaches to managing all activities involved in moving materials and apparel from point of origin to point of use and will cover transportation systems, inventory analysis and management, and warehouse management. Learning is enhanced through case studies on best practices in sustainable supply chain management and assignments that will involve developing sustainable supply chain strategies. By the end of the course, students acquire a comprehensive understanding of managing sustainable supply chains and global sourcing operations in the apparel industry.

# INTENSIVE MODULES

## 1. Management Essentials

The module introduces the functions of management including planning, organizing, leading and controlling, and organizational behavior. The module covers concepts and theories of organizational behavior at the individual, interpersonal, interactional, and organizational levels to understand how people, work groups, and organizations can be effectively managed. Topics include personality, motivation, group dynamics, leadership, and organizational change

## 2. Business Communication & Negotiation Skills

The first part of this module helps students acquire skills in effective communication in interpersonal and group settings. On completion of this module, participants will be able to identify strengths and limitations in their natural style of communication; recognize the 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. Students will learn relevant tools to achieve negotiation objectives fairly and responsibly.

## 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. Graphics & Digital Design

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

## 6. Heritage Fashion

The module introduces the 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.

## 7. 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 aspects 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 about individual and collective contracts, wages and benefits, working hours and leave entitlements, protection from discrimination and unfair dismissal, and 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.

## 8. Business Ethics

The world of business with profit-maximizing imperative appears at odds with individual morality, societal goals, and environmental considerations. 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 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 the 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, the environment, customers, employees, and all other stakeholders.

## 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 of developing winning marketing strategies and approaches for building a path to profitable and sustainable growth.

## 10. 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.

## 11. Export-Import Documentation

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

## 12. 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, and operating plan including detailed statements and computations.

## Industry Internship

The Industry Internship provides students with a hands-on opportunity to apply the theories, concepts, and tools learned in university in a real-life business situation. The HSBC-AUW School of Apparel partners with apparel companies in Bangladesh to provide internship opportunities where students will be assigned a specific business problem to solve for their Internship Project. The output of the internship, the Internship Project Report, will be the culmination of the one-year MS program; it will validate learning, provide solutions to real-world challenges, and improve the students career prospects by showcasing their capabilities to potential future employers.

