istitutomarangoni **m**

MASTER PROGRAMME
FASHION & LUXURY BRAND MANAGEMENT

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BRIEF OVERVIEW

Over the past 85 years, Istituto Marangoni has grown and developed alongside the thriving Italian fashion and design industry through an exciting curriculum aimed at developing practical, creative, and management skills which are subject-specific and relevant to the international fashion, design or art fields. Istituto Marangoni Master's courses provide students with focused and in-depth knowledge and know-how for a successful professional career at various levels of the above-mentioned industries. There is a strong focus on project-based, industry-linked teaching methods delivered by experienced industry specialists and professionals.

ACADEMIC CERTIFICATE AWARDED (Study Title)

Participants who successfully complete this course will be awarded a MA Degree - accredited by CAA (Commission for Academic Accreditation). Participants will obtain 60 credits.

COURSE DESCRIPTION (Curriculum)

The brand manager's role within the fashion luxury goods industry is to motivate, create desire, and build trust through various channels such as merchandising, marketing and several communication tools to meet the expectations of the Brand's vision and strategy.
This course provides in-depth knowledge of branding specifically for the fashion and luxury goods industries, applicable also to related products like cosmetics, spirits or jewels. Experts in luxury brand management know exactly where their products are positioned, fully understand their role in the market, and constantly analyse their relationships with customers. However, the task of the brand manager is not only to attract and retain consumers but also to improve the practical and organisational management of a brand within the fashion organisation - this course addresses both areas; luxury branding and business management and organisation skills. Participants learn how to adapt communication, marketing and promotional techniques to reach sales goals and fully apply the key strategies of luxury businesses. As well as concentrating on the intangible elements: customer relationships, the impact of social media and the consumer 'experience'. The course makes a critical analysis of the more tangible aspects of branding, product attributes (quality, features, and design), and the difference between brand image and brand identity, packaging and labelling.
Along with the study of past styles and the analysis of current trends and forecasts related to "future-fashion", participants are able to question how aesthetic expressions and interpretations of social and cultural trends influence positioning and brand image. Sustainability (circularity) related contents and the values of innovation and entrepreneurship are highly embedded in the curriculum, obviously with respecting the countries' local identity.
Industry projects and guest speakers all assist in providing a detailed insight into the realities and opportunities of luxury fashion.

Thesis
The final project consists of individual work linked to the studies undertaken, through which the student will concretely apply the business models learned during the course to an existing Brand, with the objective of developing and entering a new market - or reaching a new target - with the development of a precise strategy to re-position the same Brand. The final work, with the application of primary and secondary research methods, will show evidence of having acquired advanced skills in analysis and development, as well as the originality of thought and visual representation of the project.

Internship
As part of the didactical experience provided to its students, the graduate programmes include an internship period which is embedded in the Plan of Study of each programme.
This working experience allows students to take advantage of skills and topics learned during lessons, putting them into concrete practice within a real professional environment.
The internship consists of an experience in professional practice through the realisation of individual or group projects in collaboration with institutions or companies on their premises or the School premises (internship on campus).

COURSE DESCRIPTIONS (subjects)

Historical Studies (ISSC/03)
This theoretical course offers a critical analysis of fashion and the way in which it interprets cultural, social and political events to create a contemporary aesthetic. The tools are provided to allow students to appreciate the multicultural nature of Fashion, highlighting intrinsic elements and the most important key figures.

Contemporary Fashion studies look at past and present questions to provide an overall, detailed, and critical understanding of the way in which the fashion industry was born and how it has developed over time. The critical debate will look at different and contrasting viewpoints, expanding the reasoning on the subject of fashion to analyse it from different angles. Overall, the course aims to provide students with a deep understanding of the history and cultural significance of luxury fashion, as well as the skills to analyse and interpret fashion objects and images thoughtfully and critically.

Sociology, Anthropology and Psychology of Fashion (ISSU/05)
Despite globalisation, the world is not uniform, and no two markets are identical. Consumer behaviour, both on and offline, tone of voice, payment preferences, linguistic style and convention, and the symbolism attached to different colours and imagery – all vary across cultures. Many of these differences are subtle and not always obvious. Therefore, the objective of this subject is to understand the fashion phenomena as part of the social system and the relevant implication in the current environment. The aim of this course is to develop critical thinking and analytical skills in analysing the social dimensions of fashion and equip them with the tools to evaluate consumer patterns and fashion trends critically.

Communication Theory (ISDC/01)
This course is dedicated to providing a theoretical framework to apply digital communication in real-life fashion projects and communication plans. The course will be structured like a laboratory with theoretical pills and practical workshops in order for students to gain an understanding of ethical considerations in communication, such as privacy, freedom of speech, and cultural sensitivity. This course will include "copywriting" (another word for "marketing writing) as it refers to text that is used to market a product.
Overall, the aim is to equip students with advanced knowledge and skills in communication theory and practice, enabling them to become effective communicators and critical thinkers in the key part of the marketing development process (rebranding or launching a new campaign)

Fashion Product Development (from conception to consumer; ISSE/03)
Product development in the fashion and Luxury industry is an essential part of the overall manufacturing process. Fashion product development is responsible for managing the entire product lifecycle, from concept to manufacturing and its ultimate goal is to manage all stages of product creation efficiently. This course covers the practical process of product development from the creation to the arrival of the consumer. Specifically, the course enters in the details of 2 key elements of the marketing mix and specifically the P of Product and the P of Place, including sales and retail management. This knowledge is fundamental for both professionals involved in retailing roles and in product and brand management. Specific seminars will be dedicated to innovation management.

Fashion Marketing (ISSE/03)
Fashion marketing is a dynamic and challenging field that requires a unique set of skills to succeed. In this market where creativity, business savvy, and adaptability come together to create campaigns that not only drive sales but also shape the very culture we live in. The Fashion Marketing course provides a broad and structured understanding of the marketing process with specific application to Fashion and Luxury companies. The course will cover the most relevant models and tools of analytical and strategic marketing, offering as well the framework for developing a piece of more profound knowledge in the areas of operational marketing in another subject.

Fashion Project Communication (ISDC/08)
This subject is dedicated to learning how to approach marketing and communication with real-life branding projects and the key stages of it: the company brief, the analysis and the proposal. During this course, students will receive a deep and up-to-date overview of the digital marketing tools to be applied to the Company project. The general goal of a real-life company branding project is to create a unique identity and image for a company that will differentiate it from its competitors and resonate with its target audience. The specific objectives of the real-life project can vary widely depending on the company and the industry, but generally, the goal is to create awareness, interest, desire, and action among the target audience.

Corporate Organization (ISSE/01)
The objective of this course is to give our student a broad understanding of how potential employers (luxury companies) works and generate value by combining human and capital resources. This course is designed to provide students with the knowledge, skills, and competencies needed to succeed in a variety of leadership and management roles within corporate organisations and professional fields, including preparing employees who are not experts in managing crises with tools, knowledge and practical skills, so they can effectively manage crises if they occur.
As a crisis can precede change and also act as a motivation for a change process to take place, it can concurrently take place alongside a given change effort. As a result, it may potentially derail or shift an organisation in a different direction. Therefore, the topic of change management is included in this course.

Advertisement & Consumer Psychology (ISDC/02)
This subject is focused on the development of advertising campaigns for fashion and luxury companies starting from a deep understanding of the consumer's behaviours and researching relevant insight to transform it into storytelling for the customers. Overall, the goal of a course in consumer psychology and advertising is to provide students with a solid foundation in the principles of consumer behaviour and how they can be applied to create effective advertising campaigns.

Communication Design (ISDC/05)
This course is dedicated to understanding how fashion & luxury companies design and implement communication strategies with a specific focus on how digital disruption and metaverse are impacting and changing the game rules. Metaverse is a medium for communication that bridges physical and virtual experiences. It is a digital environment complete with augmented reality and virtual reality technologies that will change how we connect, communicate, and access information. Therefore, this Communication design course provides students with a deep understanding of the role of design in communication and equips them with the skills and profound knowledge needed to create effective and impactful communication solutions.

Design Rendering & Communication (ISDR/03)
This subject is dedicated to learning how to approach and communicate in a professional fashion environment from a formal and informal point of view, written and oral. During this course, students will work to improve their hard and soft skills. Overall, the course in design rendering and communication aims to provide students with the skills, knowledge, and experience needed to succeed in the field of design and to create effective, visually compelling design solutions.

Organisation Skills and Enterprise Performance Management (ISSE/02)
This subject is dedicated to developing professional understanding of the fashion Business and Brand Management and to apply it in real-life situation based on a company project.

EDUCATIONAL MISSION OF ISTITUTO MARANGONI

Istituto Marangoni's academic approach is shaped by the following educational aims:
*   develop a flexible and updated approach to programme delivery and student support which reflect the needs and expectations of all students;
*   provide a supportive and inclusive learning environment which will enable success for all learners;
*   encourage and nurture the development of students' intellectual and imaginative powers, creativity, independence, critical self-awareness, imagination and soft skills that will enhance global employment opportunities in all programmes;
*   establish a culture of constant improvement in learning, teaching and assessment that is anticipatory, enabling, supportive, rewarding and fully aligned with the Institutions vision and strategic objectives;
*   provide a learning experience informed by research, scholarship, reflective practice and engagement with the industry and the professions.

PROGRAMME LEARNING OUTCOMES: FRAMEWORK

The PLO framework is based on the UAE Qualifications Framework Emirates:
Knowledge [K]: outcome of the assimilation of information through learning, a set of facts, principles, theories, and practices that are linked to an area of work or study.
Skills [S]: ability to apply knowledge and use know-how to complete tasks and solve problems.
Competence [C]: proven ability to use knowledge, skills and personal, social and methodological abilities in work or study situations and professional and personal development.

PROGRAMME LEARNING OUTCOMES

At the end of the programme, the student will be able to:

Program Educational Learning Outcomes	
	Knowledge
K-1	Acquire a comprehensive knowledge of global management in all its diverse aspects and its applicability to a wide range of practical management situations in a global context, including sustainability and ethics.
K-2	Develop a critical knowledge of how different fashion and luxury goods organisations manage their brands and market offerings to compete in different market environments.
K-3	Select and define a research topic and implement a research plan by using appropriate search techniques and tools to investigate primary and secondary causes for specific fashion and luxury industry issues and to create innovative sustainable solutions.
K-4	Carry out further independent learning or continuing professional development.
	Skills
S-1	Demonstrate the ability to elaborate systematic and creative solutions to a range of real-world business and management problems, taking into consideration theories, frameworks and practices relevant to luxury and fashion branding and brand management.
S-2	Articulate an awareness of the social and cross-cultural contexts within their disciplinary field.
S-3	Express ideas effectively and communicate information appropriately (verbal and non-verbal).
S-4	Demonstrate a high degree of professionalism characterised by initiative, creativity, motivation and self-management.
S-5	Use accurately a range of media including ICT.
	Competencies
C-1	Critically evaluate current research in their specialist field of study and select and define a research topic and create a research plan by using appropriate methodologies as well as critically analysing the results and drawing logical conclusions.
C-2	Develop the ability to identify the interrelationships between branding strategies and corporate, business and functional strategies of the organisation.
C-3	Critically appraise published work in the area of fashion and luxury branding and brand management to design and successfully produce a substantial piece of independent research.
C-4	Execute and take responsibility for the developments and strategic deployment of professional leadership of peer groups and teams.
C-5	Demonstrate the ability to be proficient in utilising current issues including new technologies, the changing role of the consumer and corporate social responsibility, including ethical considerations that affect the competitive strategies of fashion and luxury goods organisations.
C-6	Display the ability to self-evaluation and lead contributions to professional knowledge, ethics and practice regarding the fashion and luxury industry.

MAP OF PROGRAMME LEARNING OUTCOMES AND COURSE LEARNING OUTCOMES (Matrix)

Course	Programme LO	K1	K2	K3	K4	S1	S2	S3	S4	S5	C1	C2	C3	C4	C5	C6
Code	Course	Knowledge				Skills					Competencies					
ISSC/03	Historical Studies			P			P				P				P	
ISSU/05	Sociology, Anthropology and Psychology of Fashion			P			P	P		P	P		P		P	P
ISSU/01	Theory of Communication (ISDC/01)					P			P	P		P		P		P
ISSU/03	Fashion Products Development	P		P		P		P			P			P		P
ISSU/03	Fashion Marketing				P	P			P		P		P	P		P
ISSU/08	Fashion Project Communication				P	P	P		P	P	P			P		
	Thesis	P	P	P	P	P	P	P	P	P	P	P	P		P	P
ISSE/01	Corporate Organisation	P				P	P	P	P				P			P
ISDC/02	Consumer Psychology & Advertising			P	P		P		P	P				P		
ISDC/05	Communication Design					P	P				P	P		P		
ISDR/03	Design Rendering & Communication				P	P		P	P					P		
ISSE/02	Organisation Skills and Enterprise Performance Management		P		P		P		P		P					
	Internship	P	P		P	P	P	P	P	P		P		P	P	P

MAP OF PROGRAM LEARNING OUTCOMES TO THE EMIRATES QUALIFICATION FRAMEWORK (QF Emirates)

Program Educational Learning Outcomes		
	Knowledge	**Course**
K-1	Acquire a comprehensive knowledge of global management in all its diverse aspects and its applicability to a wide range of practical management situations in a global context, including sustainability and ethics.	- Fashion Product Development (ISSE/03) - Corporate Organisation (ISDC/08) - Thesis - Internship
K-2	Develop a critical knowledge of how different fashion and luxury goods organisations manage their brands and market offerings to compete in different market environments.	- Organisation Skills and Enterprise Performance Management (ISSE/02) - Thesis - Internship
K-3	Select and define a research topic and implement a research plan by using appropriate search techniques and tools to investigate primary and secondary causes for the specific fashion and luxury industry issues and to create innovative sustainable solutions.	- Historical Studies (ISSC/03) - Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Fashion Product Development (ISSE/03) - Consumer Psychology & Advertising (ISDC/02) - Thesis
K-4	Carry out further independent learning or continuing professional development.	- Fashion Marketing (ISSE/03) - Fashion Project Communication (ISDC/08) - Consumer Psychology & Advertising (ISDC/02) - Design Rendering & Communication (ISDR/03) - Organisation Skills and Enterprise Performance Management (ISSE/02) - Thesis - Internship
	Skills	
S-1	Demonstrate the ability to elaborate systematic and creative solutions to a range of real-world business and management problems, taking into consideration theories, frameworks and practices relevant to luxury and fashion branding and brand management.	- Theory of Communication (ISDC/01) - Fashion Product Development (ISSE/03) - Fashion Marketing (ISSE/03) - Fashion Project Communication (ISDC/08) - Corporate Organisation (ISDC/08) - Design Rendering & Communication (ISDR/03) - Thesis - Internship
S-2	Articulate an awareness of the social and cross-cultural contexts within their disciplinary field.	- Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Theory of Communication (ISDC/01) - Fashion Project Communication (ISDC/08) - Corporate Organisation (ISDC/08) - Consumer Psychology & Advertising (ISDC/02) - Communication Design (ISDC/05) - Organisation Skills and Enterprise Performance Management (ISSE/02) - Thesis - Internship
S-3	Express ideas effectively and communicate information appropriately (verbal and non-verbal).	- Historical Studies (ISSC/03) - Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Fashion Product Development (ISSE/03) - Corporate Organisation (ISDC/08) - Communication Design (ISDC/05) - Design Rendering & Communication (ISDR/03) - Thesis - Internship

Program Educational Learning Outcomes		
	Skills	**Course**
S-4	Demonstrate a high degree of professionalism characterised by initiative, creativity, motivation and self-management.	- Theory of Communication (ISDC/01) - Fashion Marketing (ISSE/03) - Fashion Project Communication (ISDC/08) - Corporate Organisation (ISDC/08) - Consumer Psychology & Advertising (ISDC/02) - Design Rendering & Communication (ISDR/03) - Organisation Skills and Enterprise Performance Management (ISSE/02) - Thesis - Internship
S-5	Use accurately a range of media including ICT.	- Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Theory of Communication (ISDC/01) - Fashion Project Communication (ISDC/08) - Consumer Psychology & Advertising (ISDC/02) - Thesis - Internship
	Competencies	
C-1	Critically evaluate current research in their specialist field of study and select and define a research topic and create a research plan by using appropriate methodologies as well as critically analysing the results and draw logical conclusions.	- Historical Studies (ISSC/03) - Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Fashion Product Development (ISSE/03) - Fashion Marketing (ISSE/03) - Fashion Project Communication (ISDC/08) - Organisation Skills and Enterprise Performance Management (ISSE/02) - Thesis
C-2	Develop the ability to identify the interrelationships between branding strategies and corporate, business and functional strategies of the organisation.	- Theory of Communication (ISDC/01) - Communication Design (ISDC/05) - Thesis - Internship
C-3	Critically appraise published work in the area of fashion and luxury branding and brand management to design and produce successfully a substantial piece of independent research.	- Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Fashion Marketing (ISSE/03) - Corporate Organisation (ISDC/08) - Communication Design (ISDC/05) - Thesis
C-4	Execute and take responsibility for the developments and strategic deployment of professional leadership of peer groups and teams.	- Theory of Communication (ISDC/01) - Fashion Product Development (ISSE/03) - Fashion Marketing (ISSE/03) - Fashion Project Communication (ISDC/08) - Internship
C-5	Demonstrate the ability to be proficiency in utilising current issues including new technologies, the changing role of the consumer and corporate social responsibility, including ethical considerations affecting the competitive strategies of fashion and luxury goods organisations.	- Historical Studies (ISSC/03) - Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Consumer Psychology & Advertising (ISDC/02) - Communication Design (ISDC/05) - Design Rendering & Communication (ISDR/03) - Thesis - Internship
C-6	Display the ability to self-evaluation and lead contributions to professional knowledge, ethics and practice regarding the fashion and luxury industry.	- Sociology, Anthropology and Psychology of Fashion (ISSU/05) - Theory of Communication (ISDC/01) - Fashion Product Development (ISSE/03) - Fashion Marketing (ISSE/03) - Corporate Organisation (ISDC/08) - Thesis - Internship

STUDY PLAN

Semester	Subject	Hours
S1	Communication Design	37,5
S1	History of Fashion	22,5
S2	Theory of Communication	50
S1	Fashion Product Development: from Conception to Consumer	50
S1	Fashion Marketing	50
S1	Fashion Project Communication	50
S2	Corporate Organization	22,5
S2	Sociology, Anthropology and Psychology of Fashion	22,5
S1	Advertising and Consuming Psychology	50
S2	Design Rendering and Communication	50
S2	Organization Skills and Enterprise Performance Management	100
S2	Internship	
A	Dissertation	150

LEARNING AND ASSESSMENT STRATEGY

Programme teaching and learning methods

At Istituto Marangoni, students are encouraged to 'learn by doing': a hands-on approach in learning design, to actively participate in class discussions and activities. The student's learning process is built keeping in mind the 2021 Bloom Taxonomy framework as a sequence of: Recognise and Recall, Understand, Apply, Analyse, Evaluate and Create. The learning approach also considers problem-solving and critical-thinking skills and abilities as key factors to prepare the student for any future challenge in the Luxury industry.

Course teaching methods are based around a wide variety of formats, such as frontal lectures, workshops, seminars, case studies and self-directed study: experienced professionals and visiting specialist Lecturers (industry professionals) make valuable contributions and enrich the learning experience of all students. Methods include:

- Self-Directed Study: This plays a major role in the programme, as students are expected to spend time researching and analysing subject matters independently to support and substantiate taught material.
- Frontal Lectures: An integral part of the programme - with the formal delivery of subject-specific content to the whole cohort of students. Students are expected to use the lectures as a stimulus for further study/reading at this level.
- Seminars: Used to build on themes that are connected to the contents part of the Study Plan. Students are encouraged to actively contribute by sharing in the argument and debate while expressing their views.
- Case Studies: A detailed discussion and in-depth analysis of real-life situations and existing Brands to substantiate and assess concrete examples of contents and theories studies in class.
- Workshop/Laboratory/Practical Sessions: Used to enable and nurture the creative and practical skill development of the student in an environment which simulates what happens in the industry.
- Teamwork: Requires students to operate as a member of a group or team, and they usually have clearly identified roles. The emphasis is on collective responsibility, individual responsibility to the group and joint decision-making.
- Study (company) trips (when applicable): An exciting opportunity to enhance student's learning path and consolidate their understanding of specific subjects. If an assessment is dependent on information collected whilst undertaking the study trip, the trip would be considered mandatory. The cost of study trips can be either the responsibility of the student or, on occasion, included in the annual study fee. If the visit is within the UAE, students pay for public transport.

Assessment Strategy

The assessment strategy for the programme is designed to incorporate various assessment methods to enable all students to demonstrate their learning fairly and comprehensively.

Assessment Methods

- Formative assessment: is used as an interim review of student work undertaken at critical points during the semester. It provides an indicative measure of progress and allows students to consider their work in relation to that of their peers, allowing students to agree with staff on any adjustments that are necessary to make in order to satisfy course requirements. It is designed to help improve student performance.

- Summative assessment: evaluates student progress and learning during an entire semester: it generates a final mark and constructive feedback. It confirms the conditions (if any) for exam recovery in the allowed modalities.
- Peer and Self-assessment: require students to assess their own work and that of fellow students. It encourages:
  - a sense of ownership of the process of assessment;
  - assists the student in becoming an autonomous learner;
  - helps to develop a range of transferable skills;
  - makes assessment part of the learning process rather than an adjunct to it.

Assessment Types
- Portfolio Assessment is used to assess various projects that have been developed.
- Practical and Class Based Projects allow the students to demonstrate their understanding of a specific subject area and application of practical areas of the programme.
- Written Reports are required in some study areas, where a clear and structured brief is provided, and the students are asked to submit work to be marked independently and anonymously by staff.
- Formal Examinations – will be used in some subjects to permit students to demonstrate their understanding of a subject within a constrained timeframe.
- Individual / Group Presentations are used in some subjects to allow the student to develop their professional communication and presentation skills and to argue critically, reflect and interpret findings.

Student Learning Assessment
To monitor the student's progress, a variety of assessments will be assigned such as assignments, projects, presentations, site visits, jury sessions, etc., according to the course topic. Students will receive individual feedback and there will be the opportunity for individual feedback with the programme leader or unit leader following written feedback.
Research work is requested as a methodology to evaluate, recall and understand topics and as support of self-learning methodology in continuous life learning.

Avoiding Plagiarism
Plagiarism is defined as stealing another person's ideas and presenting them as though they were the student's own. The reference framework adopted in all Istituto Marangoni Schools is the Harvard Referencing System.

Attendance Policy
Attendance at all meetings of the lecture and recitation is expected and required. Absences will adversely affect the participation component of students' overall course grades. Students with more than 20% absences from regular classes will only be admitted to the exams if all other course requirements have been completed. The class module runs for 2,5 hours long with 15 minutes break. Final dismissals (WA) will be posted on the student's academic record. The calculation of the absence percentage is based on the total number of class meetings, regardless of the length of the meetings. Attendance will not be waived under any circumstances. In case of absence for medical reasons, students will be permitted to take a make-up exam upon submitting a medical certificate to the Registration Office.

Grading Criteria
Istituto Marangoni Dubai follows the below conversation table for its grading criteria. Exams are successfully passed when students achieve a minimum of 18 out of 30. When a maximum grade is achieved, and in case of absolute and recognised unanimous excellence, a distinction may be awarded. It is not permitted to repeat a final exam that has been registered with a pass grade.

Grade in Letter (US)	Assessment	Numeric Vote (IT)	Numeric Vote (UK)	Numeric Vote (UAE)		Letters UAE	Point UAE
A	All learning outcomes have been achieved with an excellent level	30 cum laude	70+	96	100	A+	4.0
B	All learning outcomes have been achieved with an optimal level	29-30	65-70	91	95	A	3.8
C	All learning outcomes have been achieved with a good level	26-28	56-64	86	90	B+	3.5
D	All learning outcomes have been achieved with a discrete level	22-25	47-55	76	80	C+	2.6
E	All learning outcomes have been achieved with a minimum level	18-21	40-46	66	70	D+	1.5
				60	65	D	1.0
F	The learning outcome have not been achieved	<18	0-39	<60		F	0.0

CAREER SERVICE

The purpose of the Istituto Marangoni Career service is to bridge the gap between course completion and entering the world of work.
Monitoring, guidance, and counselling activities are organised throughout the academic year. The careers service organises various activities including seminars and round table discussions with fashion professionals, HR managers and head-hunter agencies on specific topics such as future career paths, personal research methods and job profiles. Individual meetings are also arranged to assist with CV preparation, revise portfolios and encourage students to talk about their career goals and expectations.
Additionally, the Academic Board, by way of a specially appointed committee, will evaluate the contents and commitment in terms of time invested in the traineeship for the purposes of assigning credits. The above-mentioned committee will be responsible for assessing the results, having indicated the methods for doing so to the student before the traineeship commences.
When assessing the traineeship, the committee will be assisted by the teacher who has acted as the student's tutor during the traineeship or apprenticeship activities.
The traineeship activity is regulated by a specific convention that indicates duration of the traineeship, a place where the activities are performed, any payment or reimbursement of expenses, insurance covers, the name of the tutor, indicated by the student and appointed by the Director based on the indications provided by the Academic Board, and the name of the company tutor.
The learning activities performed by the students at other institutes in Italy, Europe, or other countries, which are the fruit of activated agreements, will be recognised. The results achieved are evaluated either by the Exam Board, considering the correspondence of the learning activities performed, or by a specific committee appointed by the Academic Board.

STUDENT SUPPORT STRATEGY

Student Support Officers
A dedicated Student Support Officer is available for all students on the programme.
For academic counselling, Student Support Officers will liaise with tutors and programme leaders to offer practical advice to resolve specific academic difficulties.
A written record of these tutorials will be kept in the student's file for reference and to assist in the monitoring of student progress.
For matters of pastoral care, the Student Support Officers will help in:
• finding their way around;
• managing their time;
• dealing with stress;
• getting the best from their course;
• understanding and applying the school's rules;
• anything else the officers can advise on.

One-to-one appointments may be made by phone, in person (by contacting reception) or by email. Where possible, students can expect to be seen almost immediately or contacted to arrange a suitable time.

STUDENT EVALUATION

Student feedback is essential to the programme development and student comments are used to
enhance both the successful management of the programme and the teaching/learning strategies.
Istituto Marangoni gathers student opinion in a variety of ways, which may include the following:
• informal contact with Programme Leader and subject Tutor, and through appointments with academic staff;
• end of Course Evaluation;
• end of the academic year online questionnaires where students will be invited to reflect on their overall experience in their school.

Istituto Marangoni would prefer that, on most occasions, students be identified when giving constructive feedback on the course and teaching methods. There might be occasions when it is inappropriate and Istituto Marangoni recognises this exception. In these instances, programme teams and central support services will ensure anonymity and confidentiality are respected.