



## Programrapport (Programme report)

<b>Programmets namn</b> (Name of programme): Master in Textile Value Chain Management (2 Years)	<b>Ladokkod:</b> AMSTV
<b>Antal högskolepoäng</b> (Total ECTS credits): 120 HP	<b>Årskull</b> (Year of Admission): 2018
<b>Programansvarig</b> (Programme manager): Olga Chkanikova (from December 2018, before that Jonas Larsson)	

### ***Kommentar kring svarsfrekvens i studentvärderingen***

*(Comments concerning response rate in study evaluation)*

In the admission 2018, sixteen students were admitted in the international round and nine students in the national round. Twenty one students were registered for studies in autumn 2018. After first year of studies, two international students have changed to one year Textile Management (TM) Master and two years Fashion Management and Marketing (AMFMM) Master. Thus, only 19 students were registered during the second year of studies (both autumn 2019 and spring 2020). Five students have now finished their studies, which corresponds to a student flow (genomströmning) of 26%. The main reason for not fulfilling the programme is delay in submitting and defending the thesis project due to COVID-19. Majority of students have defended and submitted their thesis in the end of August and are currently awaiting for the grade from examiner. Apart from the thesis, four students are missing final grade from other courses in the program. In particular, one student did not complete one course, another student have not completed two courses and other two are missing grades for four courses.

During the academic year 2019 one two hours meeting was organized with students to discuss their perspectives about the program. In 2019, the program evaluation meeting was scheduled, but none of the students have shown up. The online survey was organized on pinpong at the end of the academic year 2019 in order to obtain the students formative evaluation of the ongoing program. The summative evaluation (at the end of the program) was filled in by 9 students (out of 19 registered in Spring 2020), what corresponds to response rate of 47%.

The Covid-19 situation presented an interesting opportunity. Since all ceremonies and EXIT was cancelled the programme managers of the Master programmes in Textile Management organized a digital event. Most of the students participated, and during this meeting we took the opportunity to show what changes we had made to the programs based on students comments and insights obtained from course and program evaluation surveys. Thus we were also able to collect the comments of the students on the suggested and already implemented improvements.

*Analys av (Analysis of):*

**Studenternas möjlighet till ansvar och delaktighet** (The opportunity for student liability and participation)

Considering that the programme manager is an active part of the teaching team in at least one course per period, the students had good opportunities to address and discuss challenges and opportunities throughout the programme.

The students have also had the opportunity to affect the programme through course evaluations that is part of this programme report.

The programme advisory board was unfortunately dissolved for various reasons which means in the academic years 2018/2019 and 2019/2020 there has been no opportunities for students to meet with company representatives.

Based on summative program evaluation survey, 55% of students were satisfied with how students' perspective were taken into account.

According to students comments, the major frustration was about how the situation with change of the courses in the later part of the program was handled, in particular the course change from 'Consumption and Branding' to 'Advanced Fashion Retail Marketing' in the third study period. Specifically, students were unhappy that information about course change was communicated too late (only few days before the start of the course). In addition, students commented that 'Advanced Fashion Retail Marketing' course didn't contribute to expected specialization in the subject area of textile value chain management during the second year of master studies.

It should be noted that program manager was also informed about the course change with the short notice. The situation with abrupt course change that lead to students frustration was discussed with course managers 'Consumption and Branding' and former director of studies (Jenny Balkow). The reason for abrupt change was miscommunication between study director, course and program managers due to recent rotation of personal (both program manager and study director were assigned their roles recently), what unintentionally resulted in late communication to students. Teaching staff in 'Consumption and Branding' course was not aware that this course will be taken by AMSTV students in autumn 2019 and made some changes to the course content to ensure better progression in AMFMM program. This resulted in AMSTV students not being sufficiently prepared to take 'Consumption and Branding' course. Additionally, course teachers did not have capacity to accommodate for tutoring AMSTV students due to course budget constraints and specific nature of the assignment that required high level of teachers engagement and knowledge from the preceeding course that was not taken by AMSTV students. Thus, course change was a necessity, although it led to students disappointment and frustration with how communication was performed.

## **Innehåll, undervisningsformer, examination och progression** (Contents, Forms of teaching, Examination and Progression)

The aim of the two years AMSTV program is to give the students a comprehensive overview of the textile management subject, suited for those with an education in for example business administration, industrial engineering, logistics and supply chain management. The educational programme provides in-depth knowledge of theory development, issues, methods, and current research in textile management.

The courses in the first year cover various stages of the textile value chain including concept development, idea and design, product development and innovation, supply chain management, fashion retail and branding as well as an introduction to the fashion system. In order to somewhat compensate for the varied background of the students, the students are divided into two different introductory courses. Students with a background in the textile industry or with previous education in textile material, are registered to a course that focuses on fundamentals in social sciences with focus on textile and fashion including fashion studies. Students with no previous experience in the field of textiles are registered to a course in fundamentals of textile material and production, which includes workshops in the laboratories of the Swedish School of Textiles.

During the second year, the knowledge and skills in textile management obtained during the first foundational year of the programme are deepened with a focus on the management of textile value chains. In this regard, theoretical approaches introduced in the courses on supply chain management and product development from the first year are transferred into an applied context. Areas in focus in the second year are risk management, demand forecasting, and how innovative management of textile value chains and product development can contribute to competitive advantages and reducing negative sustainability impacts.

Overall, the students seems to be satisfied with teaching and examination methods in programme's courses (77% of students broadly agree that teaching supported their learning, and 55% of students broadly agree that examination modes supported their learning). The golden thread of sustainability is clearly visible to the students and much appreciated. According to some students' comments more in-depth focus on aspects of social sustainability would further benefit the program.

There are some concerns regarding the heterogeneity of pre-knowledge among students, which causes some students to feel that some courses are more demanding than others. Some students stated that they were less prepared to required level of academic studies, wheres others hoped for the higher level of challenge in some courses.

Whereas majority of students have stated that they received increased knowledge of research and theoretical perspectives within the disciplinary domain of the program courses, there are some concerns with regards to the level of program's connection to the industrial practice. Students expressed desire to have more guest lecture by industry professionals, company study visits and problem based approach to learning where specific corporate cases are addressed and discussed. Students would also like to have more seminars where course literature is discussed.

Progression between courses was mentioned by majority of students (66%) as "somewhat clear". Overall, students expressed the need for more clear connection and logical order between the courses. The course in 'Fashion Retail Marketing', which was abruptly introduced in the third semester (instead of 'Consumption and Branding' course as mentioned earlier), was highlighted as not contributing to the area of specialization and disrupting program progression. Students would like to see more specialization and divergence from AMFMM program in the third semester in the from of more in-depth courses on sustainable supply chain management, product development and logistics (including reverse logistics), circularity.

The survey results indicate the satisfactory level of alignment between program goals and course contents, although some courses felt too generic and according to students' view require more connection to the textile management domain. Another recurring topic in students comments is that there is a need for more elaborated course in methodology that better prepares them to design reseach, collect and analyze data in their thesis projects.

**Forskningsanknytning** (Integration of research)

The master programs in textile value chain management provides student with academic tools to manage textile and fashion related issues as a multidisciplinary and multifaceted phenomenon. A special emphasis is on sustainability in textile value chain and digitalization, which are important areas of research at the Swedish School of Textiles. The research areas incorporated in the program includes for example the development of alternative business models, sustainable trade and distribution with safe and effective systems for textile value chains and product flows. The content of certain courses (e.g.related to sustainable supply chain management, risk and resilience) builds on research projects that are carried out by the teacher that leads the TVCM research group. In the program survey majority of students (over 80%) stated that they received increased knowledge of research and theoretical perspectives within the disciplinary domain of the program's courses.

**Resurser** (Resources)

Teachers at the programme are either highly involved in research related to their courses and/or have professional experience related to the course contents, which is likely to be one of the reasons that students really feel a genuine integration of research in the courses. However, according to some students feedback the professionals are not integrated to the desired extent.

**Användbarhet och förberedelser för arbetslivet** (Usability and preparation for professional occupation)

As mentioned above, the programme is a broadening master which means that the career that the students will have after the programme is highly dependent on what their bachelor degree is. Thus for students with no prior experience in the fashion and textile industry, this programme is an opportunity to study the application of supply chain and fashion management in this industry. For students with a bachelor degree in design or fashion study, the programme offers an opportunity to change perspective and study textile and fashion as a product within a supply chain. Finally, for the students of textile engineering, the programme offers opportunities to broaden their understanding of fashion as a system or idea and management in general. All in all, the programme becomes a starting point for the students to develop an international network for their future career within Fashion and Textiles.

## **Övrigt** (Other comments)

In the survey and in conversations, the students raised concerns both regarding the involvement of the students but also the leadership of the programmes, especially with regards to such administrative issues as occurrences of schedules changes and gradings coming in too late. It is also important to note that there might be some misunderstandings concerning role of programme manager. The comments in the evaluation suggests that they expect the programme manager to be able to “control” the course managers in terms of schedules and examinations, though in reality this is the role of the director of studies. With this in mind, there are still room for improvements in terms of communication between teachers, students and programme managers.

It appears that we have more students at this programme than previous years. However, the number of applicants from Sweden and EU countries is not as high as expected, and there is a need to improve the marketing of the programme.

## **Eventuella förslag till förändringar** (Suggested changes)

The programme managers of the three master programmes in Textile Management have, in cooperation with the director of studies, initiated a rather long list of improvements. This was the outcome of the revision process for the program that was made in the academic year 2019/20, which will be finalized in Fall 2020. Since the three programmes are interlinked in the way that all students of all programmes have the same courses in period 1-2, any changes in this programme will affect the other programmes.

Changes that has already been implemented:

- The system of student representatives and regular meetings with students is reinforced as of Fall 2020
- The system with two different introductory courses has been replaced with one introductory course already for the academic year 2020/21. For admission 2021, this will be complemented with a parallell introductory course that gives student a stronger theoretical foundation in value chain management and fashion management. This change is to allow the two specialization courses, i.e. Fashion Retail Marketing and Sustainable Supply Chain Management, to focus more on in-depth issues in respective areas. Hopefully this will address some of the concerns from students about the different levels of pre-knowledge in respective area and further support the progression of subject area into the second year of the AMSTV program.
- The programme syllabus for admission 2021 has been updated in order to better emphasize specialization. This will allow for the following opportunities
  - \* In the new programme syllabuses, the prerequisites for the programmes have been adjusted
  - \* The methodology course is moved from period 1 to 2 in the new syllabus to enable students to learn about the subject area first and to ensure better progression
  - \* The Business Strategy and Strategic Management now moved from period 3 to 2
  - \* Fashion Retail Marketing’ course is exchanged to the course “Traceability in the textile value chain” to enhance progression and specialisation in the second year of the program.
- Starting in mid-Spring 2020, the programme managers of the master programmes in Textile management has met regularly with the director of studies to discuss the action plan for improvements of the programmes.
- The programme managers have started to use the collegial meetings to improve communication with the teachers.

Changes that are in progress

- The programme managers have initiated the effort to assembly new advisory boards that includes industry representatives. The aim is to have a first meeting in December 2020.

