

MSc Fashion, Design and Luxury Management, awarded by Grenoble Ecole de Management

Module Title	Learning Objectives
Accounting	<p>This introductory course aims to deliver the fundamentals of Accounting Information and Financial Reporting. The accounting concepts, rules and presentations illustrated with real companies' financial statements would help the students to understand the impact of transactions and business decisions on the financial situation of firm.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • To comprehend the main objectives of financial accounting • To master the concepts, assumptions, principles, rules, and constraints in financial accounting • To be able to understand the financial statements and the relationship between business transactions and their impact on the financial statements • To be able to mobilize different sources of accounting information as one of the relevant sources of information in firm decision making process
Branding and Brand Equity Management	<p>A brand is arguably an organization's most important asset. This fact is based on the premise that people do not buy products but they buy brands and also that consumer's perceptions of the brand ultimately influences their relative perceptions and behaviours towards the brand. Therefore, organizations today place tremendous emphasis on managers to devise appropriate strategies for building, growing and managing brands.</p> <p>Branding is similar to storytelling: Every organization (regardless of size or purpose) has a story to tell. Its brand articulates each chapter of its existence; past, present and future. This course will explore step by step from design through application and management, how branding gives organizations a unique and competitive edge. As such, this course aims to equip students with the knowledge, tools and competencies required to manage luxury brands successfully.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Appreciate the fundamental role of brands in the marketing strategy of luxury organisations and apply tools and techniques in the effective management of luxury brands • Identify and characterise the different types of brands and the different stages and strategic implications of the brand life cycle • Understand the concept of brand equity and how to calculate the equity of a brand • Develop a corporate communication strategy that takes into consideration the role of the brand • Understand conceptual issues relating to the theory of creating, managing and sustaining luxury brands • Ability to critically analyze and evaluate brand identity, brand positioning and brand leverage • To practically apply luxury brand management strategically in a global context

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Corporate Finance	<p>This course in corporate finance aims to familiarize the students with the simplest concepts of financial decision. They should be able to understand decisions taken by others (and, in simple cases, take the decision themselves) on central financial management points. Moreover, they should have a clear idea of what finance is about in a company and how it could and should impact many areas of management.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Comprehend what is finance and the role of finance in a company • Understand the time value of money • Be able to use several investment appraisal techniques • Understand the various sources of financing • Be able to estimate the cost of capital of a company
Customer Management and Customer Intelligence	<p>Customer management is a concept that has, together with its almost obvious benefits, been discussed for several decades. Despite this fact, organizations are still struggling to align themselves to the relationship oriented paradigm.</p> <p>This module pays attention to fundamental issues and challenges that lie at the heart of this struggle. We will take a broader and more strategic look at the challenge in an attempt to find solutions and a path to better alignment.</p> <p>In particular, it will also focus on the differences of the mass-consumers industry customers with respect to the specificities of the luxury and fashion customers. The differences in the concepts and related strategies will be analyzed.</p> <p>Content includes: building value for the customer; achieving customer satisfaction in the fashion and luxury sector; understanding and building customer loyalty in the luxury industry in the new markets; establishing a customer relationship; creating employee/stakeholder value; behavioural aspects of marketing and advanced behaviour for Luxury and Fashion clients; CRM & loyalty; Relationships & interactive marketing.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Understand key factors for new clients in the fast-growing markets versus consolidated markets • Debate the complexities of implementing a CM strategy for fashion and luxury industry • Understand the possible pitfalls of CM and develop ideas on how to avoid it or how to manage it • Identify ways of getting and keeping the right customers in the fashion and luxury industry • Understand some of the concepts around customer lifetime value • Measure the profit impact of customer retention - lifetime value analysis

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Digital Marketing in Fashion, Design and Luxury Industries	<p>This module introduces students to Digital Marketing, encompassing content including E-tailing; Web 1.0, Web 2.0 and Web 3.0; implications for retailing; characteristics of digital and web marketing media; virtual place strategies; search engine marketing; digital mix; web-based performance indicators and metrics; planning and developing a marketing plan.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Have a practical understanding of the limits, benefits and opportunities of marketing in virtual environments • Have a critical understanding of the developing Web 2.0 and Web 3.0 paradigms, and their implications for digital marketing • Have an understanding of the range of promotional and advertising tools for Internet marketing • Translate, interpret and apply marketing theory in digital environments • Develop a digital marketing plan
Field Research	<p>This module aims to complete the education received in class about the fields of Fashion, Design and Luxury, with participant observation and experiential knowledge collected and performed in a major Fashion/Design or Luxury Capital and/or Country, following the great tradition of the Economic Anthropology, Economic Sociology and a methodological path of Qualitative Research.</p> <p>At the end of this module, students should be able to:</p> <ul style="list-style-type: none"> • Specific knowledge about the major Fashion/Design/Luxury Capital/Country visited • A clear understanding of the different ways and means used to collect and synthesising information in a given field of research • A clear understanding of the role played by the Cities in the Global Fashion, Design and Luxury Worlds and, in general, in hosting and fostering Creativity • An general outlook on Creative Economies and on how Creativity can play an fundamental role in Economic Growth and in the "Wealth of the Nations" • Therefore, a deeper understanding of the close connection between Creativity, Cities, Fashion, Design and Luxury Business and Economic Growth • A direct and – when possible - participant observation of the Fashion, Design and Luxury Business in the Cities/Countries that will be the object of the Residency

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Fundamentals of Fashion and Design	<p>This module will provide the student the specific knowledge required for understanding and analyzing the dynamics of the production and distribution of goods in the Fashion and Design industries.</p> <p>Topics covered in this module are:</p> <ul style="list-style-type: none"> • An Introduction to Fashion, Design and Luxury industries as design-intensive and cultural and creative industries, as well as organized fields/systems or Art Worlds • Fashion and Design Art world as “milieu” (main actors, technical vocabulary, main dynamics) • Designing/creating Fashion and Design products (work aspects) • The production of value in Fashion, Design and Luxury industries • Symbolic aspects of Fashion and Design products • Economic specificities of Fashion and Design goods • Case Studies in the Fashion and Design industry <p>At the end of the module students will acquire a specific knowledge of the overall functioning of the Fashion and Design industries and of the specific dynamics and actors of these related fields; they will be able to use this specific knowledge to improve and fine tune the managerial skills provided by the other classes.</p>
Industrial Design	<p>Aesthetics and symbolic meaning are indispensable elements for the desirability of luxurious products and services. However, an attractive design goes beyond aesthetical and emotional aspects and often combines multiple characteristics. Fashion trends, newness, coherence with the brand identity, attention to details, ease of usage, and price all influence product attraction. And in specific situations, environmental friendly and ethical aspects also contribute to product charisma. Good design integrates these elements, while working in line with the company's strategy.</p> <p>Design topics covered from a business / marketing perspective include:</p> <ul style="list-style-type: none"> • A user-centred development process, based on empathy • Company culture and design DNA • The strategic use of design • The role of marketing and other disciplines in this process • The integration of brand identity by design • Environmental sustainability as integrative part of good design <p>At the end of this module, students should be made aware of:</p> <ul style="list-style-type: none"> • The role of company culture in supporting design excellence • Design best practices • The design thinking process • The usage of design thinking in more than product development • Experience the steps in design thinking project

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Intercultural Management	<p>This module provides students the basics of intercultural management and empower them to handle a broad array of cultural differences in increasingly complex work environments. The intensive globalization of international business and trade has created a highly interrelated and interdependent world in which people from various nations and culture must work together, often in remote teams in different time zone and geographic regions. Individuals, team members and managers working in such an environment must be knowledgeable about other cultures, cultural differences and cultural similarities.</p> <p>At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate the ability to make intercultural business and management decisions based on criteria provided in class • Analyze a cross-cultural conversation and highlight the various elements which may cause misunderstandings and/or conflicts • Understand the significance of cultural differences in everyday work life, expressed through different behaviors and practices • Have a greater insight into one’s own culture as well as into one’s own cultural limitations • Have an increased sensitivity and knowledge about other cultures and a recognition of different norms and practices for communication. • Increase the exposure to specific business situations where culture dependent factors play a major role through examples and theoretical analysis • Have a greater understanding of the multinational context where remote (international, virtual, global) teams are becoming the norm and where new communication techniques and tools must be acquired for better coping with this phenomenon
Integrated Communications Strategy (Corporate Communications and PR)	<p>Integrated Communications Strategies, otherwise known as Integrated Marketing Communications or IMC, is a process by which brand equity and customer relations are driven by an effective communications campaign. It consists in strategically controlling all of the messages delivered in and around the image of a brand or product and in ensuring they are logically connected to each other in order to maximize awareness on end-users, while minimizing the costs of these efforts.</p> <p>This course will therefore examine the different components of IMC. It will begin by exploring the very foundations of brand value itself and then proceed to explore the Advertising, Promotional and Integrated tools employed to vehicle the message consistently.</p> <p>At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Understand how IMC fits into an overall Marketing Strategy and the importance of Integrated Marketing Communications Strategy in the current economic climate and the barriers which it faces • Identify the core elements of a brand identity, their origin, and understand the relation between these elements and consumer behaviour • Select and implement appropriate communication strategies through advertising and promotional tools and integrated marketing campaigns

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International Trade	<p>The module aims to introduce the students to important concepts related to international trade and internationalization of companies: opportunities and risks, different theories on internationalization and market entry alternatives, MNC corporate forms and internationalization strategies, impact of government policies, examples of corporate success and failure through analysis of cases of these, analysis of trade agreements.</p> <p>At the end of the module, students should be able to identify and understand key issues in the international business environment and also to become effective users of academic articles, economic data and business news at an international level.</p>
Luxury Sectorial Analysis: Food, Wine & Hospitality Boats, Cars and Motorbikes Jewelry and Watches Perfumes and Cosmetics Accessories and Leather Goods	<p>This module provides students a strong theoretical framework apt to analyze and understand the main characteristics of the Luxury production and consumption in their close relationship with Economic Growth, with Status and Class dynamics and with some main psychological aspects. This general framework will be applied to the analysis - conducted both via databases/secondary sources and field research - of different sectors of the Luxury field (i.e. Haute Couture, food, wine, jewelry etc.) with a particular attention to the ability to understand and foresee the possible mid-term trends and the long term-evolutions in these very competitive sectors.</p> <p>At the end of the module, students should be able to apply an overall theory of the production and consumption of luxury goods to the single - always changing and rapidly evolving - sectors composing the luxury field. The teaching will be coupled with the study trip in order to give the students the possibility to experience/analyze through field research, products and services in luxury.</p>
Marketing	<p>In this module students will learn and apply the basic concepts, practices and principles of international marketing. Students will learn how effective marketing based on an understanding of the customer, the customer's needs and the competition, creates value for customers and therefore profits for the company with a particular focus on the luxury fashion and retail industry sectors.</p> <p>Content include: What are International and Global Marketing?; Exploring and analyzing the forces driving Globalization and international marketing; The global macro environmental forces affecting all businesses – PESTEL; Global market entry and development strategiesThe international marketing mix and adaptation VS, standardization; and more.</p> <p>At the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Explain and evaluate the major approaches and challenges of global and international marketing • Critically evaluate the impact of culture and the international context on buyer behaviour with particular focus on the fashion/luxury sector • Articulate and explain the nature and importance of positioning strategies in the global fashion and luxury market • Identify and appreciate the importance of ethical and social issues in the global marketplace and how these impact on global marketing strategy

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Principles of Luxury and Managing Luxury Brands	<p>This module will highlight all the different facets of the concept of Luxury, Luxury goods and services in regards to their differences with other types of goods, services and industries and will examine closely the managerial implications stemming from these specificities:</p> <ul style="list-style-type: none"> • The constant research for Innovation and Exclusivity • The focus on the long-term (e.g. investments and growth, heritage, second hand and vintage) • The importance of Branding strategies to reach customers • The influence of “Art” and of the “Starsystem Economy”, in shaping Porter’s Value Chain <p>Therefore focusing in particular on:</p> <ul style="list-style-type: none"> • The environment and the external factors influencing Luxury companies, such as the main industry trends, market evolution, stakeholders • The internal environment of a Luxury Brand, i.e. the different types of organizations, business models and management styles for the design, production and distribution of Luxury goods • The very special relationship existing between Luxury companies and their customers, with a particular focus on the integration of traditional distribution and service and the new opportunities and constraints opened by the Digital world <p>At the end of this module, the students will have a clear understanding of:</p> <ul style="list-style-type: none"> • The differences between Luxury goods and premium goods and the difference between Fashion and Luxury goods • The main specificities of the Luxury Fields in comparison with other industries (e.g. Heritage, Exclusivity, Craftsmanship, Service, Customer Experience, Sales Ceremony) • The main dynamics and the evolution of the Global Luxury Market • The Luxury value chain • The main managerial strategies to achieve international recognition and exclusivity • The main Business and Organizational models of the Luxury companies e.g. Family Business, Corporates, Conglomerates • The management styles in the Luxury Business
Production, Operations, Purchasing and Supply Chain in the Fashion Industry	<p>This module will provide managers an understanding of the strategic components of Operations and Supplier Management to provide an overview of the most relevant tools of the field.</p> <p>At the end of this module, the students should be able to:</p> <ul style="list-style-type: none"> • Assess the strategic role of operations to allocate proper resources to the function • Have educated discussions with experts in supplier management and work in project teams • Grappled the challenges of the field through cases that will cover a wide spectrum of industries in the luxury trade • Lead discussions about the evolution of the Supplier network, develop or adapt an organization, etc

Module Title	Learning Objectives
<p>Research Methods for Managers</p>	<p>This module will introduce and practice students in the understandings of knowledge and theory and how to develop and refine lines of enquiry that contribute effectively to knowledge areas and organizational development.</p> <p>Students will learn the essentials of organizing a research project and the standard practices and methodologies of data collection for a specific purpose, organizing and analyzing the data and presenting logical conclusions and recommendations.</p> <p>At the end of this module, the students will have a clear understanding of:</p> <ul style="list-style-type: none"> • Introduction to research. The theory of knowledge and the importance of good research in the decision making process. Key terms and theories of research • Developing Topics and Research Questions. Developing and framing a valid Research Question and/or identifying a hypothesis to test and Sample Frame and Population identification and access strategies - 'What' to ask 'Who' • Secondary Data Collection and Analysis – Sourcing, reviewing and analyzing secondary data • Methodology and Research Design – Quantitative, Qualitative and Mixed research approaches and methods • Data management, organization and analysis and drawing valid and appropriate conclusions from analyzed data
<p>Retail Management</p>	<p>Retail Management covers many fields of business management including Human Resources, Marketing Management, Operations Management, Supply Chain Management and Information Technologies.</p> <p>This module has a particular focus upon excellence in people and service management, effective in-store merchandising management and will also provide an introduction to distribution and retail marketing which will include:</p> <ul style="list-style-type: none"> • Managing Retail Marketing & Distribution • The Retail Mix • Fashion Retailing and Customer Service <p>At the end of this module, the students should be able to:</p> <ul style="list-style-type: none"> • Explain the critical importance of distribution and retailing • Appraise the strategic and tactical significance of the major elements of the retail mix Articulate the latest trends within fashion retailing & distribution • Critically evaluate fashion retailer's domestic and international strategies • Articulate and evaluate key techniques in managing store staff for maximum effectiveness in delivering the service proposition • Appraise and suggest a range of actions that can be taken at store level to build a competitive advantage through excellent customer service • Judge the effectiveness of a range of space management and visual merchandising techniques and their impact on merchandise planning, productivity and image

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Strategic Management	<p>The module will introduce and apply various strategy tools and apply them to real world cases. Situations will relate to various industries but particularly to Luxury Goods and Services segments and firms. Students will learn what makes the firm successful and what are the key issues specific to the Fashion and Luxury industry.</p> <p>At the end of this module, the students should be able to think strategically and understand the big picture of the fashion industry. They will learn how to analyze the external and internal environment of the firm and how firms in these industries can compete successfully in the market place.</p>
Sustainable Luxury and Design	<p>Luxury Development is creating sustainability issues at different levels. This module will specifically analyze the strategic issues that luxury sectors are facing in relation to their responsibility and sustainability and related challenges. It will bring in an in-depth analysis on how luxury companies are answering to these challenges and new scenarios through specific programmes and policies.</p> <p>At the end of this module, the students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge of sustainable development, its relevance to business and to Luxury and Design industries in particular • Demonstrate knowledge of sustainable Design Thinking and its relevance to Luxury • Be able to start or join an initiative to achieve a more responsible and sustainable luxury enterprise
Talent Management	<p>This module gives students a concrete understanding of the key strategic roles within the creative industries and most specifically within the Fashion and Luxury sectors. It is drawn upon the organizational specificities of the creative industries to outline the required behaviors and competencies to succeed within this field and as well as illustrates the stakeholders of each studied function, with examples of possible career tracks.</p> <p>At the end of the module students should be able to:</p> <ul style="list-style-type: none"> • Understand the specific nature of working in creative industries including fashion, design and luxury • Understand the main missions and roles of the key strategic functions within the field, such as design, product development, trade marketing, customer relationship management (CRM), business analysis, as well as retail and sales • Assess the critical specificities of the creative industries and their impact on talent management • have a clear understanding of the possible jobs out there in the market, and help the students not only figure out what would be the ecosystem in which they will be working in a near future but also which job could be a best fit for them

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Technology and Innovation in the Fashion and Design Business	<p>Innovation stands at the very heart of the Fashion and Luxury industries, and Design represent in this sense not only a partially overlapping and different industry, but also the main common method to nurture and foster the continuous need for new ideas and products.</p> <p>This module explores how companies can obtain a decisive competitive advantage by successfully identifying, selecting, assimilating and exploiting innovation and new technologies, in Fashion and Design and through Design.</p> <p>At the end of the module students should be able to:</p> <ul style="list-style-type: none"> • Understand the basic theoretical concepts of innovation in general and its importance for the so called Cultural and/or Creative industries • Be aware of the business opportunities (and threats) created by the different means to produce innovation (scientific, technological, design) in the Fashion and Design industries • Be aware of, explore and analyze the more recent developments in design and technological innovation in the Fashion and Design Industries
The Legal Context of the Design and Fashion Industry	<p>This module covers the legal context of the Design and Fashion Industry including:</p> <ul style="list-style-type: none"> • Definitions of industry characteristics • Scope of Intellectual Property applicable to the industry of Fashion & Design • Infringements and enforcement of the Intellectual Property Rights (IPRs): Knockoffs and Counterfeiting • Remedies • Licensing of the IPRs in the industry of Fashion & Design • Imports and Customs issues in Fashion <p>At the end of the module students should be able to:</p> <ul style="list-style-type: none"> • Have a clear definition of Fashion & Design, and be familiar with the industry characteristics of: <ul style="list-style-type: none"> a) importance of Fashion & Design in the global economy b) consolidation: the growth of fashion conglomerates c) disruptive transformation: fast fashion and the Internet d) ethical issues and sweatshops issues • To provide the students with a clear understanding - both theoretical and practical- of the various IPRs that may cumulatively be associated with, and protective to, fashion & design products and services • To provide the students with a clear understanding of the concept of infringement of IPRs (knockoffs, both legal and illegal: counterfeiting) as well as of the various legal remedies in case of infringement of IPRs • To provide the students with a mastery of Licensing of IPRs and enable them to competently negotiate licensing agreements of IPRs in the industry of Fashion & Design

Final Management Project	
Project Proposal	<p>The Proposal is the key roadmap to guide and direct the main Final Management Project (FMP), either as an Academic product or research and analysis linked directly to an internship or employment and is completed by the student with the guidance of an appointed or selected tutor. The success of the FMP is significantly dependent upon the clarity and precision of the Proposal and the importance of this document must be understood by students. The timeframe to complete the proposal is 1 month and the key aims, objectives, methods and approaches for the FMP must be clearly and coherently presented in the final proposal document. The topic chosen must be business, management or organisationally based and must demonstrate that it has value within these domains. It must also demonstrate a contribution to the Program Learning Outcomes. Generally, a proposal (dependent upon the topic chosen) is expected to be 2000 words (excluding annexes and bibliographies) and contain full and accurate referencing and bibliographies.</p> <p>The proposal is an important part of the process because it provides a clear structure of the future project and indicates the key approaches, methodologies, sources and resources that will be used. It marks the launch of the active study phase of the project and must show that the student:</p> <ul style="list-style-type: none"> • Is able to identify and clearly express a valid and pertinent Research Question, a business or management problem or Hypothesis • Is able to show a clear strategy for secondary research and use existing data and literature to gain background knowledge of the project the domain • Is able to select and describe a clear approach and methodology plan for primary data collection and how this data or information will be analysed and synthesized • Is able to validate the contributions that the research outcomes will produce, within domains of theory, practice and personal Learning • Demonstrates a clear contribution and extension of the Learning Outcomes achieved during the Taught Part of the program.
Final Management Project	<p>The project gives the student the opportunity to develop a major piece of detailed research (min-max of 10,000 - 15,000 words) on a business related topic. Being a topic of the student's own choice, or linked to an internship or employment, it offers an opportunity to focus on an area of particular interest and utility to the student. This is not a taught course. Regular, scheduled contact with the tutor is required and milestone checks and evaluations are performed for each progressive chapter and stage of completion.</p> <p>The Final Management Project (FMP) must demonstrate primary contributions through critical problem solving, primary research and the organization, management and analysis of primary data relevant to a business and/or management problem or knowledge gap. The work must also demonstrate a student's ability to structure findings and results into contributive recommendations and conclusions. The student's work will be expected to demonstrate skills and aptitudes for critical secondary research, systematic literature reviewing and analysis on the backgrounds and existing knowledge surrounding the topic.</p>

	<p>By successfully completing the FMP, the student will have demonstrated that they have developed the key business and managerial skills and competencies in the methodologies of research, contributing to organizational decision making or increased knowledge within an investigated topic. In doing so, the student will have practiced and demonstrated the following skills and aptitudes, required in business and management.</p> <p>Technical</p> <ul style="list-style-type: none"> • Critical analysis of previous evidence and research and the application to the problem under investigation • Rigour, accuracy and ethics in collection and organization of raw primary data • Use of analytical tools and methods • Creating and framing conclusions and recommendations that contribute effectively to theory and practice <p>Functional</p> <ul style="list-style-type: none"> • Management of time and resource constraints • Developing operational approaches to research and business problem solving • Writing clearly and concisely • Developing a critical approach to existing data, research and phenomenon descriptions • Working remotely and with a variety of communication mediums across stakeholder groups.
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Language (Optional)	
Chinese	<p>A beginner's introduction to Chinese language and Chinese writing. The course will look at simplified Chinese characters. An introduction to Chinese culture will also be given.</p> <p>Pronunciation of Pinyin including:</p> <ul style="list-style-type: none"> • Rules relating to writing Chinese characters • Basic grammar - How to introduce oneself • How to introduce one person to another • Polite expressions • An initial approach to the Chinese culture • Basic for oral communication
French	<p>This course is designed for complete beginners. Students will learn the basics in French in order to allow them to deal with everyday situations. Additionally, the course will give students a broader understanding of the French social and cultural context.</p> <p>Following this course, students will be able to:</p> <ul style="list-style-type: none"> • Introduce themselves and talk about what they do in life • Handle everyday situations • Talk about their home country • Purchase goods and ask for their prices - use the present tense

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