



### Master Programme in Textile Value Chain Management

#### Masterprogram i Styrning av textila värdekedjor

120 credits

---

**Ladok Code:** AMSTV

**Version:** 4.1

**Level:** Second cycle

**Approved by:** Committee for Education in Business and Working Life 2019-04-10

**Valid from:** Autumn 2019

**Valid for:** Admitted autumn 2019

---

#### General Objectives

Second level education shall essentially build on the knowledge that students acquire in first level education or corresponding knowledge. Second level education shall involve a deepening of knowledge, skills and abilities relative to first level education and, in addition to what applies to first level education, shall

- further develop the students' ability to independently integrate and use knowledge,
- develop the students' ability to deal with complex phenomena, issues and situations, and
- develop the students' potential for professional activities that demand considerable independence or for research and development work.

(The Higher Education Act, Chapter 1, Section 9)

#### Objectives

The Master Programme in Textile Management shall constitute a national resource that is universally attractive. The Programme shall make it easier for students to progress into advanced work and development management positions, preferably within, but not limited to, the textile industry and trade. The Programme prepares students for both research and professional work. The Programme is conducted in English, which means that students are expected to be able to work in English at such a level that they can assimilate teaching in the form of text and speech in English, actively participate in group work and discussions and also independently make presentations in English, both verbally and in writing. Textile Management is a multidisciplinary subject area that derives its knowledge base primarily from industrial economics and business administration.

The Programme is targeted at management of the value chain from concept to customer within the textile and apparel industry where the design process plays a decisive role, with particular focus on sustainability, new business models, product development and innovation, supply chain management, and also fashion retailing and fashion marketing.

The Master Programme in Textile Value Chain and Sustainability comprises a foundation year within textile management that ends with a field study. Specialised studies within textile management are conducted during the second year, specialising in the management of the textile value chains inflows, upstream supply chain management, including sales, design, production logistic flows, demand forecasting and management of CSR and business ethics in a global context. The Programme will rely heavily on research in the field and also have a strong link to the profession. Innovativeness will be encouraged which, together with in-depth subject knowledge, will contribute to business creation within the industry. It is important that networking starts during the students studies, which is encouraged within the environment of the Swedish School of Textiles, including interaction between design, technology and management. The Programme has a strong focus on awareness of the environment, resource management, globalisation and ethics.

Following completion of the Programme, the student shall independently:

#### *Knowledge and understanding*

1.1 Demonstrate and apply a good knowledge of textile processes, methods and applications from a textile management perspective and a considerable degree of specialised knowledge of the textile value chain from a sustainability perspective, with an emphasis on innovation, logistics, supply chain and retail.

- 1.2 Demonstrate an in-depth insight into research and development work with a particular emphasis on issues of relevance to the textile value chain.
- 1.3 Demonstrate specialised methodological knowledge through having knowledge about, and being able to apply, methods from various research fields within textile management.
- 1.4 Demonstrate a good understanding of how a company can develop textile value processes and systems while taking into account the circumstances and needs of individuals and the economic, social and ecological sustainable development required by society.

#### *Competence and skills*

- 2.1 Demonstrate the ability to critically and systematically integrate knowledge and take a position on, analyse, assess and deal with complex phenomena, issues of practical relevance and situations in relation to the textile value chain, even with limited information.
- 2.2 Search for, assess and use different kinds of source of relevance to analyses within textile management with both a practical and theoretical foundation.
- 2.3 Demonstrate the ability to identify and formulate disciplinary research problems within the area of textile management critically, autonomously and creatively.
- 2.4 Demonstrate the competence and skills to autonomously plan and, using appropriate methods, undertake advanced tasks within predetermined time frames, and that also contribute to knowledge with the field of textile management.
- 2.5 Actively participate in, lead and reflect on team work and cooperation in groups of various constellations, in dialogue with representatives in practice and with the research community.
- 2.6 Demonstrate the ability to clearly present and discuss their conclusions, and the knowledge and arguments on which they are based, in speech and writing in both national and international contexts.
- 2.7 Demonstrate the ability required to independently participate in research and development work within textile management and to independently work with other qualified activities.

#### *Judgment and approach*

- 3.1 Demonstrate a critical and analytical approach to the disciplinary production of knowledge in general and the production of knowledge within textile management in particular.
- 3.2 Demonstrate the ability to make assessments based on theories within textile management taking account of relevant disciplinary, social (e.g. gender issues, equal treatment, multicultural issues, sustainability) and ethical issues, and also demonstrate an awareness of ethical issues in research and development work within textile management.
- 3.3 Demonstrate an insight into the possibilities and limitations of technology, its role in society and the responsibility of the individual for how it is used, and
- 3.4 Demonstrate the ability to identify their personal need of further knowledge and take responsibility for the advancement of their knowledge.

### **Content**

The two-year Master Programme includes four semesters of full-time studies divided into courses as described below. The courses during the first year represent a logical, real-world progression in the textile value chain, from concept and design to market, customer behaviour and residue management. Courses within textile management provide students with a specialisation in the area by examining the textile value chain from three perspectives - from innovation and design, from logistics and supply chain and finally from a customer and retail perspective. Further specialised studies are carried out during the second year in the main subject of textile management, specialising in the inward flows. The range of courses offered have strong roots in current research within textile management, focussing on sustainability with the textile value chain, but also with research in related subjects such as business administration and industrial economics at the University of Borås.

Teaching and learning on the Programme is based on the Borås Model, which means that students use and develop their information retrieval competence within the framework of the courses. This study method has been inspired by problem-based learning (PBL) and can be described as independent retrieval, analysis and assessment of information (previous research and other sources relevant to the context) based on the questions and themes presented during teaching. Conversely, the student will also, on the basis of this recently acquired knowledge, be trained to identify problems and opportunities and also identify interesting questions for the research community and in practice. Particular emphasis is placed on the students ability to feed research results back to the representatives in practice. Teaching takes place in the form of lectures, exercises, laboratory sessions, seminars and project work with individual supervision.

**Semester 1** will establish the study method that characterises the Programme and the student will have a good knowledge of information retrieval and source criticism by the end of the semester. This is achieved by varying the working arrangements for the semesters four courses so that the student works both individually and in various group constellations to search for and present (in writing and verbally) current research in the issues being dealt with. The teaching comprises both traditional lectures, introducing various themes, and seminars where the students are allocated roles as the person reporting on the issue, discussion leader or discussant.

At the start of the semester, students are divided up into two groups based on their background knowledge. Students with an

academic background within the textile area (i.e. a Bachelors degree within textile technology, textile management or textiles/fashion design or a Textile Economics/Business Studies degree or equivalent) are registered on the foundation course *Introduktion till Textilt Management och företagsekonomi* title: *titel Introduction to Textile Management and Business Administration* (3.5 credits). Students with an academic background within business administration, industrial economics or equivalent without a link to textiles take the foundation course *Affärsmannaskap i värdekedjor för textil och kläder*, english title: *Business of Textile and Apparel industry* (3.5 credits), which provides these students with a basic knowledge of the textile value chain in the fashion industry, from the creation of new collections, production strategies to market launches from a brand perspective, and also a basic knowledge about the theory of textile materials. This course includes workshops in the textile laboratories.

The following common courses are included in semester 1 in addition to the introductory courses of 3.5 credits (there may be some changes to the order of the courses):

Hållbarhetsinriktade affärsmodeller inom textil och konfektion (4 credits)  
English title: Sustainability-oriented Business Models in Textile and Apparel  
Main field of study: Textile management (A1N), Industrial economics (A1N)

Metodologi och vetenskapsteori inom Textilt Management (7.5 credits)  
English title: On Methodology and the Philosophy of Science in Textile Management  
Main field of study: Textile management (A1N), Business administration (A1N)

Management av produktutveckling och innovation i textil och konfektion (7.5 credits)  
English title: Management of Product Development and Innovation in Apparel and Textile  
Main field of study: Textile management (A1N), Industrial economics (A1N)

Hållbar styrning av värdekedjor inom textil- och klädingdustrin (7,5 credits)  
English titel: Sustainable supply chain management in apparel and textiles.  
Main field of study: Textile management (A1N), Industrial economy (A1N)

**Semester 2** is also based on the knowledge within Textile Management, including the final advanced course which focuses on the textile value chain from a customer and retail perspective. In parallel with this course the students take a course in project leadership and entrepreneurship, which is an important factor within the textile and apparel industry. During the final period of the second semester, the student will either carry out independent research work in cooperation with a company in the region and/or a research programme or alternatively work experience from the University, all within the framework of the Field Study in Textile Management course. The course is intended to provide students with a specialisation into and application of textile management based on the knowledge acquired during the first year.

The students take the following courses during the second semester (there may be some changes to the order of the courses):

Marknadsföring, försäljning och visuell kommunikation inom klädes- och modesektorn, (7,5 credits)  
English title: Fashion Retail Marketing and Visual Communication  
Main field of study: Textile management (A1N), Industrial economy (A1N)

Projekttledning och entreprenörskap (7.5 credits)  
English title: Project Management and Entrepreneurship  
Main field of study: Textile management (A1N)

Fältstudier inom Textilt Management (15 credits)  
English title: Field Study in Textile Management  
Main field of study: Textile management (A1F)

The student may apply to be admitted to the more advanced part of the Programme for a Master in Textile Management One Year without specialisation at the intermediate exit point after half of the study period. The Field Study in Textile Management course is then replaced by a Thesis for a One Year Masters Degree in Textile Management (15 credits).

**Semester 3** comprises four courses that all provide specialised studies within the main field of study of textile management with a particular focus on inflows in the textile value chain. The students take the following courses during the third semester (there may be some changes to the order of the courses):

Efterfrågeprognoser (7.5 credits)  
English title: Demand Forecasting  
Main field of study: Textile management (A1F)

Textila tillämpningar av logistik och produktutveckling (7,5 credits)

English title: Textile applications of logistics and product development.  
Main field of study: Textile management (A1F)

Risk och resiliens i textila försörjningskedjor (7.5 credits)  
English title: Risk and Resilience in Textile Supply Chains  
Main field of study: Textile management (A1F), Industrial economics (A1F)

Konsumtion och varumärkesbyggande - kulturella perspektiv på modemarknaden (7.5 credits)  
English title: Consumption and Branding Cultural Perspectives on Fashion Markets  
Main field of study: Textile management (A1F).

The student carries out independent research work in semester 4, culminating in a Masters thesis of 30 credits (main field of study Textile Management A2E). This thesis must be highly relevant to the advancement of knowledge within textile management and to its practice. The student is expected to demonstrate both a critical approach and great awareness of social scientific methods and their application. If the student has completed a degree project of 15 credits for the Master, the degree project of 30 credits is replaced by an additional degree project of 15 credits and also second-level courses corresponding to 15 credits within the main field of study.

### **Admission Requirements**

Bachelor's degree (180 credits) within Business Administration or Industrial Economics, Textile Technology, Textile or Fashion Design, or equivalent. Proficiency in English equivalent to: IELTS (academic training), 6.5 (with no part of the test below 5.5) or TOEFL (Internet based): 90 (with a minimum of 20 on the written part) or TOEFL (paper based): 575 (with a minimum of 4.5 on the written part) For further information about English language proficiency requirements, please view: <http://www.hb.se/en/International-student/Application-and-Admission/Admission-Process/English-language-proficiency/>

### **Degree**

Following completion of the Programme, fulfilling the requirements contained in this syllabus, the student can be awarded the following degree upon application to the University: Filosofie masterexamen med huvudområde textilt management - inriktning styrning av textila värdekedjor.

The English name of the degree is:  
Degree of Master of Science (120 Credits) with a major in Textile Management - specialization in Textile Value Chain Management;

The degree certificate is bilingual (Swedish/English). A Diploma Supplement (in English) will accompany the degree certificate. Degree certificates are issued upon application using the special form. Further information is available on the University's website.

Degree certificates are issued upon application on a special form. More information is available at [www.hb.se](http://www.hb.se).

### **Student Influence and Evaluation**

Faculty Programme Directors are responsible for compiling views from students on the Programme. These results form the basis of the development of the Programme. The entire Programme is evaluated once a year and the results and views of students and composition/implementation of the Programme are reviewed in order to continually improve the Programme and keep it up-to-date.

The Course Coordinator is responsible for compiling student views regarding individual courses. The results of these course evaluations form a basis for the development of the course. The courses are evaluated once a semester, where the Faculty Programme Director, together with the Director of Studies and student representatives, review the views of students in order to continually improve the course. Students can influence the Programme through an education council, where student representatives, together with teacher and industry representatives, discuss issues relating to current and future objectives of the Programme.

Reference is otherwise made to the University's Policy for Course Evaluation and documents issued by the Director of Studies, Course Coordinator and department board.

### **Miscellaneous**

Students for the Programme are recruited internationally and teaching is conducted in English.

The language of instruction is English.