



Teaching Guide				
Identifying Data			2021/22	
Subject (*)	Strategic Management of Fashion Companies		Code	710G03030
Study programme	Grao en Xestión Industrial da Moda			
Descriptors				
Cycle	Period	Year	Type	Credits
Graduate	1st four-month period	Fourth	Obligatory	6
Language	English			
Teaching method	Face-to-face			
Prerequisites				
Department	Empresa			
Coordinador	Mato Santiso, Vanessa	E-mail	vanessa.mato@udc.es	
Lecturers	Mato Santiso, Vanessa	E-mail	vanessa.mato@udc.es	
	Rey Ares, Lucía		lucia.rey.ares@udc.es	
Web				
General description	To be effective, strategic management requires knowing the factors that determine the company's performance and being able to identify changes (internal and external) that may affect its future performance. In this course, a dynamic framework of strategic management will be presented, exploring a wide range of strategic problems related to the fashion sector, focusing in particular on sources of competitive advantage and internationalization.			



Contingency plan	<p>1. Modifications to the contents</p> <ul style="list-style-type: none">- No modifications are made. <p>2. Methodologies</p> <p>*Teaching methodologies that are maintained</p> <ul style="list-style-type: none">- All those indicated in the teaching guide, that will be carried out in a non presential way through the tools available at the UDC. <p>*Teaching methodologies that are modified</p> <ul style="list-style-type: none">- No modifications are made. <p>3. Mechanisms for personalized attention to students</p> <ul style="list-style-type: none">- Email: channel that students can use to pose questions, request virtual tutoring aimed at solving doubts, and monitor supervised projects. <ul style="list-style-type: none">- Virtual campus: this channel will be used to make the materials (i.e. presentations, case studies, exercises...) available to students on a weekly basis and to request the delivery of activities -according to the scheduled delivery schedule-. There will be a more general forum, which will be used as the main channel of communication between the instructors and the students. Besides, the students will have a more specific forum for posing their questions and doubts regarding the contents of the course. <p>Students will be able to use this personalized attention mechanism daily, according to their needs.</p> <ul style="list-style-type: none">- Microsoft Teams: keynote speeches and interactive sessions will be take place through this platfrom every week aimed at developing the theoretical content and the planned activities; sessions that will be take place in the time slot assigned to the course in the intial calendar set by the Faculty. Follow-up and support will also be carried out through this channel, carrying out the "supervised work", as well as establishing tutoring on demand of the students. <p>4. Modifications in the evaluation</p> <ul style="list-style-type: none">- The evaluation system established in the teaching guide will not be modified, since the methodologies that will be assessed would be carried out in a non-face-to-face way. <p>*Evaluation observations:</p> <ul style="list-style-type: none">- Those indicated in the teaching guide. <p>5. Modifications to the bibliography or webgraphy</p> <ul style="list-style-type: none">- No changes are made. The students will have the class materials (i.e. presentations, case studies and exercises) in digital form in the virtual campus. Likewise, the sources of information in the teaching guide already contain some resources that students can access for free from the network.
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Study programme competences / results	
Code	Study programme competences / results
A1	To acquire basic knowledge of the management of a textile/fashion firm at a strategic, operational and functional level
A2	To know the aspects of the environment that shape the evolution of the fashion industry and its firms, with particular focus on the impact of economic and legal trends
A3	To develop competencies for interpersonal relations and interaction with external and internal stakeholders (customers, suppliers, media, partners?)
A8	To be able to design and implement efficient marketing strategies from knowledge of the social environment, with a focus on communication and distribution: messages, media, channels, customer relationships, etc?



A10	To acquire the economic-financial fundamentals needed to assess the status of a fashion firm and to adequately manage it from a triple perspective of liquidity, solvency and profitability
A11	To acquire an international perspective of the fashion industry, and to master internationalization planning and management tools
A14	To acquire a clear perspective of the role of people in organizations, and to know the human resource management tools needed to achieve maximum commitment and performance
A16	To apply sustainability criteria to decision making in the fashion firm (and generally to the fashion industry)
A17	To know how to implement Corporate Social Responsibility programs (in fashion markets)
B1	That students demonstrate that they acquired and understood knowledge in a study area that originates from general secondary education and that can be found at a level that, though usually supported by advanced textbooks, also includes aspects implying knowledge from the avantgarde of its field of study
B2	That students know how to apply their knowledge to their job or vocation in a professional form, and have the competencies that are usually demonstrated through elaboration and advocacy of arguments and problem resolution within their field of study
B3	That students have the capacity to collect and interpret relevant data (normally within their field of study) in order to issue judgements that include a reflection upon relevant topics in the social, scientific or ethical realm
B4	That students may convey information, ideas, problems and solution to the public, both specialized and not
B5	That students develop those learning skills that are needed to undertake ulterior studies with a high degree of autonomy
B6	Capacity for cooperation, team-work and collaborative learning in interdisciplinary settings
B7	Capacity to analyse trends (critical thinking)
B8	Capacity to plan, organize and manage resources and operations
B9	Capacity to analyse, diagnose and take decisions
C1	Adequate oral and written expression in the official languages.
C2	Mastering oral and written expression in a foreign language.
C3	Using ICT in working contexts and lifelong learning.
C4	Acting as a respectful citizen according to democratic cultures and human rights and with a gender perspective.
C5	Understanding the importance of entrepreneurial culture and the useful means for enterprising people.
C7	Developing the ability to work in interdisciplinary or transdisciplinary teams in order to offer proposals that can contribute to a sustainable environmental, economic, political and social development.
C8	Valuing the importance of research, innovation and technological development for the socioeconomic and cultural progress of society.
C9	Ability to manage times and resources: developing plans, prioritizing activities, identifying critical points, establishing goals and accomplishing them.

Learning outcomes			
Learning outcomes	Study programme competences / results		
To understand the fundamental concepts of strategic management.	A1	B1	C1
	A2		C2
	A10		C3
	A14		
To know and put into practice the tools of strategic analysis.	A1	B1	C1
	A2	B2	C2
	A3	B3	C3
		B7	C8
		B9	



To identify the strategy that allows the company to achieve a competitive advantage, after having analyze and assessed the environment (general and specific) and the resources and capacities of the company.	A2	B1	C2
	A3	B2	C3
	A8	B3	C4
	A11	B5	C9
	A16	B7	
	A17	B8	
		B9	
	A2	B1	C3
	A3	B2	C9
	A10	B3	
	A14	B7	
To know the importance of (intra)entrepreneurial culture.		B8	
		B9	
	A2	B1	C3
	A3	B2	C5
		B3	C7
		B4	C8
		B5	C9
		B6	
		B7	
To be able to work in teams, to develop the ability to analyze and synthesize information, to do a critical reasoning, and to improve communication skills about existing strategic problems in a company.		B8	
		B9	
	A3	B1	C1
		B2	C2
		B3	C3
		B4	C4
		B5	C7
		B6	C9
		B7	
		B8	
		B9	

Contents	
Topic	Sub-topic
I. Introduction to strategic management	1. Strategic management: basic concepts, process, and agents
II. Analysis of the strategic environment	2. External analysis: general and specific environment
	3. Internal analysis: resources, capabilities, and competitive advantage
	4. Mission, vision and objectives. Corporate governance
	5. Dynamics of business strategy
III. Development, implementation, and control of strategies	6. Evaluation of strategies
	7. Corporate strategy
	8. Competitive strategy
	9. Implementation and control of the strategic plan
IV. Other strategies	10. Entrepreneurship strategies
	11. Internationalization strategies

Planning				
Methodologies / tests	Competencies / Results	Teaching hours (in-person & virtual)	Student's personal work hours	Total hours



Directed discussion	B1 B2 B3 B4 B7 C1 C2 C4 C7 C9	6	4	10
Workbook	A1 A2 A3 A10 A11 A14 A16 A17 B2 B5 B7 C5	0	15	15
Oral presentation	B3 B4 B6 B7 B8 C1 C2 C3 C7 C9	2	5	7
Mixed objective/subjective test	A1 A2 A8 B1 B2 B3 B5 B7 B9 C1 C2 C5	1	15	16
Supervised projects	B3 B4 B6 B8 C2 C4 C7 C8 C9	1.5	20	21.5
Seminar	A2 A3 A10 A11 A14 A16 A17	2	1	3
Guest lecture / keynote speech	A1 A2 A3 A8 A10 A11 A14 A16 A17 C4 C5 C8 C9	21	10	31
Online forum	B2 B3 B4 B7 B9 C1 C2 C4 C9	0	3	3
Case study	A1 A2 A3 B2 B3 B4 B6 B7 B8 B9 C2 C3 C4 C5 C7 C8 C9	10	30	40
Personalized attention		3.5	0	3.5

(*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies	
Methodologies	Description
Directed discussion	Through this dynamic different topics will be addressed, aimed at making the students think about different issues of the course and adopt a critical position.
Workbook	Readings on different topics aimed at addressing or deepening on the issues studied in the classroom.
Oral presentation	Oral presentation, individually or in groups, of the activities done in the classroom or the case studies that must be submitted.
Mixed objective/subjective test	Final exam on the contents of the course which might combine different kind of questions (i.e. short or long-answers questions, practical exercises, objective test questions...).
Supervised projects	Conducting a group project and doing a final presentation of it. The content and characteristics of this project will be detailed to the students during the first weeks of classes.
Seminar	Seminars with experienced professionals, whenever possible.
Guest lecture / keynote speech	Presentation of the contents that are part of the theoretical framework of the subject through oral presentations, guided by the use of presentation files, audiovisual media and the introduction of questions addressed to students in order to favor learning and the construction of knowledge.
Online forum	There will be two online forums; namely: - Online discussion forum: a channel that students can use to propose debates or contribute to them. - Online learning forum: a channel that students can use as a space for exchange and reflection on learning and the proposal of new activities.
Case study	Resolution, individually or in group, of the proposed cases. These cases will be detailed along the course, according to the workplan.

Personalized attention	
Methodologies	Description



Case study Supervised projects Guest lecture / keynote speech	<p>The personalized attention described will be developed mainly around the supervised project, and it is conceived as personal work time with the instructors of the course for the attention and follow-up of the project carried out by each of the working groups. The attendance of the students to these meetings is recommended. The specific form and times in which they will take place will be indicated throughout the course according to the work plan of the subject. However, during the course the students can use the tutorial time to clarify doubts and questions about the course.</p> <p>The students with recognition of part-time dedication, according to the "Norm that regulates the regime of dedication to the study of the students of Degree at the UDC" (Arts. 3.b and 4.5) will carry out their activities with the attendance and participation in the dynamics that are included in the sections of "Planning" and "Personalized attention", through the work groups that will be assigned. The activity will be carried out according to the observations of evaluation on the flexibility of attendance-participation and the requirements to pass the course.</p>
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Assessment			
Methodologies	Competencies / Results	Description	Qualification
Case study	A1 A2 A3 B2 B3 B4 B6 B7 B8 B9 C2 C3 C4 C5 C7 C8 C9	<p>Assessment of the cases proposed and carried out individually or in groups. In some of the cases proposed (to be specified during the course according to the proposed workplan), a peer assessment could be conducted.</p> <p>In the case studies, it will be assessed the coherence and adequacy of the answers to the questions proposed, the formal presentation and the written expression, the consultation of bibliographical sources...</p>	10
Supervised projects	B3 B4 B6 B8 C2 C4 C7 C8 C9	<p>Assessment of the written report and the oral presentation of the proposed group project.</p> <p>This assessment will be carried out according to criteria such as mastery of specific content, written expression and formal presentation, information management, presentation...</p>	30
Mixed objective/subjective test	A1 A2 A8 B1 B2 B3 B5 B7 B9 C1 C2 C5	<p>Final exam on the contents of the subject that will take place on the official date established in the faculty exam calendar.</p> <p>The exam may combine different types of questions (essay questions, short answer questions, multiple choice questions...).</p>	50
Guest lecture / keynote speech	A1 A2 A3 A8 A10 A11 A14 A16 A17 C4 C5 C8 C9	Attendance and active participation in the guest lectures and in the activities carried out in the interactive sessions will be considered (e.g. participation in debates or directed discussions in the classroom, resolution of activities, answer to questions formulated...). Small questionnaires might also be carried out, without prior notice, on the contents seen at the end of any of some of the guest lectures or interactive sessions.	10

Assessment comments



1. Second opportunity: The evaluation criteria will apply to both the first and the second opportunity, including Erasmus and exchange students.
2. Advanced opportunity: If there are students who want to take the advanced opportunity in December (Art. 19 "Standards for evaluation, review and claim of grades for undergraduate and master's degrees"), they will only have to take the mixed test (60% of the grade), supervised project (30% of the grade) and case studies (10% of the grade). Supervised project must be done on an individual basis. The students who present to this opportunity must notify the professors of the subject in advance.
3. Qualification of 'Not presented': In all opportunities (first and second opportunity, and advanced opportunity) will be classified as 'Not presented' those who do not attend the final exam.
4. Students with recognition of part-time dedication and academic exemption of attendance exemption: Students with ?recognition of part-time dedication and academic exemption of attendance exemption? will have the following weightings: 50% will come from the exam, 30% will come from the realization of supervised project (results achieved, but without counting classroom attendance), 10% will come from the realization of case studies and the remaining 10% will come from the activities required in the lectures (but without counting attendance at sessions). In this case, attendance to classes will not be a requirement, but these students must deliver the activities carried out in the classroom and their grade will be the same as the rest of the students.
5. Other evaluation observations:
MINIMUM GRADE: Students must obtain a minimum grade of 4 out of 10 in the mixed test and in the supervised project; otherwise, the final grade will be "Failure" (the average grade for the subject being the grade obtained in the final exam), even if the average grade gives a score equal to or greater than 5 points.
 The control of the attendance of the students to the face-to-face interactive sessions may be carried out randomly.
 The grades obtained by the students in the continuous assessment as a result of the supervised project carried out by teams, the participation in the sessions and the completion of case studies (up to 50%) will be valid only during the academic year in question.
 Access to the exam rooms with any data transmission and/or storage device (mobile phones, smart watches, etc.) is forbidden.
 Fraudulent behavior in any of the sections submitted for evaluation will result in the qualification of "Failure (0)" in the final grade of the subject.

Sources of information

Basic	<p>BASIC BIBLIOGRAPHY: Lynch, R. (2015). Strategic management. Pearson. Seventh edition. ISBN: 978-1-292-06468-0. Available at: http://17imc.ir/uploads/uploads/newfiles/Strategic%20Management%20by%20Richard%20Lynch%20(z-lib.org).pdf</p> <p>Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2020). Strategic management: competitiveness & globalization: concepts & cases. Boston: Cengage. 13th edition.</p> <p>Jiménez Quintero, J.A. (2017). Dirección estratégica. Madrid: Pirámide.</p> <p>Barney, J.B., Hesterly, W.S. (2008). Strategic management and competitive advantage: concepts and cases. New Jersey: Pearson Prentice Hall. 2nd ed.</p> <p>Pearce, J.A., Robinson, R.B. (2008). Strategic management: formulation, implementation and control. Boston: McGraw-Hill. 11th. ed.</p> <p>David, F.R. (2007). Strategic management concepts. New Jersey: Prentice Hall. 11th edition.</p> <p>Bueno Campos, E.; Morcillo Ortega, P., Salmador Sánchez, M.P. (2006). Dirección estratégica. Nuevas perspectivas teóricas. Pirámide.</p>
Complementary	<p>COMPLEMENTARY BIBLIOGRAPHY: Jiménez Quintero, J.A., Aldeanueva Fernández, I. (2018). Dirección estratégica internacional. Madrid: Pirámide. 2ª ed.</p> <p>Navas López, J.E., Guerras Martín, L.A. (2016). Fundamentos de dirección estratégica de la empresa. Pamplona: Thomson. 2ª ed.</p> <p>Sánchez, R., Heene, A. (2004). The New Strategy Management. Organization, Competition, and Competence. New York: John Wiley & Sons, Inc.</p> <p>Navas López, J.E., Guerras Martín, L.A., García Muiña, F. [et al.] (2015). La dirección estratégica de la empresa: teoría y aplicaciones. Madrid: Thomson Civitas. 5ª ed.</p> <p>Grant, R.M. (2006). Dirección estratégica. Conceptos, técnicas y aplicaciones. Thompson. 5ª Ed.</p> <p>Guerras Martín, L.A., Navas López, E. (2007). Dirección estratégica de la empresa. Teoría y aplicaciones. Thomson-Civitas, Madrid. 4º Ed.</p> <p>Mateo Dueñas, R., Sagarra Porta, Ramón (2004). Creación de empresas. Teoría y Práctica. Mc Graw Hill.</p> <p>Porter, M.E. (2009). Estrategia Competitiva. Editorial Pirámide, Madrid.</p> <p>Porter, M.E. (2010). Ventaja Competitiva: creación y sostenibilidad de un rendimiento superior. Editorial Pirámide, Madrid.</p> <p>Ventura, J. (2008). Análisis Estratégico de la Empresa. Paraninfo, Madrid.</p>

Recommendations



Subjects that it is recommended to have taken before

Introduction to Fashion Business Management/710G03004
Fashion Supply Chain Management I: Procurement/710G03005
International Fashion Business/710G03025
Business Simulation Models and Techniques: Business Game/710G03026
Fashion Supply Chain Management II: Operations Management/710G03017
Sustainable Management of the Fashion Value Chain/710G03018
Fashion Supply Chain Management III: Logistics and Transportation/710G03019
Human Resources and Managerial Skills in Fashion Firms/710G03020
Management Planning and Control in Fashion Companies/710G03022
Accounting and Financial Management in Fashion Firms/710G03015

Subjects that are recommended to be taken simultaneously

Managing Industrial Innovation in Fashion/710G03029
Digital Fashion Business/710G03031
Workshop 1: Fashion Business Plan/710G03032

Subjects that continue the syllabus

Internship/710G03037
Final Year Dissertation/710G03038

Other comments

It is recommended the review and follow-up of the course on the virtual campus, where the materials and contents addressed in the classroom will be left and the activities to be carried out will be detailed. It is also recommended to read the economic press frequently and to bring the laptop or tablet to the interactive sessions. The documents of the course will be submitted through the virtual campus, in digital format. If this is not possible, it is recommended to use recycled paper, double-sided documents and to avoid the use of plastic materials.

(*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.