



RICHMOND
THE AMERICAN INTERNATIONAL
UNIVERSITY
IN LONDON

Master of Arts in Luxury Brand Management

Programme Specification

2019-2020

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Introduction

This document describes the **Master of Arts in Luxury Brand Management** awarded by Richmond University, the American International University in London, using the protocols required by *The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland* (QAA, 2008).

The degree is delivered at a US Liberal Arts university with a degree structure in line with comparable MA degrees in the UK. Successful students complete 8 courses amounting to 36 US / 180 UK credits, comprised of coursework (24 US/120 UK credits), an internship (4 US/20 UK credits) and a research project (8 US/40 UKcredits) component. Normally, each course carries 4 US/20 UK credits. On this basis students are required to earn 36 US / 180 UK credits including successful completion of the internship and professional research project, in order to complete their degree.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each course can be found in course specification documents and syllabi.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.

1. OVERVIEW

Programme/award title(s)	Master of Arts in Luxury Brand Management
Teaching Institution	Richmond, the American International University in London
Awarding Institution	Richmond, the American International University in London
Date of latest validation	1 February 2017 (for 5 years)
Next revalidation	2022
Credit points for the award	36 US credits 180 UK credits (FHEQ Level 7)
Programme start date	Fall 2017
Underpinning QAA subject benchmark(s)	<u>There is no specific benchmark for the MA Luxury Brand Management applicable</u> QAA <i>Masters Degree Characteristics</i> (March 2010) (http://www.qaa.ac.uk/en/AssuringStandardsAndQuality/Documents/Masters-Degree-Characteristics-2010.pdf)
Professional/statutory recognition	Chartered Management Institute
Language of Study	English
Duration of the programme for each mode of study (P/T, FT,DL)	FT (one year), PT (two years)
Dual accreditation (if applicable)	Middle States Commission on Higher last renewed 2017 QAA – Higher Education Review (AP) 2017
Date of production/revision this specification	June 2019 (see chart at the end of this document for list of revisions)

2. ABOUT THE PROGRAMME

The programme aims to provide graduates with high quality specialised knowledge in the art and science behind managing branded luxury goods, services, and experiences, from a business perspective. The specific aim is to guide students on the programme towards developing the necessary technical knowledge, critical thinking and problem solving skills geared towards industry - with the added value of a qualification that signals both their expertise and interest in Luxury Brand theory and practice.

Today, luxury involves offering a proliferation of premium mass-market branded offerings globally - to a wider cross section of individuals than ever before. These goods, services, and experiences act as vehicles for consumers looking to raise their status, social currency, and emotional fulfilment.

In response to these trends, the programme takes a holistic approach to this growing field and market interest. Students will be exposed to concepts from business and management theory, alongside behavioural psychology, psychoanalysis, culture theory, anthropology and design.

For this purpose, innovative courses on contemporary issues are taught (Luxury Product and Service Design, Digital and Social Media Management, Management and Negotiation, Entrepreneurship and Project Planning), providing an opportunity for practical application with seminars conducted by invited guest speakers. Students who complete an internship will gain the practical skills to apply their knowledge in the workplace, preparing them for rewarding senior management roles in industry, or as business owners.

The MA in Luxury Brand Management programme offers a comprehensive and critical study of current consumption patterns, branding, and management issues within the global business environment. There is also a strong emphasis on understanding different global and local consumption practices - linked to various cultures, sub-cultures, ethnicities, and nationalities.

As part of the student's personal development, this programme provides the ability to demonstrate effective skills of teamwork and analytical reasoning skills which will be fostered throughout the core courses of this course. The School's student-centred, high-contact teaching approach provides a stimulating, interactive and supportive learning environment where students can develop skills to further their research and enable to apply their own theories within the context of existing recorded material.

Aspiring entrepreneurs will also be encouraged to use their time with us as an incubator for new business ideas and a platform for growing their network

Students' acquired knowledge, through studying luxury and brands from several social sciences perspectives and disciplines, will also provide them with a solid base to apply to new complex and unpredictable situations and communicate them effectively. Furthermore, the MA Luxury Brand Management will equip students with the critical analytical skills and application of academic knowledge for further research within this area and supporting fields. Students will be able to act with initiative within the provided guidelines and accept full accountability of the reached outcomes.

The optional courses in Luxury Product and Service Design, Digital and Social Media Management, Management and Negotiation, Entrepreneurship and Project Planning, echo the most dynamic business segments internationally providing students with the opportunity to gain further expertise in an area of their interest. The Consultancy Project and Dissertation further hone these skills.

Mission

The Luxury Brand Management MA programme is a career development, specialist programme, for UK, European and international students. The main emphasis of this programme is on deepening their knowledge of the relevance of branding a key consideration to inform business or strategic management decisions. While the academic level is that of Masters level, there is a strong practical emphasis to the curriculum. This programme will also provide a high quality educational experience for graduates from any subject discipline, practitioners, entrepreneurs, and business specialists, and thus improve the quality of business professionals by complementing it with their current knowledge.

The MA on Luxury Brand Management will equip students with an understanding of the necessary brand-centric tools to enable businesses to achieve their growth targets and strategic development decisions. These tools need to be understood from a practical viewpoint within a rapidly changing international business environment fostered by changes in global technology, communications, and culture. Students will build on their existing understanding of business and consumerism, and be provided with an international perspective, where culture, luxury consumption, business, and branding are mutually interwoven in an inextricable manner - adding a very practical and current approach to a solid theoretical base. This is achieved through critical thinking, teamwork, creativity, and personal development in a highly interactive and stimulating environment that encourages rigorous, relevant, and innovative learning and research.

Students will have acted with their own initiative to implement agreed solutions within the given guidelines effectively and efficiently. They should therefore have developed strong interpersonal skills to be able to interact with a range of culturally diverse students, lecturers, and business specialists.

Programme Goals

- Develop students' ability to strategically operate in complex and unpredictable international business situation where they require to select and apply specialised branding knowledge from a wide range of information sources.
- Provide students with the resources needed to appreciate critically the branding implications of decisions taken within the international business environment.
- Provide students with the required branding tools for shaping and creating persuasive communications.

- Act with initiative in decision-making when furthering students' research on pertinent branding areas within the international business environment.

3. PROGRAMME STRUCTURE

Master of Arts in Luxury Brand Management Degree

The programme is a discrete and self-contained programme of 36 US/180 UK credits. As such, the structure does not follow the progressive PGCert ► PGDip ► MA structure of some other programmes although a PGC is awarded as an exit award in recognition of students who complete the required 24 US / 120 UK credits of taught course work. It is not possible for students to register for the PGC.

The programme is delivered over one academic year full-time or two-years part-time from the start of September to the end of August. Full-time students take six mandatory taught courses of 4 US/20 UK credits each, spread equally over the autumn and spring semesters. Then in the summer semester, students take the internship course of 4 US/20 UK credits and write the research project which is submitted at the end of the summer and is weighted at 8 US/40 UK credits. Part-time students take one or two courses in the autumn and spring semesters, completing the required course work over two years and complete the internship in the summer of year one or two and the research project in the summer of year two. January entry starters will take taught elements in the spring and autumn semesters, and the internship and research project in their second spring semester. Full-time or part-time students unable to take the internship complete an extended professional research project of 15,000-20,000 words for 12 US/60 UK credits instead of the normal project of 10-12,000 words.

Part-time students take one or two courses in the fall and spring semesters, completing the required course work over two years, and complete the internship in the summer of year one and the Market Strategy Report in the summer of year two, and like September start full-time students not taking the internship, part-time students not taking the internships complete an extended Market Strategy Report of 15,000 words for 12 US/60 UK CATS credits instead of the normal project of 10,000 words.

US credit is equivalent to one contact teaching hour per week and each course typically involves three to four contact hours per week over a 15 week semester, except the professional research project which requires self-directed learning with academic supervision, and the internship which requires part-time work placement. There is a ratio of 1 US to 5 UK credits at *FHEQ* Level 7 (see <https://www.richmond.ac.uk/policies/> for more information).

Details of the University's degree programmes, including approved Programme Specifications and Course Specification Descriptions (CSDs) are held in an official archive by academic year, available at <https://www.richmond.ac.uk/programme-and-course-specifications/>

All students on Masters programmes are expected to be in London from early May to Mid-June for thesis/dissertation supervision and seminars, unless their internship takes them outside London. The student must be registered with the University at this time if the work is to be accepted for marking.

Successful students complete 36 US /180 credits at FHEQ Level 7

		US Credits	UK Credits
FHEQ Level 7 (Total)		36	180
FALL SEMESTER	Course Title		
LBM 7101	Global History of Luxury	4	20
LBM 7102	Strategic Brand Management	4	20
LBM 7103	Consumer Culture Theory and Insight	4	20
SPRING SEMESTER			
LBM 7104	Advertising, Public Relations, and Sponsorship	4	20
LBM 7105	Emerging and Future Industry Trends	4	20
plus one of the following:		4	20
LBM 7400	Luxury Product and Service Design		
LBM7401	Entrepreneurship and Project Planning		
LBM 7402	Digital and Social Media Management		
LBM 7403	Management and Negotiation		
APR 7120	Celebrities, Marketing and the Media		
APR 7125	Fashion and Luxury Brands and the Media		
SUMMER SEMESTER			
plus either both of the following:		12	60
LBM 7902	Internship (4cr)		
LBM 7505	Consultancy Project (8cr)		
OR:			
LBM 7500	Dissertation (12cr)		

Postgraduate Certificate (PGC) in Luxury Brand Management

The Middle States Postgraduate Certificate (PGC) in Luxury Brand Management is awarded to students registered on the MA who have successfully completed in good academic standing (with a 3.0 GPA/B average) for all courses but: 1) fail to submit the final professional research project (without extenuating circumstances eligible for resubmission), or 2) fail to pass the professional research project. The PGC is therefore conferrable as an exit award in recognition of successful completion of postgraduate coursework, but it is not possible for students to register on the PGC.

POSTGRADUATE CERTIFICATE REQUIREMENTS

Successful students complete 24 US/120 UK credits at FHEQ level 7

			US Credits	UK Credits
FHEQ Level 7 (Total)			24	120
FALL SEMESTER		Course Title		
LBM 7101		Global History of Luxury	4	20
LBM 7102		Strategic Brand Management	4	20
LBM 7103		Consumer Culture Theory and Insight	4	20
SPRING SEMESTER				
LBM 7104		Advertising, Public Relations, and Sponsorship	4	20
LBM 7105		Emerging and Future Industry Trends	4	20
plus one of the following:			4	20
Option in	LBM 7400	Luxury Product and Service Design		
Option in	LBM7401	Entrepreneurship and Project Planning		
Option in	LBM 7402	Digital and Social Media Management		
Option in	LBM 7403	Management and Negotiation		
Option in	APR 7125	Celebrities, Marketing and the Media		
Option in	APR 7125	Fashion and Luxury Brands and the Media		

Successful students awarded the PGC are able to demonstrate all learning outcomes for the MA except the professional research project component – see ‘C’ in Section 4 “Programme Outcomes” below, and in the Curriculum Map (Appendix I below).

4. PROGRAMME OUTCOMES

Programme-level learning outcomes are identified below, based on *SEEC* categories linked to level 7 of the *FHEQ*, <http://www.seec.org.uk/seec-credit-level-descriptors-2010-revised-2004/>.

Refer to Appendix II – Curriculum Map for details of how outcomes are deployed across the programme of study.

The programme has been designed to prepare candidates for specialist branding and senior management positions. For this purpose, innovative courses on contemporary issues are taught, opportunity for practical application is fostered, and seminars are conducted by leading guest speakers. These complementing and supporting elements combine to create a learning opportunity that is profoundly challenging and awakening. Our faculty benefits from international branding and business experience and will provide candidates with a solid theoretical foundation to take or support business decisions within the context of branding constraints in both a rigorous and creative manner. Students' own initiative is fostered so that full responsibility for the outcome of their research and work is taken always within the guidelines provided and objectives set from the outset. Students who complete an internship will gain the practical skills to apply their knowledge in the workplace, preparing them for rewarding management or specialist branding roles.

The programme creates an opportunity for students to develop their skills within the space of international business branding subjects. The courses taken to assist in this process include: Global History of Luxury, Strategic Luxury Brand Management, Consumer Culture Theory and Insight, Advertising Public Relations and Sponsorship, and Emerging and Future Industry Trends. Choices of four optional courses are offered: Luxury Product and Service Design, Digital and Social Media Management, Management and Negotiation, Entrepreneurship and Project Planning. In addition, this programme offers a choice of an Internship with a Consultancy Project or a Dissertation instead.

MA Luxury Brand Management graduates will be able to demonstrate a wide range of abilities and skills. These may be divided into the following categories: Subject Specific Knowledge and Understanding; Critical Thinking and Cognitive Skills; Subject Specific Skills and Attributes, to include practical and professional skills; and Transferable and Key Skills and Attributes.

Furthermore, MA Luxury Brand Management students will also acquire transferable skills essential to understanding and succeeding in the world of international business.

Learning outcomes are categorised as:

Subject Specific Knowledge and Understanding (A)

Upon successful completion of the MA Luxury Brand Management students will be able to demonstrate a systematic in-depth understanding of the the branding issues arising in the international business environment and demonstrate a high level of theoretical and applied knowledge of the branding constraints and solutions related to business and management issues.

Critical Thinking and Cognitive Abilities (B)

Students will develop critical and where appropriate innovative responses to the branding issues arising within the context of business and management within the international arena. Equally, they will be able to anticipate branding responses to complex or unfamiliar situations

in the international contexts where it might be relevant to interpret and extend existing knowledge. Additionally, this programme recognises and argues alternative approaches when faced with new developments in the business reality where the existing branding applicable background might not be adequate or obsolete.

Subject Specific Skills and Attributes (C)

The MA Luxury Brand Management identifies modifications to existing knowledge structures to the relevant context of circumstances by means of autonomous evaluations in accordance with the best branding practice within the international business environment. In doing so, students will be able to work effectively within a group dynamic anticipating and resolving any challenges that might arise. In the same way, students will be able to propose new areas for investigation, new problems, new or alternative applications or methodological approaches;

Successful candidates will be able to conduct research and produce a high quality Market Strategy Report: this includes the ability to select, define and focus upon an issue at an appropriate level; to develop and apply relevant and sound methodologies; to analyse the issue; to develop recommendations and logical conclusions; to be aware of the limitations of the research work.

Transferable Skills and Attributes (D)

Demonstrate a range of skills which are relevant to the needs of existing and future managers, in-house branding experts and other branding or business executives and professionals irrespective of their sector of operation. These are particularly relevant in the areas of analysis and synthesis, communication and presentation skills, computing skills, critical reasoning, data analysis, organisation and planning, report and essay writing skills, interactive and group skills and research skills. Evaluate the ethical dilemmas likely to arise in research and professional practice and formulate solutions in dialogue with peers, clients, mentors and others.

Upon successful completion of the **MA in Luxury Brand Management Degree** successful students will be able to:

Programme Learning Outcomes.			
A. Subject Knowledge and Understanding	B. Cognitive skills	C. Subject specific, practical and professional skill	D. General\transferable skills
1. Develop students' ability to identify and deal with international business and management branding issues.	1. The ability to master a complex and specialised area of knowledge and skills.	1. The ability to suggest variations in the applicable branding tools as response to changes to the business environment.	1. The ability to analyse, present and communicate information effectively.
2. To provide students with the required branding tools for business	2. The ability to critically use theories and		2. The ability to manage time effectively. 3. Develop the capacity to work effectively and efficiently as a group

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<p>decision-taking, understanding the implications of such with reference to current branding issues arising within the international business context.</p> <p>3. Develop the ability to apply branding in-depth knowledge in the areas of marketing and consumer behaviour.</p> <p>4. To develop and enhance students' strategic vision on the development of international businesses within the constraints that different branding systems might impose</p> <p>5. Develop the branding skills needed to foster a robust business proposition, with accruing brand equity</p>	<p>concepts to address branding issues within the current international business environment.</p> <p>3. The ability to reflect on practical branding problems arising in the context of international business and offer innovative solutions to those specific problems.</p> <p>4. The ability to engage in arguments over what constitutes 'best practice' in solving branding issues businesses acting across several sectors.</p> <p>5. The ability to develop critical reasoning, and creative thinking in a multicultural context.</p>	<p>2. Be able to analyse and present information and opinion using modern communication methods.</p> <p>3. Have a systematic understanding of the practical branding problems faced by managers within the context of international business environment</p> <p>4. Be familiar with the branding documentation and procedures required to conduct businesses and carry out corporate development in the international arena.</p> <p>5. Be able to resolve branding related conflicts in the least disruptive way to business.</p>	<p>member or leader towards the achievement of SMART objectives.</p> <p>4. Develop a reflexive approach to learning including self-evaluation of personal strengths and weaknesses.</p> <p>5. Personal and social skills gained from studying in a multicultural environment.</p>
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5. TEACHING, LEARNING, AND ASSESSMENT

Teaching and Learning Strategy

The teaching and learning strategy for the MA in the Luxury Brand Management degree is based on the understanding that all students are active learners and researchers and are embarking on advanced professional practice with a view to their future career development. This is designed to maximise student engagement in the programme and ensure full participation throughout. The precise approach will vary from course to course, but the learning outcomes relating to each class are designed to ensure that students immerse themselves fully in the subject and take full responsibility for their progress through the programme. The concept of progression through the distinct aspects of the degree (class-based learning focusing on theory and practice, guided independent study and practical work, internship and professional research project including a critical reflection) is integral to the intellectual journey that the students will make during their time on the programme.

A variety of approaches will be used in teaching, including:

- Formal seminars and debates
- Formal lectures, supplemented with audio-visual materials
- Informal lectures and discussions with guest speakers or on visits
- Individual and group projects, culminating in oral presentations and written work
- Group and individual tutorials
- Self-directed and directed reading

Student knowledge will be acquired through:

- Structured seminars and debates (including the sharing of other students' learning and experience), lectures, guest lectures, visits to agencies – including supporting materials
- Directed reading and use of electronic sources
- Independent research and work experience

Student thinking skills are developed through:

- Undertaking practical exercises and making presentations
- Learning alongside others, including group work, seminars, debates and discussions
- Conducting research
- Preparing assessed work

Student practical skills are developed through:

- Applying theory to practice in practical exercises and assessed work
- Specific training related to PR and journalism and related fields, including the use of different media
- Team and individual project work and reflection thereon
- Vocational experience gained through internships

The University welcomes applications from students with disabilities. These disabilities might include a physical or sensory impairment, a medical or psychiatric condition or a specific learning difficulty such as dyslexia, and may require additional support or adaptations to our facilities. The University endeavours to make all practical and reasonable adjustments to ensure students are able to fully participate in the University community.

Assessment Strategy

Courses on the MA Luxury Brand Management conform to existing university assessment norms (<https://www.richmond.ac.uk/policies/>)

The MA Luxury Brand Management assessment strategy aims to provide an opportunity for students to demonstrate the extent to which they have acquired or strengthened their understanding, their theoretical and applied knowledge, their abilities of application and critical evaluation and their powers of synthesis and creativity. The assessment strategy is designed to include a range of different types of assessment instruments that are both formative and summative. These will include unseen, time-constrained written examinations as well as individual and group work. The assessment strategy for each course is designed to allow students to demonstrate the extent to which they have met the intended learning outcomes of the course. Data pertaining to re-sits and course retakes is contained in section 9 of this report.

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Assessment is by examination, essays, dissertations, and other forms of written work; oral presentations and group work; as well as projects and this assessment strategy usually meets the University Assessment Norms at level 7. Courses which do not meet these norms are deemed *atypical*. Atypical courses are assessed according to special rules approved by the Learning and Teaching Committee, and provided in the CSD for that particular course. The Assessment norms are as follows:

RICHMOND UNIVERSITY ASSESSMENT NORMS TABLE

Standard Assessment Norms			
FHEQ level	Richmond/UK Level	Normal number of iter (including final exam)*	Total assessment
Level 7	R7000/UK MA	2-3	5000-7000 words

*** Reasonable adjustments should be made for assessment activities such as midterm exams, in- class presentations, group assignments, tests etc. Any summative assessment activities must be reflected in the final overall assessment count.**

Excluding all atypical courses, the following should apply to all courses:

- Final exams should normally be no less than 25% and no more than 50% of the overall final grade.
- Instructors may not fail a student solely for failing the final exam if all graded activities result in a passing grade for the course.
- Midterm and final exams are not obligatory.
- At Level 7, word count will need to take into account the inclusion of a final exam.
- Attendance and participation cannot be assessment activities.
- Formative assessments are at the discretion of the instructor and do not count toward the number of items or toward the total word count.

For courses that have atypical assessment norms and do not follow one of the above tables, assessment will first be approved by the Learning and Teaching Policy Committee.

As seen above, the University places considerable emphasis on developing its students' learning and skills. Creating independent thinkers is a part of the University's mission statement and MA academic staff deliver on this promise in a number of different ways at the postgraduate level. A key aspect of their work involves devising methodologies, consistent with best-practice approaches within the field, with which to adequately assess students' performance. These approaches include the setting of learning outcomes encompassing each course as well as regular discussion and interaction amongst academic staff in order to set common goals for the entire degree and each of its courses.

In terms of following up with the assessment of student learning and consistent with US Liberal Arts traditions, MA classes rely on the system of continuous assessment on a course by course basis and throughout any given semester. This approach often involves the use of short essays, research papers, learning journals, annotated bibliographies, gallery reviews, book reviews, student presentations, research proposals and general class discussion. Not every component applies to every course, but most do relate to many of the classes that are offered. There is an emphasis on writing essays, particularly research papers, at postgraduate level, and reflective work including learning journals.

The variety of instruments used permits academic staff to assess each student's developing and evolving knowledge and skills base as outlined in the previous section. For example, the research paper tests for, amongst other things, a student's ability to engage with primary and/or secondary sources of information and his or her ability to evaluate and analyze this. Site visits encourage students to engage with objects, applying theory and method taught in classes. In addition to this, the University sets specific guidelines on the weighting of coursework in order to effect balance in the process of assessment. As the coursework load for each course set out in the course descriptor shows, a variety of assessment strategies with weighting spread facilitates this across the courses, with the typical course settling for around 50% for the final research paper.

A component part of the programme's efforts to ascertain an appropriate approach to the assessment of student learning involves the use of grade descriptors (made available in the Student Handbook). This information allows the student to see the expected level of performance that co-relates with a particular letter grade summarizing his or her overall achievement level. The programme also has a formalised system of exit questionnaires and feedback meetings punctuated at key moments throughout the year (mid-semester break, end of semester and end of year) for its students as a framework through which the views and opinions of those who have experienced the programme, as students, can be captured and responded to. Evidence of this approach in action is demonstrated in minutes of meetings with students and academic staff and response to comments from the External Examiner.

The academic staff are confident that the assessment processes are sound. Much of this confidence emanates from the comments MA academic staff have received from External Examiners. But an equally important measure is the success that so many students on the Master of Arts programmes enjoy beyond their post-Richmond experiences. Those students judged as the strongest generally move on to take on challenging opportunities on postgraduate programmes and as professionals in the arts and creative cultural industries. This is testimony to their level of preparedness for the real world of careers in the visual arts, and are an indication of the academic staff's and University's ability to fulfil its mission.

Assessment Tariff

Academic Standing

A graduate student is in good academic standing if maintaining a cumulative Grade Point Average (GPA) of 3.0 (B).

Graduate students with a cumulative (GPA) of less than 3.0 (B) risk dismissal from the university (see below under “Grade Point Average” and “Academic Probation”).

Grades

A	4.0 Excellent
A-	3.7 Very good
B+	3.3 Above Satisfactory
B	3.0 Satisfactory (also cumulative GPA required for the award of the degree)
B-	2.7 Redeemable Fail
C+	2.3 Fail – Poor (may be awarded at graded activity level, but not at course level)
C	2.0 Fail – Deficient (may be awarded at graded activity level, but not at course level)
C-	1.7 Fail – Seriously Deficient (may be awarded at graded activity level, but not at course level)
F	0.0 Fail (may be awarded at graded activity level, and is awarded at course level for any course grade calculated to be lower than B-)

Grade Point Average

A grade point average (GPA) is calculated each semester and summer session and is recorded on the student’s transcript. A cumulative GPA, including all graduate courses taken at Richmond, is also calculated. The numerical equivalent for the grade (see above) of each course is multiplied by the number of credits for that course to give the number of quality points for the course. The GPA is then the sum of quality points for all courses divided by the total number of credits of all courses attempted.

- Students achieving a minimum cumulative GPA of 3.7 and above will be awarded the degree with Distinction.
- Students achieving a minimum cumulative GPA of 3.30 to 3.699 will be awarded the degree with Merit.
- Students achieving a minimum cumulative GPA of 3.0 to 3.299 will be awarded a Pass.
- Students achieving a cumulative GPA of less than 3.0 will fail the degree.

Students who choose not to submit the professional project, or who do not obtain a minimum grade of B (3.0) on the thesis/dissertation/project, may transfer programs and apply to receive a (US) Postgraduate Certificate as an exit award in recognition of their achievement in this area. A minimum cumulative GPA of 3.0 on all coursework is required for the award of the Postgraduate Certificate. Students must successfully submit and have approved a research proposal before progressing to the Market Strategy Report.

6. ENTRY REQUIREMENTS

To be considered for admission, prospective students should:

By the start of the programme, be at least 17 years of age and have been awarded a first degree in a discipline recognised by the University as being relevant to the programme and which is either:

- from an accredited US institution with a minimum GPA of 2.5; or
- from a UK HEI with first or second class honours; or
- from an institution which is recognised by the University as awarding qualification of equivalent to such US or UK degrees;

Prospective students should have completed either a timely direct application to the University or an application via UKPASS, including a Curriculum Vitae, personal/professional statement and academic reference, supplying verification of existing academic and English language attainments as required by the University.

Exceptionally, the University may consider substantial professional experience, of direct relevance to the programme, in lieu of a first degree. In such cases the prospective student may be required to submit a satisfactory extended essay and /or complete certain University undergraduate courses before being admitted to the programme. Whilst not routinely required, prospective students may be invited to interview where this is considered necessary in order to fully consider their application.

Students who are neither nationals of a majority English speaking country, nor have completed a full programme equivalent to a UK first degree taught within such a country, should normally have achieved at least CEFR level B2 in a secure English Language test (“SELT”) acceptable to the University prior to entry to the programme. At the University’s discretion, students in this category who are EEA nationals may be excused this requirement where they have recently undertaken a full time programme of study of at least 2 years duration with English as the medium of instruction.

Further details of all of the above, including the specific minimum SELT grades currently required within level B2, may be found at the appropriate page of the University website, where a comprehensive Admissions Policy and Summary of Practice document is also published.

<http://www.richmond.ac.uk/admissions/postgraduate-admissions/>

7. STUDENT SUPPORT AND GUIDANCE

Every student is advised academically by the Associate Dean for Graduate Programmes who takes a close interest in the students’ academic progress. Students who need a particular form of academic help can approach the convenor who can then provide the necessary liaison with the Registrar, Student Affairs and other offices forming the key parts of the academic and pastoral support infrastructure.

In accordance with the 2010 Equality Act, and with Chapter B4 of the Quality Code, Richmond endeavours to make all practical and reasonable adjustments to ensure students are able to fully participate in the University community. Students who declare a physical disability or a

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special educational need are accommodated to ensure the quality of their educational experience meets their individual requirements – the university disability officer works with individual students to determine accommodations, and works with colleagues in the Academic Registry and the Schools to see that their needs are addressed. SEN students, for instance, receive extra time in examinations, and have the option of writing exams on university-provided computers, and/or of taking exams in a separate room. Please see: <http://www.richmond.ac.uk/content/student-affairs/students-with-disabilities.aspx>

The University operates a well-staffed Student Affairs department that provides services intended to support and encourage student welfare, safety and development. This department oversees medical registration of students and provides counseling services. It also organizes a range of extracurricular activities and travel designed to further enhance students' educational experiences. Disciplinary and social grievance procedures are also overseen by this department. For a full description of Student Affairs' activities, please see: <http://www.richmond.ac.uk/content/student-affairs.aspx>

8. INTERNSHIPS

The Internship Office of the University offers a formal mechanism through which students may receive work-placement opportunities. These placements are supervised, career-related work experiences combined with reflective, academic study that help students apply theoretical knowledge in the workplace. Participation in the internship programme is optional but highly encouraged because the MA Luxury Brand Management programme has been designed to ensure that students graduate with both a qualification as well as experience of the workplace. The internship has been established to act as a conduit between the classroom and a career, enabling students to meet and work with potential future employers. The internship programme demands that students interact with professionals in their field, allowing them to learn by seeing as well as by doing.

The internship is normally conducted in the summer months. Candidates who wish to opt out of the internship choose a more extensive Market Strategy Report in the summer semester.

Expectations with regard to careers education, information, advice and guidance (as outlined in *The UK Quality Cole for Higher Education*) are handled by the university's Student Affairs department. This department conducts a variety of career services for students, ranging from resource provision to a CV service, and in particular through the LEAD (Leadership, Education and Development) seminar series. For full details of career services offered to students at Richmond, please see: <http://www.richmond.ac.uk/internships/graduate-internships/>.

Expectations with regard to careers education, information, advice and guidance (as outlined in *The UK Quality Cole for Higher Education*) are handled by the university's Student Affairs department. This department conducts a variety of career services for students, ranging from resource provision to a CV service, and in particular through the LEAD (Leadership, Education and Development) seminar series. For full details of career services offered to students at Richmond may be obtained from the Student Affairs department.

Programme specification and curriculum map – Master of Arts in Luxury Brand Management

In addition to these services, the alumni office offers networking opportunities where students may contact alumni working in a variety of fields. The alumni office also offers these services via social media such as LinkedIn and Facebook. Please see: <http://alumni.richmond.ac.uk/>

9. POSTGRADUATE ACADEMIC POLICIES

Please see the Policies page (<https://www.richmond.ac.uk/policies/>) on the University website for the relevant academic policies. These include, but not limited to:

- Incompletes, Rescheduled and Delayed Submission of Coursework Policy

Postgraduate students with evidenced mitigating circumstances for missing a final exam must inform the appropriate Associate Dean or designee (e.g. Programme Director) and petition the Academic Progress Committee to reschedule the exam in Week 4 of the following semester. Postgraduate students with evidenced mitigating circumstances for failing to submit work, including the dissertation, by the deadline must inform the appropriate Associate Dean or designee and petition the Academic Progress Committee for an extension to submission.

(Please see the complete policy on the [policies page](#) of the website)

- Resubmission Policy

Grades of B- (2.7) on the thesis/dissertation or professional research project are treated as a “redeemable fail”. Students are permitted one further opportunity to re-work the material based on written feedback and re-submit the thesis/dissertation or professional research project within three months of the original submission. Students must advise the Associate Dean or designee (e.g. Programme Director) of their intention to re-submit within five (5) working days of receiving the grade. Marks for the resubmitted material are capped at a B grade. Students resubmitting their work will not normally be expected to be in attendance at the University during the resubmission period.

(Please see the complete policy on the [policies page](#) of the website)

Other policies relevant to you include, but are not limited to:

- Attendance Policy
- Exit Award Policy
- Readmission Policy

10. REGULATORY FRAMEWORK

The MA Luxury Brand Management Degree is operated under the policy and regulatory frameworks of Richmond the American International University in London, the Middle States Commission on Higher Education, the Framework of Higher Education Qualifications, and the UK Quality Code for Higher Education.

Also key to the background for this description are the following documents:

- QAA (2018). The Revised UK Quality Code for Higher Education (www.qaa.ac.uk)
- QAA (2008). Higher Education Credit Framework for England: guidance on academic credit arrangements in Higher Education in England.
- SEEC (2010). Credit Level Descriptors for Higher Education. Southern England Consortium for Credit Accumulation and Transfer (www.seec.org.uk).
- Middle States Commission on Higher Education. Standards for Accreditation and Requirements of Affiliation. 2014: Thirteenth Edition; Rev. Ed. 2015. (<http://www.msche.org/publications/RevisedStandardsFINAL.pdf>)

Ensuring and Enhancing the Quality of the Programme

The MA in Luxury Brand Management features detailed published educational objectives that are consistent with the mission of the institution. All course outlines contain course specific objectives that are regularly monitored by the individual instructors and by the faculty as a group.

The University has several methods for evaluating and improving the quality and standards of its provision. These include:

- External examiners
- Internal Moderation
- Student representation
- Curricular change approval process
- Annual Programme Monitoring and Assessment
- Formal Programme Review, every 5 years
- Course evaluation
- Student satisfaction surveys and the NSS
- Feedback from employers

The **MA in Luxury Brand Management** is provided through a system of ongoing evaluations that demonstrate achievement of the programme's objectives, and uses the results to improve the effectiveness of the programme. Ongoing evaluation is carried out for both US (the Middle States Commission on Higher Education) and UK (QAA) reviews. The University is a voluntary subscriber member of the QAA, and underwent its first full Institutional Review in May 2013 and a Higher Education Review (AP) in 2017 (<http://www.richmond.ac.uk/content/admissions/about-richmond/american-british-accreditation.aspx>).

Credit Equivalences

In this document and other University literature, US credit is articulated in terms of US and UK credit frameworks.

At the Masters degree level (see below for discussion of Levels on the *FHEQ*), UK MA students obtain a minimum total of 180 UK credits, which equates to 90 ECTS credits or 36 US credits.

American Masters degrees typically award 30-36 credits. Richmond's degree awards 36. The ratio for credit translation at the Masters level (Level 7) is therefore as follows:

	US credit	ECTS credit	UK credit
UK Level 7	1	2.5	5
Required minimum number of credits for MA	36	90	180 (120 of which must be at Level 7)
Richmond MA Luxury Brand Management	36	90	180 (at Level 7)

Levels

The *FHEQ* (Framework for Higher Education Qualifications) in the UK defines Higher Education levels in the following way:

Levels 4-6 (previously HE1-3) – years 1 to 3 of a UK undergraduate degree

Level 7 (previously M) – UK Masters degrees and postgraduate diplomas and certificates

Level 8 (previously D) – UK Doctoral degrees

Each level is illustrated by, and each award determined by, reference to a qualification descriptor. The level 7 descriptors can be found in the *FHEQ* (QAA, November 2014).

References

QAA. *The Framework for Higher Education Qualifications in England, Wales, and Northern Ireland*. November 2014.

QAA. *The Higher Education Credit Framework for England: guidance on academic credit arrangements in higher education*. August 2008.

QAA. *Academic Credit in Higher Education in England – an introduction*. 2009

European Communities. *ECTS Users' Guide*. February 2009; *ECTS Users' Guide—Draft Revision* January 2015.

Appendix I: Curriculum Map

MA Luxury Brand Management CURRICULUM MAP

Course ID	Title	Knowledge and Understanding					Cognitive Skills					Prof Skills					Key Skills				
		A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5
LBM 7101	Global History of Luxury	X		X	X		X	X			X		X	X	X	X	X	X	X	X	X
LBM 7102	Strategic Brand Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
LBM 7103	Consumer Culture Theory and Insight	X		X	X	X	X	X		X	X		X	X	X	X	X	X	X	X	X
LBM 7104	Advertising, Public Relations, and Sponsorship	X	X	X		X	X	X	X		X	X		X	X	X	X	X	X	X	X
LBM 7105	Emerging Future Industry Trends	X	X	X	X		X	X	X	X	X	X	X			X	X	X	X	X	X
Plus one of the following:																					
LBM 7400	Luxury Product and Service Design	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
LBM 7401	Entrepreneurship and Project Planning	X	X	X	X	X	X		X	X	X		X		X	X	X	X	X	X	X
LBM 7402	Digital and Social Media Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
LBM 7403	Management and Negotiation	X			X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
APR 7120	Celebrities, Marketing and the Media	X		X		X	X	X		X	X		X	X	X	X	X	X	X	X	X
APR 7125	Fashion and Luxury Brands and the Media	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Plus either both of the following:																					
LBM 7902	Internship (4 credits)	X		X	X	X	X	X		X		X	X			X	X	X	X	X	X
LBM 7505	Consultancy Project (8 credits)	X		X	X	X	X	X	X	X	X	X				X	X		X		
Or:																					
LBM 7500	Dissertation	X		X	X	X	X	X	X	X	X	X				X	X		X		

Appendix 2: Time to Completion for the Various Entry Points Chart

Possible Progression Pathway									
Year 1				Year 2			Year 3		
Full time				Full time			Full time		
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
Sept Start	3 courses	3 courses	Internship and Dissertation		Award dated late-December				
16 Month MBA	3 courses	3 courses		Internship and Dissertation	Award dated late-May				
Jan Start	N/A	3 courses		3 courses	Internship and Dissertation	Award dated early-September			
Part time				Part time			Part time		
Sept Start	3 courses split over both semesters			3 courses split over both semesters		Internship and Dissertation		Award dated late-December	
Jan Start		2 courses		3 courses split over both semesters			1 course	Internship and Dissertation	Award dated early-September