
ISM-COURSE HANDBOOK

M.A. LUXURY, FASHION & SALES MANAGEMENT

VERSION WITH 4 SEMESTERS (120 ECTS-CREDITS): VALID FOR STUDENTS STARTING FROM
WINTER SEMESTER 2026/27

VERSION WITH 3 SEMESTERS (90 ECTS-CREDITS): VALID FOR STUDENTS STARTING FROM
WINTER SEMESTER 2026/27

VERSION OF MAY 2026

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STUDY PLAN (120 ECTS)

1. Semester Winter semester	ECTS	2. Semester Summer semester	ECTS	3. Semester Winter semester	ECTS	4. Semester Winter semester / Summer semester	ECTS
Fundamentals of Luxury & Fashion Management	6	Customer Experience Management	6	Study Abroad	24	Master's Thesis	30
Strategies, Markets & Players	2	CRM & Clienteling	2	Electives, depending on ISM partner university and individual specialization	24	Master's Thesis	30
Consumer Behavior	2	Architecture, Interior Design & Merchandising	2				
Trademark Law & Copyright	2	Creativity, Art & Luxury Event Management	2				
Brand Management	6	Leadership Skills	6				
Brand Identity, Value & Pricing	2	Corporate Governance & Business Ethics	2				
Brand Architecture	2	Negotiation, Communication & Executive Presentations	2				
Luxury Brand Communication, Media Planning & Controlling	2	Cross Cultural Leadership	2				
Design & Operations Management	6	New Luxury Management	6				
Industrial & Product Design	2	Developing New Luxury Models: Design Thinking Method	2				
Luxury & Fashion Buying	2	Digital Luxury	2				
Supply Chain & Operations Management	2	Sustainable Luxury	2				
Marketing Research	6	Market Research Project / Case	6				
Qualitative Market Research	2	Market Research Project / Case	6				
Advanced (Quantitative) Market Research	2						
Marketing Analytics & Data-driven Marketing	2						
Sales Management	6	Internship	12				
Sales Performance Management	2	Practical Experience Phase 1	6	Practical Experience Phase 2	6		
E-Tailing	2						
Recruitment & Training Strategies	2						
Total	30	Total	30	Total	30	Total	30

* Subject to modifications

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STUDY PLAN (90 ECTS)

1. Semester Winter semester	ECTS	2. Semester Summer semester	ECTS	3. Semester Winter semester / Summer semester	ECTS
Fundamentals of Luxury & Fashion Management	6	Customer Experience Management	6	Master's Thesis	30
Strategies, Markets & Players	2	CRM & Clienteling	2	Master's Thesis	30
Consumer Behavior	2	Architecture, Interior Design & Merchandising	2		
Trademark Law & Copyright	2	Creativity, Art & Luxury Event Management	2		
Brand Management	6	Leadership Skills	6		
Brand Identity, Value & Pricing	2	Corporate Governance & Business Ethics	2		
Brand Architecture	2	Negotiation, Communication & Executive Presentations	2		
Luxury Brand Communication, Media Planning & Controlling	2	Cross Cultural Leadership	2		
Design & Operations Management	6	New Luxury Management	6		
Industrial & Product Design	2	Developing New Luxury Models: Design Thinking Method	2		
Luxury & Fashion Buying	2	Digital Luxury	2		
Supply Chain & Operations Management	2	Sustainable Luxury	2		
Marketing Research	6	Market Research Project / Case	6		
Qualitative Market Research	2	Market Research Project / Case	6		
Advanced (Quantitative) Market Research	2				
Marketing Analytics & Data-driven Marketing	2				
Sales Management	6	Internship	6		
Sales Performance Management	2	Practical Experience Phase 1	6		
E-Tailing	2				
Recruitment & Training Strategies	2				
Total	30	Total	30	Total	30

* Subject to modifications

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MODULES

Fundamentals of Luxury & Fashion Management

Module code LFSM1		Semester 1	Duration 1 Semester		ECTS credits 6	
Course type Compulsory		Teaching language German/English English Trail: English	Intake Winter semester		Hours per week (SWS) 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Strategies, Markets & Players		18	42	60	2
	Consumer Behavior		18	42	60	2
	Trademark Law & Copyright		18	42	60	2
2	Content This module introduces the luxury goods and fashion market. The peculiarities of the markets, central terminologies and actors of the industries are defined, analyzed and explained. In this context, the peculiarities of the marketing of luxury goods in general, and fashion articles in particular are explained. In addition to the products, the focus is primarily on luxury and fashion consumers, and especially their needs. Needs that are so specific that the marketing concepts in these segments need to be designed under specific strategic conditions. Strategies, Markets & Players This seminar will first of all fundamentally explain the special conditions of the luxury and fashion markets. Particular attention will also be given to the differences between the various geographic sales regions. Based on selected companies, alternative marketing strategies will be discussed. For the fashion market a distinction is made between ▪ vertical system providers, e.g. Inditex, H & M and Mango, ▪ companies with extensive brand portfolios such as LVMH, Kering and Richemont, ▪ as well as privately owned fashion retailers like Armani or Dolce & Gabbana. However, the luxury goods market is not limited to fashion. In addition, the specifics of the categories jewelry, watches, leather goods, accessories, luxury cars, furniture, kitchens and travel are explained and discussed. The main topics of the course are: ▪ Fundamentals of the luxury and fashion market ▪ Models and strategies of luxury brand management ▪ Special features of marketing and sales concepts for luxury and fashion brands					

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	Consumer Behavior The course covers sociological, psychological and economic theories and models of consumer behavior. Based on these findings, the various factors influencing the buyer decision process in the luxury goods and fashion industries are analyzed in detail. A special focus is placed on different cultures. Main topics of the course are: ▪ Theories and models of consumer behavior in economics, sociology and psychology ▪ Luxury and fashion: a conceptual classification ▪ Motives and explanations for the purchase of luxury and fashion products ▪ Buying behavior in luxury and fashion products ▪ Effect of selected framework: e.g. culture, country of origin Trademark Law & Copyright Luxury labels are brands whose value depends to a considerable extent on the nature and extent of their legal protection. The students will be shown examples of trademark protection strategies and how these can be purposefully combined. The use and infringement of brands are also discussed. Another emphasis is on the topic of advertising. Here, the students are shown which legal issues have to be considered in the design and implementation of advertising strategies. The third focus is the topic of licensing rights. The main sales drivers in the industry are goods manufactured by third parties, which bear the label of the brand owner. Students will understand the concept of a license agreement and its essential elements. Creation, self-use and licensing of brands will be understood as a strategic concept and demonstrated in case studies.
3	Learning outcomes Upon successful completion of the module, students will have in-depth industry knowledge of the luxury and fashion industry as well as significant regional and product-specific submarkets. They know behavioral theories and models in economics, sociology, psychology, biology and intercultural communication and can use them to analyze buyer decision processes. Following on from this, they are in a position to plan and implement suitable marketing and communication strategies, taking into account the special features of the luxury goods and fashion industry, and thus to develop profitable customer relationships. Finally, they are able to verify the effectiveness of the measures taken using appropriate tools. Upon successful completion of the module, students are able to communicate in a target-group-specific manner and to use a variety of media in order to influence others in a targeted manner. They are able to cooperate constructively in expert teams in order to design complex marketing-relevant tasks in the luxury goods and fashion industry. To do so, they can independently define, implement, evaluate and critically reflect on knowledge goals and the necessary process to reach those goals. They can convey their solutions and results to third parties in a clear and unambiguous manner and contribute to the decision-making process.

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	They can also respond to changes and apply their acquired technical and methodological knowledge to new situations.
4	Teaching and learning methods ▪ Lectures ▪ Free class discussion and small group work ▪ Group work ▪ Simulations ▪ Case studies ▪ Analysis exercises ▪ Guest lectures
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: brand management in general, luxury and fashion management in particular, trademark law
6	Combinations with other study areas Applicability within the study course: The module provides the basis for the following modules: "Customer Experience Management", "New Luxury Management", and "Market Research Project / Case". Applicability for other study courses: none
7	Type and duration of exam Written exam (120 minutes)
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature Strategies, Markets & Players <u>Compulsory reading:</u> Dillon, S. (2018): The Fundamentals of Fashion Management. Bloomsbury. Kapferer, J.N.; Kernstock, J.; Brexendorf, T.O.; Powell, S.M. (2019): Advances in Luxury Brand Management (Journal of Brand Management: Advanced Collections). Palgrave Macmillan. Varley, R; Roncha, A.; Radclyffe-Thomas, N.; Gee, L. (2019): Fashion Management: A Strategic Approach. Red Globe Press.

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	<u>Supplementary literature:</u> Berghaus, B., Müller-Stevens, G; Reinecke, S. (2018): The Management of Luxury: An International Guide. Cogan Page Bain & Company (latest edition): Luxury Goods Worldwide Market Study. Deloitte (2019): Global Powers of Luxury Goods 2019 – Bridging the Gap between the Old and the New. Consumer Behaviour <u>Compulsory reading:</u> Solomon, M.R. (2018): Consumer Behaviour – Buying, Having, and Being. 12th ed., Harlow. Mothersbaugh, D.; Hawkins, D.I. (2015): Consumer Behavior. Building Marketing Strategy. 13th ed. Boston u.a.: McGraw-Hill. Hoyer, Wayne D.; MacInnis, Deborah J. (2013): Consumer Behavior. 6th ed., internat. ed. South Melbourne: South-Western. <u>Supplementary literature:</u> Choi, Tsan-Ming (ed.) (2014): Fashion Branding and Consumer Behaviors. Scientific Models. New York: Springer. Thaler, R.H. (2018): Misbehaving – The Making of Behavioral Economics. New York. Trademark Law & Copyright <u>Compulsory reading:</u> Legal texts (German Trademark Act, Protection against Unfair Competition Act) <u>Supplementary literature:</u> Cohen Jehoram, T.; Van Nispen, C.; Huydecoper, T. (2010): European Trademark Law: Community Trademark Law and Harmonized National Trademark Law. Kluwerlaw International BV.
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Brand Management

Module code LFSM2		Semester 1		Duration 1 Semester		ECTS credits 6	
Course type Compulsory		Teaching language German / English English Trail: English		Intake Winter semester		Hours per week (SWS) 6	
1	Lectures of the module			Hours of presence	Hours of self-study	Total workload (h)	SWS
	Brand Identity, Value & Pricing			18	42	60	2
	Brand Architecture			18	42	60	2
	Luxury Brand Communication, Media Planning & Controlling			18	42	60	2
2	Content The module “Brand Management” provides a comprehensive insight into the prerequisites for successful brand management in the luxury goods and luxury services industry. It focuses on the management approach of identity-based brand management – what does a brand stand for and how can it be positioned successfully on the market? In this context, among other things, it will be discussed which approaches are used in companies managing a portfolio of brands to position and differentiate each brand (brand architecture). Based on the basic decisions regarding (a.) brand architecture in companies, and (b.) the positioning chosen per brand, this module covers pricing and communication policies as essential tools of market development. Product and distribution policies are taught in parallel modules. In detail, the module “Brand Management” includes the following courses and topics: Brand Identity, Value & Pricing The course “Brand Positioning, Value & Pricing” addresses the strategic goals of the luxury goods and luxury services industry to create a unique and distinctive positioning for each brand, and to achieve a high symbolic and monetary brand value. Theoretical models and strategies are illustrated by examples and case studies from the luxury industry. The main topics of the course are: ▪ Models and strategies of identity-based luxury brand management ▪ Brand values and brand personality as symbolic core components of identity-based luxury brand management ▪ Case studies related to the topic of brand authenticity ▪ Development and realization of specific brand positioning ▪ Models and studies to capture the monetary brand value ▪ Classification of luxury brands in terms of brand value Pricing is an essential tool for managing luxury brands. The courses will discuss various						

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	methods of pricing and dynamic price adjustment, using examples from the luxury sector. Brand Architecture This course covers the main alternatives of designing the brand architecture of multi-brand companies in the luxury industry. With the objective of corporate profit maximization, various strategies and approaches are discussed and exemplified via case studies. The main topics of this course are: ▪ Basic dimensions of brand architecture, brand hierarchies and brand levels, brand demarcation through positioning as well as strategic brand roles ▪ Alternative strategies for designing brand architectures: from branded house to the house of brands ▪ Management of global multi-brand systems ▪ Case studies on luxury brand architecture ▪ Performance control: empirical research as instruments for the optimization of brand architecture Luxury Brand Communication, Media Planning & Controlling The course "Luxury Brand Communication, Media Planning & Controlling" focuses on the central, highly emotional and customer-oriented communication of the luxury and fashion industry. One focus is on the use of alternative media for effective and efficiency-based media planning. The course deals with the analysis, planning, implementation and evaluation of communication concepts. Marketing controlling tools are discussed to evaluate the performance of communication activities based on KPIs. Main topics of the course are: ▪ Introduction to brand communication ▪ Special features and framework conditions for the communication of luxury brands ▪ Selected instruments for the communication of luxury brands (print, PR, events, social media, word-of-mouth / influencers, etc.) ▪ Cross Media Campaigns: Approaches and Instruments for the management of alternative media channels and instruments (ATL & BTL) ▪ Media planning: approaches for the efficient management of connected communication tools ▪ Controlling instruments: Measuring the effectiveness of luxury and fashion marketing communication ▪ Selected case studies
3	Learning outcomes After successfully completing the module, the students have in-depth knowledge about the positioning of luxury and fashion brands, as well as the instrumental alternatives related to the marketing mix. They know various strategies for managing brand portfolios and are able to define brand levels, roles and demarcation independently. Following on from this, they are able to plan and implement appropriate marketing strategies and, in particular, communication strategies, taking the peculiarities of the luxury goods and fashion industry into account, and thus to develop profitable customer

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	relationships. Finally, they will be able to validate the effectiveness of marketing measures by using appropriate marketing controlling tools. Upon successful completion of the module, students will be able to develop independent marketing concepts as well as cooperate constructively in teams in order to complete complex marketing tasks in the luxury goods and fashion industry. To do so, they can independently define goals, implement, evaluate and critically reflect on activities and necessary process steps. They can convey their solutions and results to third parties in a clear and unambiguous manner, and contribute to the decision-making process. They can also respond to changes and apply their acquired technical and methodological knowledge to new situations.
4	Teaching and learning methods ▪ Lectures ▪ Free class discussion and small group work ▪ Group work ▪ Case studies ▪ Research and analysis exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Bachelor's degree in Marketing or related business areas such as Luxury Management, Sales Management or Fashion Management.
6	Combinations with other study areas Applicability within the study course: The module provides the basis for the following modules: "Customer Experience Management" and "New Luxury Management". Applicability for other study courses: none
7	Type and duration of exam Term paper (approx. 7,000 words)
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature Brand Identity, Value & Pricing

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<u>Compulsory reading:</u> Tybout, A.-M.; Calkins, T. (2019): Kellogg on Branding in a Hyper-Connected World. Wiley. Tomczak, T.; Reinecke, S., Kuss, A. (2018): Strategic Marketing: Market-Oriented Corporate and Business Unit Planning. Springer-Gabler. <u>Supplementary literature:</u> Keller, K. L.; Swaminathan, V. (2019): Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Global Edition, 5th Edition, Pearson. Brand Architecture <u>Compulsory reading:</u> Bekker, D. (2014): Vertical Brand Portfolio Management: Strategies for Integrated Brand Management between Manufacturers and Retailers. Springer-Gabler. Rosenbaum-Elliott, R.; Percy, L.; Pervan, S. (2015): Strategic Brand Management. 3rd revised ed. Oxford: Oxford Univ. Press. <u>Supplementary literature:</u> Avery, Jill (2017): Brand Portfolio Strategy and Brand Architecture. Harvard Business School Kapferer, Jean-Noel (2012): The New Strategic Brand Management. Advanced Insights and Strategic Thinking. 5th ed. Cornwall. Kogan. Kotler, Philip; Keller, Kevin (2015). Marketing Management. 15th ed. New Jersey. Prentice Hall. Pearson. Luxury Brand Communication, Media Planning & Controlling <u>Compulsory reading:</u> Jin, B.; Cedrola, E. (2017): Fashion Branding and Communication. Palgrave MacMillan. Mosca, F.; Civera, C. (2017): Digital Channels and Social Media Management in Luxury Markets. Routledge. Kluge, P. N. (2016): Marketing Luxury Goods Online. Internat. Verlag der Wissenschaften. Katz, H. (2019): The Media Handbook. Routledge Communication Series. Sorger, S. (2020): Marketing Analytics: Strategic Models and Metrics. CreateSpace Independent Publishing Platform. <u>Supplementary literature:</u> Bendoni, W. (2017): Social Media for Fashion Marketing. Bloomsbury. Les, B.; Field, P. (2018): Effectiveness in Context: A Manual for Brand Building. Foreword.

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Design & Operations Management

Module code LFSM3		Semester 1	Duration 1 semester		ECTS credits 6	
Course type Compulsory		Teaching language German/English English Trail: English	Intake Winter semester		Hours per week (SWS) 6	
1	Lectures of the module		Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Industrial & Product Design		18	42	60	2
	Luxury & Fashion Buying		18	42	60	2
	Supply Chain & Operations Management		18	42	60	2
2	Content The module “Design & Operations Management” provides a specialized and holistic approach to optimizing value-added processes. For this purpose, strategic aspects of design and supply chain management, operative measures of procurement management as well as the specifics of product development, logistics and quality assurance are addressed. By using these applied management methods, fashion and luxury goods companies can take advantage of the diverse opportunities of the globalized economy and increase their competitiveness. Industrial & Product Design This course provides knowledge regarding industrial design and product design and covers the design of serial, industrial and handmade products. A distinction is made between two areas: the design of consumer goods and the design of industrial goods. The industrial and product designer's task is to find the form taking aspects of formal coherence, fairness of manufacturing, suitability and the needs of the target group into account. The course focuses on the following subjects: ▪ Concept of industrial design and product design ▪ Innovative design and experience value for the consumer ▪ Design of products as part of product development and degree of design freedom ▪ Specialist working methods on the cultural, economic and social significance of design in the fashion and luxury goods industry ▪ Excursus: tasks of a designer for the design process ▪ Design process: goal definition, task definition, concept development, sketching, model design (also virtual), verification by market research, construction as model, implementation from the idea to the technical design, visualization of variants and details of the product, digital image processing and cost control ▪ Aspects of analysis: instruments and case studies for evaluating practical, product-linguistic, ecological and economic functions:					

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Luxury & Fashion Buying

In this course, the methods of procurement management as well as the concepts for the support of the sales of products of the fashion and luxury goods industry are explained. Both areas are highly interdependent and make a significant contribution to the operating result.

- Importance and context of luxury & fashion buying
- Assortment design in multi-brand stores (including qualitative selection of brands and brand weighting) and in mono-brand stores (including assortment weighting); site-specific differences; trend analyses
- Qualitative and quantitative planning and monitoring of the assortment: forecasting procedures, analysis of the flow of goods, evaluation of the assortment (e.g. sales reports according to suppliers, socio-demographic characteristics, product and product group, product characteristics), classification procedures such as ABC analysis or best & slow-seller analyses.
- Excursus: budget planning
- Purchasing organization: management of the procurement and purchasing process, supplier management, cooperation development, standard information procurement as well as industry-specific methods (e.g. trade fairs, (digital) suppliers' showrooms)
- Methods of material procurement and planning procedures: order quantities and order times, supplier selection
- Excursus: merchandise management systems
- Calculation of final prices and margins
- Instruments for order processing and control (control of the punctual and correct receipt of goods)
- Inventory control: control instruments for monitoring inventories and retail stock optimization
- Stock optimization measures (balancing in the store network according to the stock and sales situation; pricing and yield management)
- Excursus: personnel planning and regular information about competitors, trends and markets

Supply Chain & Operations Management

Shopping behavior has changed. The expected delivery time is less than 24 hours and returns have risen continuously to over 50%. In operations management, more and more action must be taken from 'outside in'. Fashion and luxury goods manufacturers in particular must constantly revise their processes and ensure an even faster and more efficient supply chain.

The aim of the course is to convey the value-added processes and to point out possible optimization potentials, e.g. with regard to logistics costs or the possibilities for optimizing warehouse and production processes.

- Definition of the terms: operations management, supply as well as value chain management, supply management, production and logistics management
- The focus is on supply management and value creation processes in the fashion and luxury goods industry: SCOR model, Porter's value chain, RONA
- Environment analysis: internal requirements, supply market research (PEST and RFX-Method, modification of Porter's model, SCOPE), stakeholder involvement as well as SWOT analysis

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	▪ Sourcing Strategy: volume bundling, best price evaluation, broadening supply base, product specification improvement, joint process improvement and relationship restructuring ▪ Formulation of strategies for operational development: strategy selection, case & controlling, KPI, corporate social responsibility, change and approval ▪ Implementation: inquiry, negotiation and bidding, e-Procurement, ordering and delivery ▪ Process management: process chains, system analysis, process description, performance indicators and lean management ▪ Risk management: identification, assessment, handling and monitoring ▪ Case studies: Market Risk and Power of Supply, Gold from Mali, H&M vs. Levi's, Flowers from Africa, Lean Factory, ZARA and currently topical examples ▪ Quality management: definition and methods, Zero Defect Program, Six Sigma - 6σ, quality circle, total quality management and business process reengineering, compliance, audit management, performance measurement
3	Learning outcomes After successful completion of the module, students are able to... ▪ understand and evaluate the processes and methods of industrial and product design in the luxury and fashion goods industry and apply design approaches. ▪ assess the challenges of establishing international supply networks. ▪ analyze current developments and trends in the global logistics of luxury and fashion goods and of drawing up optimization proposals. ▪ plan and take responsibility for order processes. ▪ independently develop basic strategies for shaping entrepreneurial success in a global environment. ▪ critically compare the advantages and disadvantages of possible optimization directions in the supply chain of a luxury goods company. ▪ independently solve logistical problems on a global level. ▪ discuss, design and solve complex value-adding tasks from the fashion and luxury goods industry in teams of experts.
4	Teaching and learning methods ▪ Lectures ▪ Free class discussion ▪ Small group work ▪ Case studies ▪ Research and analysis exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none
6	Combinations with other study areas Applicability within the study course: Depending on the choice of topic, it is possible to deepen the knowledge from the module during an internship, study abroad or in the Master's thesis.

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	Applicability for other study courses: none
7	Type and duration of exam Written exam (120 min.)
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature Industrial & Product Design <u>Compulsory reading:</u> Heufler, Gerhard (2018): Design Basics: From the Idea to the Product. Niggli. Kalbach, J. (2018): Mapping Experiences. O'Reilly. <u>Supplementary literature:</u> Heimann, M (2016): How Design Works. Rheinwerk Design. Cuffaro, Dan; Zaksenberg, Isaac (2013): Industrial Design Reference & Specification Book. Rockport. Luxury & Fashion Buying <u>Compulsory reading:</u> Ahlert, Dieter; Kenning, Peter; Olbrich, Rainer; Schröder; Hendrik (eds.) (2009): Assortment Strategies in Industry and Retail. Yearbook Sales and Trade Management. Frankfurt am Main: German specialist publisher. Choi, Tsan-Ming; Hui, Chi-Leung (Hrsg.) (2013): Intelligent Fashion Forecasting Systems: Models and Applications. Berlin, Heidelberg: Springer. Clodfelter, Richard (2015): Retail Buying. From Basics to Fashion. London: Bloomsbury. <u>Supplementary literature:</u> Goworek, Helen (2007): Fashion Buying. 2nd ed., Oxford: Blackwell Publishing. Jackson, Tim (2007): Mastering Fashion Buying and Merchandising Management. Basingstoke: Macmillan Verlag. Varley, Rosemary (2006): Retail Product Management: Buying and Merchandising. 2nd ed., Routledge. Supply Chain & Operations Management

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	<u>Compulsory reading:</u> Baily et al. (2008): Procurement, Principles & Management. 11th ed., Pearson. Van Weele, A. J. (2014): Purchasing and Supply Chain Management. 6th ed., Cengage Learning. Sollish, F.; Semanik, J. (2011): Strategic Global Sourcing Best Practices. John Wiley & Sons. Fernie, J.; Grant, D. B. (2015): Fashion Logistics. Kogan Page. Leeman, J. A. (2010): Supply Chain Management: Fast, Flexible Supply Chains in Manufacturing and Retailing. Books on Demand. Farnie, J.; Sparks, L. (2014): Logistics and Retail Management, 4th ed., Kogan Page. <u>Supplementary literature:</u> Büsch, M. (2014): The Role of Procurement Professionals in Industrial Projects: Organization, Roles, and Tasks for Professional Project Procurement. AVM. Chopra, S.; Meindl, P. (2012): Supply Chain Management. 5th ed., Prentice Hall. Heizer, J.; Render, B. (2014): Operations Management, Global Edition. 11th ed., Pearson. Choi, T. M.; Cheng, E. T. C. (2015): Sustainable Fashion Supply Chain Management: From Sourcing to Retailing. Springer Books Ha-Brookshire, J. E. (2015): Global Sourcing in the Textile and Apparel Industry (Fashion Series). Pearson.
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Marketing Research

Module code LFSM4		Semester 1	Duration 1 semester		ECTS credits 6	
Course type Compulsory		Teaching language German English Trail: English		Intake Winter semester	Hours per week (SWS) 6	
1	Lectures of the module		Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Qualitative Market Research		18	42	60	2
	Advanced (Quantitative) Market Research		18	42	60	2
	Marketing Analytics & Data-driven Marketing		18	42	60	2
2	Content The module provides the methodological foundation for the analysis of markets, trends and data using quantitative and qualitative methods. Both approaches are essential for the successful marketing and positioning of products and services. Qualitative Market Research The course deals with the qualitative spectrum of methods. The planning of explorative research designs and the application and evaluation of interviews, focus group discussions as well as associative and projective techniques will be covered. Advanced (Quantitative) Market Research The basics of market research (structure of a research design, design of survey instruments, selection of samples, etc.) as well as the general quantitative basics are briefly repeated and expected to be generally known by the students (scale levels, central tendency and dispersion measures, etc.). Selected multivariate procedures are taught which are important in business practice and are illustrated using real data records with the help of the SPSS statistics package. The selection of the right analysis method for a given question, the implementation and the correct interpretation of the results are central components of the course. Marketing Analytics & Data-driven Marketing Data-driven marketing describes the collection, analysis and use of data generated along the customer journey using a wide variety of systems and apps in marketing. This should enable better decisions and, if possible, automated, targeted and personalized campaigns. The aim of the course is to demonstrate the range of support data-driven marketing can provide by means of a large number of real-world examples.					

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3	Learning outcomes ▪ Upon successful completion of the module, the students will have a detailed and critical understanding of qualitative and quantitative market research methods. ▪ They will be able to plan and carry out empirical investigations. ▪ They can answer various market-related questions both data-driven and analytically supported. ▪ They will be familiar with the best-known multivariate and inference statistical methods and can apply and interpret them for the respective problem and select and apply qualitative survey methods depending on specific problems. ▪ Finally, the students will be able to draw differentiated conclusions from their analysis in order to implement sustainable, appropriate and efficient marketing actions. ▪ Students can individually practice, organize and further develop their theoretical and methodological knowledge. ▪ Together they will be able to discuss solutions and reflect different points of view, as well as integrate complex results into comprehensive marketing concepts. ▪ In addition, students will have the ability to present difficult and complex research results in a clear and comprehensible way and to communicate them in a way that allows managers in organizations to decide and act on the basis of empirical facts.
4	Teaching and learning methods ▪ Lectures ▪ In-class discussion ▪ Small group work ▪ Case studies ▪ Research and analysis tasks
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: basic knowledge of market research (design of research, design of survey instruments, selection of samples, etc.) and general quantitative basics (scale levels, central tendency and dispersion measures, etc.).
6	Combinations with other study areas Applicability within the study course: The content acquired in this module is particularly relevant for the market research project in the second semester as well as the final thesis. Applicability for other study courses: M.A. Digital Marketing.
7	Type and duration of exam Term paper (7,000 words)

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8	Weighting of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature Qualitative Market Research <u>Compulsory reading:</u> Berg, Bruce L. and Lune, Howard (2014): Qualitative Research Methods for the Social Sciences. 8 th ed., Pearson Advanced (Quantitative) Market Research <u>Compulsory reading:</u> Hair, Joseph F. Jr.; Black, William C.; Babin, Barry J.; Anderson; Rolph E. (2018): Multivariate Data Analysis. Upper Saddle River: Prentice Hall. Marketing Analytics & Data-driven Marketing The course discusses numerous case studies on data-driven marketing and provides the relevant literature.

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Sales Management

Module code LFSM5	Semester 1	Duration 1 semester			ECTS credits 6
Course type Compulsory	Teaching language German/English English Trail: English	Intake Winter semester			Hours per week (SWS) 6
1	Lectures of the module	Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Sales Performance Management	18	42	60	2
	E-Tailing	18	42	60	2
	Recruitment & Training Strategies	18	42	60	2
2	Content The module "Sales Management" covers techniques and strategies of the fashion and luxury industry to achieve excellence in sales and a higher sales performance in the B2C area. In addition to the strategic training of personnel with regard to competence and motivation, the focus is on selective and exclusive distribution management (offline and online). Sales Performance Management The course explains in detail processes, instruments, techniques as well as conditions for the professional and successful sale of luxury goods and services in the B2C sector. The different strategies and objectives of the fashion industry are provided. ▪ Sales competence: sales processes and instruments ▪ Standardization and adaptation of sales techniques on a global level ▪ Successful sales techniques using various products and services from the luxury sector as examples ▪ Sales techniques of the fashion industry according to the different sectors (discounters, fast fashion, mid-range fashion, premium sector) ▪ Price strategies and price negotiations ▪ Customer loyalty through memberships (VIP customers, premium customers) and rewards ▪ Case study on customer loyalty using the example of a luxury brand ▪ Time and monetary investment of brands in sales techniques ▪ Interaction between sales staff and customers in the luxury sector and in the fashion industry (e.g. trust, passion, pride, recognition) ▪ Strength of brands and products; ways to encourage the sellers to strongly identify with the brand so that they become brand ambassadors. ▪ Challenges of combining sales techniques in the online and offline area ▪ The four dimensions of monitoring and controlling sales force management:				

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	strategy, organization, controlling and personnel ▪ Sales performance indicator and monitoring systems E-Tailing The course focuses on the growing importance of online commerce in the fashion and luxury goods industry. Central contents are the various online business models that are emerging today in the field of fashion and luxury in the B2B and B2C sectors. ▪ Online trade in the field of fashion and luxury: current status, facts and figures, success factors, challenges and forecasts ▪ Marketing strategies of luxury brands: challenges of the internet with regard to distribution policy; the internet as opportunity and threat at the same time ▪ Case study on e-commerce in the luxury goods industry ▪ M-Commerce in the fashion and luxury industry ▪ Relevance of digital platforms: current status, facts and figures, success factors, challenges and forecasts ▪ Strategies in platform economy: platforms as competitors, platforms as sales channels, platforms as business models ▪ Case study on platform economy ▪ Online mail order companies in the luxury and fashion sector: added value for B2B and B2C customers, focus on individualization and cooperation with influencers ▪ Online service provider in the fashion and luxury sectors: rental instead of sale ▪ Case study on the subject of online service providers ▪ Shopping communities: successful online outlet model for fashion and luxury brands ▪ Omnichannel: concepts and strategies for omnichannel excellence in the fashion and luxury industry Recruitment & Training Strategies This course gives students an insight into the methods of personnel selection and development in the fashion and luxury industry. The current challenges of the human resources departments for the recruitment of suitable employees in the fashion industry will be dealt with and different solutions will be discussed. ▪ Types of recruitment: internal, external, company-related labor market, assessment center, aptitude diagnostics, selection interviews ▪ Recruitment strategies for a strong relationship between staff and brand: questions in job interviews, verbal and non-verbal communication ▪ Recruiting case study ▪ Remuneration in the fashion and luxury sector ▪ Contract duration, trial periods and trainee programs ▪ Challenges for the fashion industry to recruit and retain excellent personnel (working hours, company location, psychological stress, flexibility) ▪ Possibilities to control personnel: personnel planning, personnel secondment, adjustment of requirements, compensation & benefits ▪ Personnel controlling: planning personnel requirements, reducing absenteeism, controlling costs ▪ Different approaches to employee development: career planning, succession planning, talent management, performance management, trainings
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	▪ Training methods incl. blended learning ▪ Excursus: outsourcing the personnel function
3	Learning outcomes After successful completion of the module, the students ▪ have access to a specialized knowledge of the online business models of the fashion and luxury goods industry, which forms the basis for a successful application in online retail management. ▪ have access to the latest state of knowledge in the selective and exclusive distribution strategy. ▪ have a detailed and critical understanding of the techniques, tools and strategies of selling, both offline and online in the fashion and luxury goods industry. ▪ are able to evaluate the profitability of different business models on the basis of online KPIs and derive consequences for action. ▪ are able to assess the strategic and operational capabilities of retail performance management. ▪ can weigh up the advantages and disadvantages of different sales techniques for a new business situation and further develop them in a context-specific way. ▪ can select and apply appropriate methods of personnel selection, management and development for operational situations in the context of the luxury goods and fashion industries. ▪ are able to communicate effectively in a group and to deal constructively with conflicts. ▪ can work on and solve complex marketing-relevant tasks from the fashion, luxury goods and service industries as part of a team. ▪ are able to take on a leadership role if necessary, to guide and motivate others. ▪ can promote the professional development of others in a targeted manner. ▪ are able to independently analyze, assess, process and solve marketing-relevant questions from the B2C sector and present a result as a basis for a decision. ▪ can identify one's own learning needs and to shape one's own learning process in a sustainable way.
4	Teaching and learning methods ▪ Lecture ▪ Free class discussion and small group work ▪ Case studies ▪ Research and analysis exercises ▪ Field trip
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none
6	Combinations with other study areas Applicability within the study course: The module is the basis for the modules "New Luxury Management" and "Market Research Project/Case" in the second semester.

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	Applicability for other study courses: none
7	Type and duration of exam Presentation
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special Field trips are special learning occasions, where students can deepen and check the learning contents. The module therefore contains at least one field trip. ▪ to a flagship store of a retailer from the fashion or luxury industry as part of the course "Sales Performance Management". ▪ to a human resources department of a fashion or luxury company to support and advance the knowledge provided in the course "Recruitment & Training Strategies".
10	Literature Sales Performance Management <u>Compulsory reading:</u> Glaser, Rebecca Elena (2010): How to Sell Dreams: Principles of Luxury Fashion Brand Management. VDM Verlag. Dr. Müller. Merk, Michaela (2014): Sales Force Management. Strategies for Winning Over Your Brand Ambassadors. London: Palgrave Mcmillan. E-Tailing <u>Compulsory reading:</u> Sobole, Anastacia (2018): The Development of an E-commerce Model in the Luxury Industry. Science Factory. Recruitment & Training Strategies <u>Compulsory reading:</u> Gutsatz, Michel; Auguste, Gilles (2013): Luxury Talent Management: Leading and Managing a Luxury Brand. London: Palgrave Macmillan. <u>Supplementary literature:</u> Crawley, Eileen; Swailes, Stephen; Walsh, David (2013): Introduction to International Human Resource Management. Oxford University Press. Goss-Turner, Steven; Boella, Michael (2013): Human Resource Management in the Hospitality Industry: A Guide to Best Practice. 9 th ed. New York: Routledge.

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Customer Experience Management

Module code LFSM6		Semesters 2		Duration 1 semester		ECTS points 6	
Course type Compulsory		Teaching language German/English English Trail: English		Intake Summer semester		Hours per week (SWS) 6	
1	Lectures of the module			Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	CRM & Clienteling			18	42	60	2
	Architecture, Interior Design & Merchandising			18	42	60	2
	Creativity, Art & Luxury Event Management			18	42	60	2
2	Content The module “Customer Experience Management” provides a specialized and holistic approach to creating and increasing customer satisfaction in the luxury and fashion industry. CRM & Clienteling Starting with the customer value concept, the course will focus on the strategic goals of CRM in the luxury and fashion industry and their operationalization in the form of measures of customer acquisition, development and retention. Then, the course covers the possibilities of generating and interpreting knowledge and data about customers in order to improve business processes and customer acquisition and retention. Finally, the traits for the expansion of personalized and individual customer approaches – clienteling – in the luxury sector are explained. ▪ Customer relationship management approaches and concepts of customer relationship management ▪ Importance of CRM in the luxury and fashion industry ▪ Customer intelligence as a key component of effective CRM ▪ Data collection methods: internal and external data sources (e.g. competitor analyses, general trends, service contacts, mystery shopping, click tracking) ▪ Process of collecting and analyzing customer information ▪ Business intelligence tools ▪ Preparation, evaluation and analysis of data (e.g. OLAP, data mining, text mining, web mining, case-based reasoning, geographic information systems) ▪ Excursus: data mining (e.g. scenario analysis, simulations) ▪ Lab: Online Analytical Processing (OLAP) with Excel ▪ Data interpretation ▪ Luxury clienteling: customer recognition, optimized customer data management,						

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	personal shopping advice and service, after sales service ▪ Exercise: creating unique customer service through clienteling Architecture, Interior Design & Merchandising The course provides in-depth information regarding the brand-appropriate staging of luxury and fashion products. It involves both the planning of the external architecture and the analysis, implementation and control of interior design and visual merchandising. The main focus is on: ▪ Corporate identity and corporate brands: fundamentals and differentiations of architecture, interior design and visual merchandising ▪ Architecture in the luxury sector: measures to create an experience, e.g. cooperation with star architects ▪ Overview (e.g. American Colonial, Arabian, Art Deco, Art Nouveau, Arts and Craft, Chinese, English Country, French, French Country, Gothic, Indian, Industrial, Japanese, Medieval, Minimalist, Modern, Moroccan, Rustic, Scandinavian Country, Scandinavian Modern, Shabby Chic, Shaker, Southwestern, Spanish, Traditional, Tuscan, Victorian, Vintage, Zen) ▪ Instruments for deriving suitable style concepts ▪ Exercise: impact of styles on stakeholders ▪ Interior design: measures of implementation, including lighting, illumination, room climate, materials, colors, surfaces (floor covering, wallpaper, paneling), technology integration, facility management, sound, room acoustics, equipment (textiles, works of art, furniture, media) ▪ Visual merchandising: measures of implementation, including concepts for "window settings" Creativity, Art & Luxury Event Management This course deals with the creative-artistic creation and staging of luxury brands. After a theoretical introduction to the structural connection between creativity and art and the luxury sector, students develop a creative real-world event concept (e.g. corporate event, exhibition, trade fair event or fashion show). The course focuses on: ▪ Creativity and art in the luxury sector: definition and differentiation of terms, characteristics, functions, synergies and contradictions ▪ Strategic marketing steps and instruments of luxury companies for the "artification" of brands (especially luxury brand art collaborations) ▪ Strategic goals, types and success factors of luxury brand art collaborations ▪ Analysis, goals, strategic planning and performance measurement for luxury & fashion events ▪ Design of the event message and development of a creative guiding idea ▪ Principles of dramaturgy and staging of events with a focus on the fashion sector ▪ Conception of a real creative event (e.g. corporate event, exhibition, fair or fashion show)
3	Learning outcomes After successful completion of the module, students are able to

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	- analyze the current developments and trends in CRM & clienteling in the luxury industry and to develop optimization strategies. - evaluate customer data using business intelligence tools. - assess the value and cultural, economic and social significance of interior and exterior architecture across disciplines. - estimate the effect of design and visual merchandising and to use it to their advantage. - develop and evaluate new ideas for a successful brand presentation. - plan the realization of a creative event based on a template. - find their way quickly through a multitude of new topics in new, complex problem areas. - design a new project within a team and to plan, execute and reflect on all steps of the project up to its implementation, using the strengths of the individual team members. - take on a leadership role if necessary, to guide and motivate others. - identify one's own learning needs and to shape one's own learning process in a sustainable way.
4	Teaching and learning methods - Lecture - Free class discussion - Small group work - Case studies - Research and analysis exercises - Field trips
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Knowledge from the module "Fundamentals of Luxury & Fashion Management" as well as "Brand Management" in the first semester is required.
6	Combination with other study areas Applicability within the study course: A deepening of the knowledge from the module is possible in the master thesis, depending on the choice of topic. Applicability for other study courses: none
7	Type and duration of exam Term paper (approx. 7,000 words)
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special Field trips are special learning occasions, where students can deepen and check the

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	contents of the course "Architecture, Interior Design & Merchandising". The module therefore includes at least one field trip.
10	Literature CRM & Clienteling <u>Compulsory reading:</u> Chevalier, Michel; Gutsatz, Michel (2012): Luxury Retail Management. How the World's Top Brands Provide Quality Product and Service Support. Hoboken, NJ [u.a.]: Wiley. Kumar, V.; Reinartz, Werner (2018): Customer Relationship Management: Concept, Strategy, and Tools (Springer Texts in Business and Economics). Springer. Tavsan, Nihat; Erdem, Can (2018): Customer Experience Management – CEM-4.0: How to Design, Integrate, Measure and Lead. Tasora Books. Wiedmann, Klaus-Peter; Hennigs, Nadine (Hrsg.) (2012): Luxury Marketing: A Challenge for Theory and Practice. Wiesbaden: Springer. <u>Supplementary literature:</u> Batat, Wided (2019): The New Luxury Experience – Creating the Ultimate Customer Experience. Springer International Publishing. Heinemann, George (2011): Motivations for Chinese and Indian Consumers to Buy Luxury Brands: A Cross Cultural Comparison. LAP LAMBERT Academic Publishing. Lent, Robin; Tour, Geneviève (2009): Selling Luxury. Connect with Affluent Customers, Create Unique Experiences through Impeccable Service, and Close the Sale. Hoboken, NJ [u.a.], Wiley. Srun, Francis (2017): Luxury Selling – Lessons from the World of Luxury in Selling High Quality Goods and Services to High Value Clients. Springer International Publishing. Stanley, Colleen (2012): Emotional Intelligence for Sales Success: Connect with Customers and Get Results. American Management Association. Architecture, Interior Design & Merchandising <u>Compulsory reading:</u> Doug Stevens (2017): Reengineering Retail: The Future of Selling in a Post-Digital World. Edited by Diana Byron. Leydecker, Sylvia (2014): Corporate Interiors: Basics, Components, Examples. Avedition. <u>Supplementary literature:</u> Edelmann, Frederic; Luna, Ian; Magrou, Rafael; Mostafavi, Mohsen (2011): Louis Vuitton: Architecture and Interiors. New York. Rizzoli. Kramer, Anita (2008): Retail Development Handbook. 4th ed., Urban Land Institute. Shepard, Judy (2013): New Trends in Visual Merchandising: Retail Display Ideas That

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	Encourage Buying. RSD Publishing. Creativity, Art & Luxury Event Management <u>Compulsory reading:</u> Kaster, Olga Louisa (2014): When Luxury Meets Art: Forms of Collaboration between Luxury Brands and the Arts. Wiesbaden: Springer Verlag. <u>Supplementary literature:</u> Griswold, W. (2013): Cultures and Societies in a Changing World, 4th ed., Los Angeles.
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New Luxury Management

Module code LFSM7		Semester 2	Duration 1 semester		ECTS credits 6	
Course type Core		Teaching language English	Intake Summer semester		Hours per week (SWS) 6	
1	Lectures of the module		Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Developing New Luxury Models: Design Thinking Method		18	42	60	2
	Digital Luxury		18	42	60	2
	Sustainable Luxury		18	42	60	2
2	Content The module “New Luxury Management” covers the changing consumer behavior in luxury as well as the strategies of the luxury industry used to always achieve high relevance with the target group. In addition to the strategic development of new business models and the sensible use of a digital strategy, the module emphasizes sustainability. Developing New Luxury Models: Design Thinking Method This course provides students with the foundations and key elements of Business Model Canvas and design thinking, steps of practical implementation, central success factors and useful tools. After covering the theoretical background including cases, students will work in groups to apply the individual steps of design thinking including user interviews, personas, rapid prototyping and testing to a problem in the luxury field resulting in a presentation of their solutions. The main focus is on: ▪ Business Model Canvas: definition “idea management”, Definition “business model”, idea management with integrated business model ▪ New luxury models – Case 1: Sharing economy – Netflix for luxury ▪ New luxury models – Case 2: Market places ▪ New luxury models – Case 3: Brand-ertainment – game and luxury ▪ Key criteria to determine whether an idea has the potential to become a successful innovation ▪ Core elements of design thinking: empathize, define, ideate, prototype, test ▪ Rules for successful design thinking ▪ Design thinking in a luxury project setup Digital Luxury The course deals with and discusses the digital strategy of fashion and luxury companies in the B2C sector. The different effects of digitization in the fashion and luxury industry along the					

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marketing mix will be shown. This is a consumer behavior related subject in which e-CRM and the use of artificial intelligence play a central role.

The main focus is on:

- Definition of digital marketing in fashion and luxury
- Extension of the marketing mix through digitalization: 4 P's + People + Physical evidence + Process + Partnerships
- The digital consumer in fashion and luxury: motivation, expectations, information search, online payment processes, online CRM, the concept of community
- Creating digital experiences online
- Social media and influencer marketing in the luxury sector and exclusiveness
- e-CRM: introduction, marketing-related technologies
- Use of artificial intelligence in marketing: introduction, role of algorithms, machine learning, blended learning
- Exercise on machine learning in the fashion industry
- Digitization in customer communication: chatbots
- Exercise on chatbots in the luxury industry
- New ways of selling through voice commerce
- Digital products in the luxury segment using smartwatches as an example

Sustainable Luxury

The subject of sustainability has become central for the luxury goods industry. Buyers increasingly pay attention to companies' attitude to sustainability and expect either a sustainable product or a sustainable supply chain in exchange for the high price they pay for luxury goods or fashion. The course "Sustainable Luxury" is based on the principles of sustainability. The course teaches that products, systems, infrastructures and services need to consider sustainability across the whole product lifecycle. The embedding of a product in its environment is particularly important for the design solution. This considers the consumer good within the society as a whole. The designer becomes a mediator between consumer, environment and economy.

The course covers the following aspects:

- Sustainable development: development of the term, definition and concepts
- Social and societal context of sustainable design (ethical and social questions)
- Principles of sustainable design
- Development goals and principles for sustainable design: integration of environmental aspects into product design and development, including material-efficient design, material-appropriate design, low-pollution, waste-reducing design, long-life, repairable and durable design, design that promotes recycling, appropriate waste management and low-impact logistics.
- Sustainable luxury process: integration of environmental aspects into the various planning processes and the product characteristics profile; design of alternative, environmentally efficient solutions for meeting consumer needs
- Approaches to minimizing environmental impacts along the product lifecycle (e.g. end-of-pipe technologies, system innovations such as eco-efficiency, product improvement, product redesign, new design, eco-innovation or system innovation)
- Approaches to reducing social problems (e.g. industrial safety, employee co-determination, fair pay)

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	- Tools for sustainability management: lifecycle costing, ecological balance sheets, checklists - Sustainable brands, seal initiatives and sustainability communication - Exercise: Developing evaluation criteria for a sustainability seal
3	Learning outcomes After successful completion of the module, students are able to: - assess the importance of design processes for the future viability and competitiveness of luxury companies. - understand the impact of new business models and use them to their advantage. - assess the importance of digitization in the luxury sector and master the current challenge of luxury companies to achieve a balance between progressiveness and consistency. - evaluate the necessity of a sustainable design of products and services and to minimize environmental pollution and social disadvantages through appropriate measures. - find their way quickly through a multitude of new topics in new, complex problem areas. - assess the ecological and economic consequences of their actions. - communicate in a group in a target-oriented way and exchange ideas on a scientific level. - take a leading role, if necessary, to guide and motivate others.
4	Teaching and learning methods - Lectures - Discussions - Group work - Case studies - Exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Knowledge from the modules "Fundamentals of Luxury & Fashion Management", "Brand Management", "Sales Management" and "Design & Operation Management" in the first semester is required.
6	Combinations with other study areas Applicability within the study course: It is possible to deepen the knowledge gained in the module during an internship, study abroad or in the master thesis, depending on the choice of subject. Applicability for other study courses: none
7	Type and duration of exam Paper (approx. 7,000 words)

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8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature Selected chapters of the following books: Developing New Luxury Models: Design Thinking Method <u>Compulsory reading:</u> Lewrick, M.; Link, P.; Leifer, L. (eds.) (2018): The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Wiley. Lockwood, T.; Parke, E. (2017): Innovation by Design. Career Press. <u>Supplementary literature:</u> Brown, T. (2009): Change by Design. Harper Business Chaffey, Dave; Smith PR (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th ed., Routledge. [chapter 3 Digital models]. Digital Luxury <u>Compulsory reading:</u> Chaffey, Dave; Smith PR (2017): Digital Marketing Excellence. Planning, Optimizing and Integrating Online Marketing. 5th ed., Routledge. Luce, Leanne (2019): Artificial Intelligence for Fashion: How AI is Revolutionizing the Fashion Industry. San Francisco: Apress. <u>Supplementary literature:</u> Kashyap, Patanjali (2018): Machine Learning for Decision Makers. Cognitive Computing Fundamentals for Better Decision Making. San Francisco: Apress. Sustainable Luxury <u>Compulsory reading:</u> Choi, Tsan- Ming; Cheng, T.C.E. (eds.) (2015): Sustainable Fashion Supply Chain Management: From Sourcing to Retailing. Springer Series in Supply Chain. Gardetti, Miguel Angel (2019): Sustainable Luxury: Cases on Circular Economy and Entrepreneurship. <u>Supplementary literature:</u>

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	Fletcher, Kate (2014): Sustainable Fashion and Textiles. Design Journeys. Routledge. Proctor, Rebecca (2015): The Sustainable Design Book. Laurence King Publishing. Walker, Stuart (2006): Sustainable by Design: Explorations in Theory and Practice. Routledge.
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Market Research Project / Case

Module code LFSM8		Semesters 2		Duration 1 semester		ECTS credits 6	
Course type Compulsory		Teaching language German/English English Trail: English		Intake Summer semester		Hours per week (SWS) 4	
1	Lectures of the module			Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Market Research Project / Case			36	84	120	4
2	Content In the module "Market Research Project / Case", students work on a practical project from the luxury or fashion industry. For this purpose, they have to apply the knowledge acquired so far in the course of studies as well as adapt new methods and analyze a specific question. The "Case" is dedicated to a complex question from the luxury or fashion industry. Students analyze the specific framework, develop a suitable research design, conduct an empirical survey and present their findings. The students work on the question autonomously, however, they are to apply the stages of project management and involve the supervising intensively by presenting the milestones of their project. ▪ Definition and introduction of a question that takes into account the special features of the luxury or fashion industry and covers at least two of the following cross-functional topics: marketing and sales instruments, design processes or steps in the value chain and procurement ▪ Methodical processing of the framework, e.g. through a PESTEL analysis ▪ Development of a research design (e.g. modeling and operationalization) ▪ Conducting an empirical survey (e.g. expert interviews or customer surveys) ▪ Preparation and evaluation of the results ▪ Consolidation of the results and the framework ▪ Derivation of action strategies ▪ Delivering a presentation ▪ Critical discussion of the results						
3	Learning outcomes After successful completion of the module, students are able to independently generate comprehensive, detailed and specialized knowledge in the field of the luxury or fashion industry through the development of stakeholder analyses. The students will gain the latest knowledge about the luxury or fashion industry by collecting, evaluating and interpreting their own data. They can develop and apply their own instruments for market and trend research and critically scrutinize the data and results collected. They can also carry out research- and application-oriented projects. The students can also apply their knowledge to solve problems in new and unfamiliar						

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	situations (cases) and fall back on concepts from neighboring disciplines (especially sociology and psychology). Upon successful completion of the module, students will be able to engage in in-depth discussions in the luxury or fashion industry as well as to take a cross-disciplinary approach to psychological and sociological aspects. In addition, they can communicate their conclusions clearly and unambiguously in writing as well as in presentations, using the latest research results of the luxury or fashion industry, both to experts as well as laypersons. Furthermore, they are able to work in a team, to lead teams, to deal constructively with conflict and stress situations in a team and to use prudent time management, especially with respect to time for research, structuring and analyzing.
4	Teaching and learning methods ▪ Tutorial ▪ Seminaristic lessons ▪ Group work ▪ Business games ▪ Case studies ▪ Research and analysis exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Knowledge of market and trend research (module "Marketing Research") is required. In terms of content, the module builds primarily on the knowledge gained in the modules "Fundamentals of Luxury & Fashion Management" and "Sales Management".
6	Combinations with other study areas Applicability within the study course: Depending on the choice of topic, it is possible to deepen the knowledge from the module in the study abroad module, during the internship and in the master thesis. Applicability for other study courses: none
7	Type and duration of exam Paper presentation
8	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)
9	Special -
10	Literature <u>Compulsory reading:</u>

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	Schlesinger, Dieter M.; Simon, Marcus, Pillath-Günthner, Sabine; Fahling, Ernst (2013): Notes on Editing Written Papers (Formal Requirements). Munich, Dortmund. <u>Supplementary literature:</u> Choi, Tsan-Ming; Hui, Chi-Leung (eds.) (2013): Intelligent Fashion Forecasting Systems: Models and Applications. Berlin. Heidelberg: Springer. Johnson, Gerry; Scholes, Kevan; Whittington, Richard (2010): Exploring Corporate Strategy. 9th ed. London: Financial Times. Koumbis, Dimitri (2014): Fashion Retailing: From Managing to Merchandising (Basics Fashion Management). Bloomsbury Academic. Schramme, Annick; Moerkerke, Trui; Nobbs, Karinna (2014): Fashion Management. Lanoo Books. Shaw, David; Koumbis; Dimitri: (2013): Fashion Buying: From Trend Forecasting to Shop Floor (Basics Fashion Management). Fairchild Books.
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Leadership Skills

Modulecode LS		Semester 2	Duration 1 semester		ECTS-Credits 6	
Course type Compulsory		Teaching Language English	Intake Summer semester		Hours per week (SWS) 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Corporate Governance & Business Ethics		18	42	60	2
	Negotiation, Communication & Executive Presentations		18	42	60	2
	Cross Cultural Leadership		18	42	60	2
2	Content The module "Leadership Skills" develops the frameworks, explores the tools, and the methods and skills a manager needs to lead a company in an international environment. The courses serves the development of intercultural skills, the training of communication, presentation and negotiation skills as well as the teaching of ethical-normative assistance for decision making in the context of corporate governance system. Corporate Governance & Business Ethics This course deals with the conditions, theories, standards and applications of ethical and sustainable business behavior. Corporate governance will be reconstructed as a central pillar of the notion of corporate social responsibility (CSR), with a special focus on standards and principles for ethics-based, sustainable business strategies. Analysis and implementation of ethical business decisions as well as the benefits and challenges of moral action in the national and international context are main focuses. On a theoretical economic base, a business ethics concept is developed, critically examined and the application spectrum illustrated. Participants will learn to apply different ethical theories and concepts through case studies and interactive seminar sessions. Emphasis is laid on humanistic principles of good leadership. The main focus is on moral challenges and how to overcome them in order to be a good corporate citizen in the national and global context. Governance problems will be analyzed based on various theoretical backgrounds, including the theory of incomplete contracts and business networks as well as the stakeholder approach. Possible information, monitoring and decision rights for stakeholders will be considered in order to achieve sustainable value creation and fair value distribution. Negotiation, Communication & Executive Presentations This course conveys the wide range of interpersonal communication within as well as outside the company. Concepts, models and strategies for team, management and crisis					

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	communications are presented, the relationship between goal-oriented, cross-cultural and ethical interaction premises and their integration techniques are discussed, techniques for consensual persuasion results are shown. The training of communication skills as well as the training for the realization of set targets takes place through negotiations, role-plays in negotiations as well as by small talk and networking for business communication processes. The course concludes with the structure, the techniques and the practice of presentations, including the different possibilities to use them in meetings and strategies to adapt them to an intercultural context, by modifying the words, images and gestures. Cross Cultural Leadership This course addresses the central models, concepts and theories for successful behavior in leadership and teamwork situations. It covers organizational psychological insights into leadership styles and role behavior, motivation and team effectiveness, the use of power and responsibility in decision-making processes, difficulties in change communication and conflict management as well as corporate hierarchies, framework and success factors. The course focuses on cultural awareness as well as scientific approaches and techniques in the field of intercultural communication and management for a diplomatic and confident manner, for example in bargaining situations in different cultures of the world. Ideas and concepts of cross-cultural management, research on culture and identity concepts (e.g. Hall, Hofstede), and the role of culture in the corporate environment will be presented and the techniques and strategies of verbal, non-verbal and para-verbal communication in intercultural contexts will be trained. Finally, the culture shock and other personal reactions to intercultural encounters will be discussed as well as the manager's toolkit of intercultural skills.
3	Learning outcomes On successful completion of the module, students: ▪ possess knowledge of basic ethical concepts as they apply to business. ▪ are aware of the expectations and perceptions from a company's business community and social environment. ▪ have knowledge of modern leadership and decision-making styles and their state-of-the-art application. ▪ have insights into intercultural management theory. ▪ are able to analyze intercultural business situations. ▪ are able to make prudent business decisions in the face of uncertainty that consider ethical social, regulatory and legal requirements. ▪ are able to assess the advantages of the adoption of social responsibility to identify appropriate decision corridors. ▪ lead decision-making processes and are able to deal with conflicts. ▪ present convincingly in intercultural contexts. ▪ reflect and compare different points of view in groups and organizations. ▪ work constructively and cooperate in a group. ▪ present their positions, discuss them critically and defend them.

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	- convince others and justify their own decisions in a team when needed. - learn from experience regarding negotiation situations and thus to think and act critically. - help to shape their social environment.
4	Teaching and learning methods - Lectures - Discussions - Group work - Case studies - Exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none
6	Combinations with other study areas Applicability within the study course: The module imparts interdisciplinary skills, that will be applied repeatedly in the course of studies, e.g. within case studies, group discussions or other tasks that demand intercultural competences, communication skills as well as a well-developed sense for ethically relevant issues. Applicability for other study courses: M.Sc. International Management, M.Sc. International Logistics & Supply Chain Management, M.Sc. Real Estate Management, M.A. Digital Marketing, M.Sc. Psychology & Management, M.A. Entrepreneurship, M.Sc. Business Intelligence & Data Science, M.A. Strategic Marketing Management, M.Sc. Finance und MBA General Management.
7	Type and duration of exam Paper presentation
8	Weight of the mark in the final grade 5.56%
9	Special Showing and discussion of video clips
10	Literature Corporate Governance & Business Ethics <u>Compulsory reading:</u> Crane, A.; Matten, D.; Glozer, S.; Spence, L. (2019): Business Ethics. Managing Corporate Citizenship and sustainability in the Age of Globalization, 5 th ed. Oxford: Oxford University <u>Supplementary literature:</u>

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	Bleisch , B.; Huppenbauer , M., Baumberger , C. (2021): Ethische Entscheidungsfindung . Ein Handbuch für die Praxis, 3. vollst . Überarb Und actual. Aufl Nomos: Baden Baden CFA (2019): Ethics in practice. Ethics in Investment Management Casebook, 2 nd ed. https://www.cfainstitute.org/org/--/media/documents/ethics in practice/ethics in practice casebook 2nd edition web.pdf CFA Institute (2022): Code of Ethics and Standards of Professional Conduct, https://www.cfainstitute.org/en/ethics standards/ethics/code of ethics standards of conduct guidance Europäische Kommission, Generaldirektion Justiz und Verbraucher (2020): Study on directors' duties and sustainable corporate governance : final report, Publications Office, 2020, https://data.europa.eu/doi/10.2838/472901 Fabisch , N. (2018): Compliance und Corporate Social Responsibility. In: Behringer, S . Hrsg .): Compliance kompakt . Best Practice im Compliance Management, 4. neu bearbeitete Aufl ., Berlin: Erich Schmidt Verlag, S. 341 361. Fischer, K. (2017): Corporate Sustainability Governance. Nachhaltigkeitsbezogene Steuerung von Unternehmen in einer globalisierten Welt. Wiesbaden: Springer Gabler Hilb, M. (2016): Integrierte Corporate Governance. Ein neues Konzept zur wirksamen Führung und Aufsicht von Unternehmen Kirwan , C.; McBride, H.; O'Riordan , C. (2018): Cases in Corporate Governance and Business Ethics, Institute of Chartered Accountants in Ireland Mallin , C., A. (2019): Corporate Governance , 6 th ed. Oxford: Oxford University. OECD (2021) 2021): OECD Corporate Governance Factbook 2021, www.oecd.org/corporate/corporate governance factbook.htm Negotiation, Communication & Executive Presentations <u>Compulsory reading:</u> Lewicki, R. J./Saunders, D. M./Barry, B. (2014): Negotiation. 7th ed., New York: McGraw-Hill. <u>Supplementary literature:</u> Cialdini, R. B. (2007): Influence – The Psychology of Persuasion. New York: Collins. Fisher, R./Ury, W. (2012): Getting to Yes. Negotiating an Agreement without Giving In. 3rd ed., London: Random House. Luecke, R. (2005): Negotiation. Your Mentor and Guide to Doing Business Effectively. 7th ed., Boston: Harvard Business School Press. Lax, D. A./Sebenius, J. K. (2011): The Manager as Negotiator – Bargaining for Cooperation Competitive Gain. Reprint, New York: Free Press. Cross Cultural Leadership <u>Compulsory reading:</u>
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	Barmeyer, C./Franklin, P. (2016). Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy. New York: Palgrave Mcmillan. <u>Supplementary literature:</u> Carté, P./Fox, C. (2008): Bridging the Culture Gap. A Practical Guide to International Business Communication. 2nd ed., London: Kogan Page. Jacob, N. (2003): Intercultural Management. London: Kogan Page. Schein, E. H. (2010): Organizational culture and leadership. 4th ed., San Francisco: Jossey-Bass. Trompenaars, F./Woolliams, P. (2003): Business Across Cultures. Chichester: Capstone.
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Semester Abroad

Module code AU		Semester 3	Duration 1 semester		ECTS credits 24
Course type Compulsory (only 120 ECTS program)		Teaching language Depending on partner university	Intake Winter semester		Hours per week (SWS) Depending on partner university
1	Lectures of the module		Hours of presence (h)	Hours of self-study (h)	Total workload (h)
	Semester Abroad		Depending on partner university		720
2	Content The content of the study course abroad is laid down in an individual “learning agreement” by arrangement between the partner university, ISM, and the student. The semester abroad makes a great contribution to the student’s academic (subject-specific and subject-overarching) and personal development. Students are to select courses on postgraduate level that either compliment or consolidate their study program. The subject-specific content may, for instance, cover the following areas: ▪ Luxury goods management ▪ Fashion management ▪ Sales management ▪ Retail management ▪ Industry-specific courses				
3	Learning outcomes ▪ The semester abroad makes a significant contribution to the student’s personal and academic development. After the successful completion of the module, students have the necessary social competencies to discuss problems from their field of studies in an international context and develop solutions on their own which they can present and defend against experts from different cultural backgrounds. By organizing their stay abroad as well as the semester at the host university largely on their own and completing it successfully, the students develop pronounced self-organizational skills and confidence. ▪ The module requires the students to be proactive. After the successful completion of the semester abroad, students are able to approach new subjects and didactic approaches of the respective culture on their own. They are able to define learning and work processes, assess them critically and modify them according to their own needs and goals. ▪ Students present papers in a foreign language and work in teams with domestic and				

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	international students. As a consequence, they are able to work in the foreign language and use it in specialist contexts. In addition, students develop an awareness of intercultural differences. ▪ Upon successful completion of the module, students are able to comprehend fashion and sales management in general as well as in relation to the luxury goods industry from a scientific perspective and get to know intercultural approaches. The module connects the basic perspective of global luxury management with culturally specific approaches and raises awareness for the challenges and chances related to the conflicting priorities of trade and industry. ▪ Students are able to master complex situations, assess them systematically with respect to intercultural and transnational aspects and develop new strategic and, when appropriate, transnational solutions. They can summarize and integrate knowledge from neighboring industries.
4	Teaching and learning methods Depend on the teaching and learning methods of the respective partner university.
5	Prerequisites for participation See examination regulations
6	Combinations with other study areas Applicability within the study course: The knowledge gained in the course of the semester abroad can be applied in the master thesis, depending on the choice of topic for the master thesis. Applicability for other study courses: Depends on the selection of courses.
7	Type and duration of exam According to the exam regulations of the respective partner university.
8	Weight of the mark in the final grade 22.22% with 4 semesters (120 ECTS-Credits)
9	Special Team work with domestic and international students, guest lectures, approaching new topics and engaging with new educational approaches of the respective culture, lectures in a foreign language, strengthening of negotiation skills in a foreign language.
10	Literature According to the recommendations or stipulations of the partner university. Supplementary recommendations from program director and lecturers at ISM – in alignment with the respective study program of the host university.

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Internship

Modul code PR		Semester Not fixed	Duration 12 weeks (120 ECTS program) or 6 weeks (90 ECTS program)		ECTS credits 12 (120 ECTS program) or 6 (90 ECTS program)	
Course type Compulsory		Teaching language Depending on the company	Intake Each semester during the semester break		Hours per week (SWS) 0	
1	Lectures of the module		Hours of presence (h)	Hours of self-study (h)	Total workload (h)	SWS
	Practical experience phases (120 ECTS program)		0	360	360	0
	Practical experience phases (90 ECTS program)		0	180	180	0
2	Content Internships, which are completed in Germany or abroad, give the students insights into the requirements of the workplace and confront them with aspects of socialization, occupational problem areas and different work requirements. Moreover, theoretical knowledge and experience acquired during their studies can be applied in practice. The practical phase should focus on aspects of the study program and can be carried out, for example, in the following areas: brand management, fashion management, luxury management, sales management, marketing or purchasing.					
3	Learning outcomes On successful completion of the module, students are able to: ▪ Apply the theories, models and techniques previously learned (e.g. with respect to brand development or customer relationship management) to the practice of luxury, fashion and sales management and check their applicability. ▪ Anticipate the effect of one's own actions and its consequences. ▪ Reflect on the impact of their own actions and behaviors in work processes. ▪ Participate in professional relationships with people of different backgrounds and from different hierarchical levels. ▪ Recognize, reflect and represent their own role in the organizational structure of the company. ▪ Critically reflect ethical aspects of their work in the company. ▪ Critically question their own communication, relationship and self-management skills. ▪ Solve practical problems using structured planning and working techniques. ▪ Deal with conflict and stress situations in the professional world.					

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4	Teaching and learning methods „Learning by doing" in the internship; if necessary, individual advice on application strategies and networking / job coaching / vacancy research by professors.
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Students need to prepare for the internship thoroughly with respect to the content and goals of the internship as well as the conditions at the company since these are important aspects for the assurance of quality, i.e. student and company have to enter into an agreement regarding the tasks, goals and work station and the supervisor of the intern. This agreement is a mandatory part of the final report. In addition, it is strongly recommended that students participate in events organized by ISM's career center to develop their professional profiles.
6	Combinations with other study areas Applicability within the study course: Experience gathered in the course of the module „Internship" can provide ideas for the subject of the thesis. Applicability for other study courses: If the internships can be recognized for other study courses depends on the student's activities during the internships.
7	Type and duration of exam Report
8	Weight of the mark in the final grade 0%
9	Special Self-responsibility and initiative are encouraged and challenged.
10	Literature Relevant literature (print and online media); extensive range of information on the career center pages of ISM's intranet, among others: ISM internship database, ISM job portal, information about career events, alumni etc., downloads (e.g. information on international job applications), links.

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Master's Thesis

Modul code	Semester	Duration	Intake		
	4 (120 ECTS program), 3 (90 ECTS program)	1 Semester	Each semester		
Language: English	Type and duration of exam:	Weight of the mark in the final grade	ECTS credits		
	Thesis and disputation - Length of the thesis: 25,000-30,000 words - The editing time: Master's Thesis = 18 weeks; - Disputation: Presentation and scientific discussion	27.78 % with 4 semesters (120 ECTS-Credits) 35.71% with 3 semesters (90 ECTS-Credits)	30		
1	Lectures of the module	Hours of presence	Hours of self-study	Total workload (h)	SWS
	Master's Thesis	1	899	900	0
2	Content				
	The Master's thesis is a written final assignment addressing a complex issue within the respective field of study. It is intended to demonstrate that the candidate is capable of independently completing a practice-oriented task from their field within a specified period of time, applying both subject-specific knowledge and interdisciplinary connections using scientific and professional methods. In doing so, the subject-specific and methodological competencies acquired during the Master's program should be applied in a targeted manner. The ideal procedure for the preparation of the Master's thesis is as follows: - Identification and refinement of the topic - Definition of the research question, title, (rough) structure, scheduling and research design - Identification and analysis of relevant theoretical contexts and independent literature research on state of the art knowledge as well as related work - Logical structuring of the thesis - Methodological handling of the question (of quantitative and/or qualitative nature) - Documentation of the study and its results according to the instructions (e.g. formal requirements of the ISM or DGPs or APA guidelines) - Regular coordination with the first examiner - Disputation (oral examination)				
3	Learning outcomes				
	Upon successful completion of this module, students will be able to: demonstrate a broad, detailed, and critical understanding of the current state of research in the field relevant to the thesis topic, based on systematic literature review.				

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	▪ develop and clearly structure complex research questions and translate them into an appropriate research design. ▪ select and apply appropriate theories, concepts, and research methods to address the research question. ▪ collect, analyze, and interpret data in a systematic and methodologically sound manner. ▪ integrate findings into the existing body of research and, where appropriate, derive practical implications for business practice. ▪ structure and manage complex research and practice-oriented projects largely independently. ▪ develop well-founded and innovative solutions to business-related problems based on scientific approaches. ▪ communicate complex ideas and research results clearly, logically, and convincingly in written and oral form. ▪ present and defend research results in a disputation and engage in academic discussion with both specialists and non-specialists.
4	Teaching and learning methods Independently written paper. Disputation. Individual and regular advice provided by the first examiner.
5	Prerequisites for participation Formal requirements: see examination regulations