

Module code	LBM735			Level	7
Module title	Strategic management in the luxury sector				
Status	Core				
Teaching Period	Spring				
Courses on which the module is taught	Luxury Brand Management				
Prerequisite modules	N/A				
Notional learning hours	200	Credit value	20	ECTS Credits	10
Field trips?	NO				
Additional costs	NO				
Content notes	NO				

1. Module description

In times of change, luxury brands face various challenges such as the emergence of technologies, social and environmental issues and changing market preferences. This drives brands to have to strategically respond and adapt to the external and internal changes and potentially change direction to stay relevant. This module enables you to critically analyse the complex global environment in which the luxury sector operates and the roles that leaders and managers play in formulating and evaluating strategy within luxury organisations. You are encouraged to critically reflect upon the importance of leadership in developing, protecting, and attaining strategic capabilities within organisations. You will develop your understanding of the interrelationship between strategy, leadership, and corporate responsibility across the luxury sector through subjects such as strategy, finance, law, business ethics, organisational culture and change management.

2. Learning Outcomes

Upon successful completion of this module, you will be able to:

Decision-making (MLO4)

Formulate informed decisions in complex and situations using critical and reflexive thinking to articulate a strategic plan proposal within the luxury sector.

Digital Data and Tools (MLO6)

Appraise and utilise digital tools in the development of a strategic plan in the luxury sector

Discipline Skills (MLO8)

Combine and employ advanced discipline specific knowledge, techniques and tools for practical purposes in strategic management in the luxury sector.

Interdisciplinary Perspectives (MLO9)

Integrate different disciplinary approaches in proposing insights into multifaceted, complex scenarios for strategic management of luxury brands.

3. Learning and teaching methods, and reasonable adjustments

The teaching and learning strategy consist of micro lectures, and workshops. Micro lectures are used to communicate key theories and practices on strategy, organisational change, management theory while the workshops involve case analysis with an emphasis on applying theoretical knowledge to real-life situations. Workshops can offer opportunities for formative activities. Your learning will further extend through additional asynchronous online activities. Field visits and guest lecturers will be drawn upon to enhance students' learning. All module materials will be made available to students via the University's VLE including journal articles, on-line videos, and selected book chapters. The assignments will allow you to reflect on your understanding of the strategic management literature and practices used in the luxury industry.

Learning hours			200
Directed learning			48
Workshops/ classes/ seminars/ lead events	Supervision	Studio time	Other
48			
Guided/Self-guided learning			152

4. Assessments and weighting, reasonable adjustment, and feedback methods

Assessment 1: Debate (Group assessment) (30% TMM)

Maximum 10 minute debate

Working in small groups, you will present a controversial topic that a leader may face and debate with your lecturers and peers the impact of the possible decisions and how this highlights the interrelationship between strategy, leadership, and corporate responsibility.

Working in small groups, you will present and debate in class a controversial topic involving a complex leadership decision that highlights the interplay between strategy, leadership, and corporate responsibility.

Assessment 2: Report (70% TMM)

Maximum wordcount of 1800 or equivalent

You are tasked with identifying a business challenge and/ or a potential growth opportunity that a luxury brand is facing. You will write a report proposing a strategy informed by critical

analysis of the complex global environment in which the brand operates, supported by relevant research.

Mapping of assessment tasks:

Assessment components	MLO4	MLO6	MLO8	MLO9
Debate	X		X	
Report	X	X	X	X

The above assessment components are summative. Students will have the opportunity for formative assessment and feedback before each summative assessment.

5. Indicative resources

Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press.

Richardson T (2015) The Responsible Leader, Kogan Page

Som A & Blanchaert C. (2015) The Road to Luxury: The Evolution, Markets and Strategies of Luxury Brand Management, John Wiley and Son

Kapferer, J. N., & Bastien, V. (2012). *The luxury strategy: break the rules of marketing to build luxury brands*. Kogan page publishers.

De Wit, B., & Meyer, R. (2010). Strategy synthesis: Resolving strategy paradoxes to create competitive advantage. Cengage Learning EMEA.

Recommended Reading

Lampel J B and Mintzberg M (2013) The Strategy Process, 5th editon, Pearson

Moody-Stuart (2014) Responsible Leadership, Greenleaf Publishing

Nahavandi, A. (2012) The Art and Science of Leadership, Sixth Editon. Internatonal editon. NJ: Pearson

Northouse, P. G. (2012) Leadership: Theory and Practce, 6th editon. LA

Parouts S (2013) Practising Strategy, Sage

Rickards, T (2015) The Dilemmas of Leadership, third editon, London: Routledge

Yukl, G. (2012) Leadership in Organizatons, eighth editon. NJ: Pearson

Tungate, M (2009) Luxury World, Kogan Page, 3rd editon London

Wooton S and Horne T (2010) Strategic Thinking, Kogan Page

Relevant Academic Journals

Journal of management

British Journal of Management

Academy of Management journal

Journal of Business Research

Journal of Business Ethics
International business Review
Organization studies
MIT Sloan Management review
Harvard Business Review
California Management Review

Relevant Web sources

The Business of Fashion: www.businessoffashion.com

The Times <https://www.thetimes.com/life-style/luxury>

The Financial Times: <https://www.ft.com/luxury-goods>