



**Teaching Guide**

Identifying Data					2023/24
<b>Subject (*)</b>	Introduction to Fashion Business Management		<b>Code</b>	710G03004	
<b>Study programme</b>	Grao en Xestión Industrial da Moda				
Descriptors					
<b>Cycle</b>	<b>Period</b>	<b>Year</b>	<b>Type</b>	<b>Credits</b>	
Graduate	Yearly	First	Obligatory	9	
<b>Language</b>	English				
<b>Teaching method</b>	Face-to-face				
<b>Prerequisites</b>					
<b>Department</b>	Empresa				
<b>Coordinador</b>	Monje Amor, Ariadna	<b>E-mail</b>	ariadna.monje@udc.es		
<b>Lecturers</b>	Monje Amor, Ariadna	<b>E-mail</b>	ariadna.monje@udc.es		
<b>Web</b>					
<b>General description</b>	<p>This course presents a general description of the functions of companies, namely, fashion companies. In so doing, this course begins by presenting the objectives and functions of companies as well as the environment in which fashion companies develop their activities. Subsequently, this course focuses on the different subsystems (management, operations, commercial, and financial) that are part of companies.</p> <p>This course has an introductory character, and, consequently, different courses during the incoming academic years will deepen the issues that will be addressed throughout this course.</p>				

**Study programme competences**

Code	Study programme competences
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
A7	To know the reality and social conditions that influence fashion, with a perspective of its historical development
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?
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		
To know the basic concepts and principles of business management	A1	B1 B2 B3 B4 B5 B6 B7 B8 B9	C2 C3 C4 C5 C7 C9
To analyze the environment and the reality surrounding fashion companies	A2 A7 A8	B1 B2 B3 B4 B5 B6 B7 B8 B9	C1 C4 C5 C7 C8 C9
To identify the operating principles of the different functional subsystems of fashion companies	A1 A8	B1 B2 B3 B4 B5 B6 B7 B8 B9	C4 C5 C7 C8 C9
To carry out, in work teams, a preliminary analysis of the business management of a fashion company	A1 A2	B1 B2 B3 B4 B6 B7 B8	C2 C3 C9

Contents	
Topic	Sub-topic



The company	<p>Concept and nature. The company as a system</p> <p>Business functions and objectives</p> <p>The company and the business people</p> <p>Types of companies</p> <p>The business environment</p> <p>Introduction to ethics and Corporate Social Responsibility</p> <p>Organisational culture</p>
Management subsystem	<p>Introduction to management functions</p> <p>Strategic management</p> <p>The planning function</p> <p>The organisational function</p> <p>The leading function</p> <p>The control function</p>
Human resource management	<p>Introduction to HRM</p> <p>HR planning</p> <p>Recruitment and selection</p> <p>Training and development</p> <p>Performance appraisal</p> <p>Compensation</p>
Operations subsystem	<p>Definition and main concepts</p> <p>Objectives and types of decisions</p> <p>Types of productive processes</p> <p>The costs and the calculation of the break-even point</p>
Marketing subsystem	<p>Definition and main concepts</p> <p>Marketing-mix: product, price, place, and promotion</p> <p>Segmentation, target markets and positioning</p> <p>Consumer behaviour</p>
Financial subsystem	<p>Definition and main concepts</p> <p>The financial function</p> <p>The economic-financial structure</p> <p>Introduction to the result</p> <p>Ratios</p> <p>Funding sources</p>

Planning				
Methodologies / tests	Competencies	Ordinary class hours	Student's personal work hours	Total hours
Mixed objective/subjective test	A1 A2 A7 A8 B1 B2 B3 B4 B7 B9 C5 C9	2	35	37
Supervised projects	A1 A2 A8 B1 B2 B3 B4 B5 B6 B7 B8 B9 C2 C3 C7 C8 C9	3	26	29
Case study	A1 A2 A7 A8 B1 B2 B3 B4 B6 B7 B8 B9 C2 C4 C5 C7 C8	5	20	25
ICT practicals	B1 B2 B7 B8 B9 C3 C9	5	10	15
Seminar	A1 A2 A7 A8 B2 B4 B6 B7 B8 B9 C1 C3 C9	3	3	6



Field trip	A1 A2 A7 A8 B2 B3 B4 C4 C5 C8	2.5	2	4.5
Problem solving	A1 A7 A8 B3 B5 B7 B8 B9 C8 C9	4	10	14
Guest lecture / keynote speech	A1 A2 A7 B8 B9 C5	31.5	31	62.5
Oral presentation	B1 B2 B4 B6 B8 C2 C9	3	5	8
Directed discussion	B3 B4 B7 B8 C2 C4 C9	4	6	10
Workbook	A1 A2 A7 B5 B9 C3 C5	0	11	11
Personalized attention		3	0	3

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

Methodologies	
Methodologies	Description
Mixed objective/subjective test	Mid-term exam and final exam, which will combine different kind of questions (i.e., short or long-answers questions, practical exercises, objective test questions...).
Supervised projects	Group analysis of a fashion company that will be held throughout the academic year (especially during the second term) and presented in the classroom at the end of the course.
Case study	Resolution, individually or in group, of the proposed cases. These cases will be detailed along the course, according to the workplan.
ICT practicals	Resolution of practical cases, either individually or in groups, through computer programs (e.g., Excel).
Seminar	Seminars with experienced professionals, whenever possible.
Field trip	Visit to a fashion company during the second term, if sanitary conditions allow it.
Problem solving	Resolution of problems of a theoretical and practical nature.
Guest lecture / keynote speech	<p>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.</p> <p>Each of the subjects will be preceded by a contextualization, where the contents of each topic will be detailed, as well as their relation to other subjects of the Degree, given the introductory nature of this course.</p>
Oral presentation	Oral presentation, individually or in groups, of the activities done in the classroom or the case studies that must be submitted.
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.

Personalized attention	
Methodologies	Description



Supervised projects Case study	<p>The personalised 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 communicated throughout the course according to the work plan of the course, considering that the first meeting with the working groups will probably take place at the beginning of the second term. 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 in 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 "Personalised attention", through the work groups that will be assigned. The activity will be carried out according to the observations of assessment on the flexibility of attendance-participation and the requirements to pass the course.</p>
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Assessment			
Methodologies	Competencies	Description	Qualification
Guest lecture / keynote speech	A1 A2 A7 B8 B9 C5	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, answers to questions formulated, participation in online forums, etc.). Short questionnaires might also be carried out, without prior notice, on the contents seen at the end of some of the guest lectures.	10
Supervised projects	A1 A2 A8 B1 B2 B3 B4 B5 B6 B7 B8 B9 C2 C3 C7 C8 C9	<p>Assessment of the written report and the oral presentation of the proposed group work. This assessment will be carried out as detailed below:</p> <ul style="list-style-type: none"> <li>- Domain of specific content: use of specific terminology, accuracy, and suitability of content [5%]</li> <li>- Written expression and formal presentation: spelling and grammar correction, coherence, cohesion, expository clarity, structure of information, ability to analyse and synthesise information [5%]</li> <li>- Information management: sufficiency and relevance of bibliographical sources consulted, consultation of additional sources [5%]</li> <li>- Creativity in form and content [5%]</li> <li>- Oral presentation: clarity, precision, organisation of ideas, capacity for analysis and synthesis of information, ability to respond to potential questions [80%]</li> </ul>	20
Mixed objective/subjective test	A1 A2 A7 A8 B1 B2 B3 B4 B7 B9 C5 C9	<p>The midterm and final exams will have a weight of 25 and 25%, respectively, in the final grade of this course.</p> <p>The midterm exam is not compulsory, so the students who decide not to attend will have to sit the final exam, which will have a weight of 50% in the final grade of the course. The same criterion is valid for those students who fail the midterm exam.</p>	50
Case study	A1 A2 A7 A8 B1 B2 B3 B4 B6 B7 B8 B9 C2 C4 C5 C7 C8	<p>Assessment of the cases proposed and carried out in groups. In some of the cases proposed (to be specified during the course according to the proposed workplan), the assessment will be done in pairs.</p> <p>In the case studies, the coherence and adequacy of the answers to the questions proposed, the formal presentation and the written expression, and the consultation of bibliographical sources will be assessed.</p>	20

Assessment comments
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## Assessment criteria

The first midterm exam is optional and covers topics 1 and 2. The second midterm exam (covering topics 3-6) and the final exam will be held concurrently on the date specified in the official examination schedule. To pass the course, students need a minimum score of 4 out of 10 in both the mixed objective/subjective test and the supervised project and a minimum total mark of 5. If the minimum score requirement is not met, the final grade will be "fail," regardless of the average score of all assessment activities. If a student passes the first midterm exam but fails (scoring less than 4 out of 10) the second midterm exam, they only need to retake the second part at the second opportunity, and the first midterm exam score will be kept. If a student fails the final exam, they will have to retake the failed parts at the second opportunity. Students are responsible for attending the exam revision to know which parts they need to redo at the second opportunity. In the next academic year, students who did not pass the subject but achieved a mark of 5 or higher in certain assignments or exams can keep those marks upon informing the course instructor within the first two weeks of classes. This option only applies to the following academic year. Students who are unable to submit an assignment due to justified reasons must contact the lecturer within three days of their absence and provide a sick note or certificate to have the submission accepted. Early December call If there are students who wish to participate in the early December evaluation (Article 19, "Standards for evaluation, review, and qualification claims for undergraduate and master's degree studies"), considering that this course is offered once a year, those students will only be required to take the mixed objective/subjective test, which accounts for 70% of the overall grade, and complete the supervised project, which contributes 30% to the final grade. The supervised project should be completed individually.

To successfully pass the course, students must achieve a final grade equal to or higher than 5 points out of 10, provided that they have obtained a score equal to or higher than 4 points out of 10 in each of the assessment methodologies.

## No grade

Students who do not attend the final exam scheduled according to the faculty's official exam calendar will receive a grade of "No presentado" (i.e., no grade). This policy applies to both the first and second assessment opportunities, as well as the early December call.

## Students with recognition of part-time dedication and academic exemption waiver

Regarding students who have been granted recognition of part-time dedication and an academic exemption waiver, they are required to inform the course instructor at the beginning of the academic year. This is necessary to establish a plan and calendar of activities for them. The assessment system for these students will consist of a mixed objective/subjective test, which accounts for 60% of the overall grade, supervised projects (20%), and case studies (20%). It is important to note that the supervised project should be completed as a group assignment.

## Additional information

Engaging in fraudulent behaviour in any of the assessed methodologies will lead to a final grade of "Fail (0)" in the corresponding call of the academic year, whether the offence is committed at the first or second opportunity. Please note that the use of AI tools, such as Chat GPT, is strictly prohibited in any submissions, including case studies and the group project.

Furthermore, it is strictly forbidden to bring any device capable of data transmission and/or storage, such as mobile phones or smartwatches, into the examination room during any of the assessment tests.

## Sources of information

<b>Basic</b>	<ul style="list-style-type: none"><li>- ROBBINS, S.P., DE CENZO, D.A., COULTER, M.A. (2017). Fundamentals of Management: Essential Concepts and Applications. Pearson</li><li>- KOTLER, P.T., KELLER, K.L. (2016). Marketing Management. Pearson</li><li>- SAVIOLO, S., TESTA, S. (2007). La gestión de las empresas de moda. Barcelona: Gustavo Gili</li><li>- MAYNAR, P., BAÑEGIL, T., GALERA, C. (2008). La Economía de la Empresa en el Espacio de Educación Superior. Madrid: McGraw-Hill</li><li>- LUECKE, R. (2012). Finance for Managers . Boston, Mass: Harvard Business Review Press [Disponible en EBSCO FULL TEXT Finder]</li><li>- RUBIO DOMÍNGUEZ, P. (2012). Introducción a la gestión empresarial. B-EUMED. [Disponible en E-Libro]</li></ul> <p>O profesorado da materia poderá proporcionar bibliografía adicional en cada un dos temas.</p>
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<b>Complementary</b>	<ul style="list-style-type: none"><li>- DILLON, S. (2018). The Fundamentals of Fashion Management. Bloomsbury Visual Arts</li><li>- CASTILLO A.M. (Dir.), ABAD, I.M., AGUIRRE, J.M., GARCÍA, J., MORENO, F., RASTROLLO, M<sup>a</sup>.A. (2003). Introducción a la Economía y Administración de Empresas. Pirámide</li><li>- BREALEY, R.A., MYERS, S.C., ALLEN, F. (2018). Principles of corporate finance. McGraw-Hill</li><li>- CHOW, S. (Ed) (2018). The Fashion Business Manual: an illustrated guide to building a fashion brand . Fashionary International Ltd</li><li>- BURNS, L.D., MULLETT, K.K. (2016). The Business of Fashion. Designing, Manufacturing, and Marketing. Bloomsbury Publishing Inc.</li><li>- <a href="https://www.modaes.com/">https://www.modaes.com/</a> (). Modaes.</li><li>- <a href="https://www.businessoffashion.com/">https://www.businessoffashion.com/</a> (). The Business of Fashion.</li></ul>
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## Recommendations

### Subjects that it is recommended to have taken before

### Subjects that are recommended to be taken simultaneously

Fashion Supply Chain Management I: Procurement/710G03005  
Principles of Economics: Fashion Industry/710G03003

### Subjects that continue the syllabus

Strategic Management of Fashion Companies/710G03030  
Workshop 1: Fashion Business Plan/710G03032  
Business Simulation Models and Techniques: Business Game/710G03026  
Fashion Supply Chain Management II: Operations Management/710G03017  
Human Resources and Managerial Skills in Fashion Firms/710G03020  
Fashion Marketing and Market Research/710G03012  
Information Systems and Technologies/710G03013  
Accounting and Financial Management in Fashion Firms/710G03015

### Other comments

This is an introductory course that does not require prior knowledge. It is recommended to review and follow the course materials and contents on the virtual campus. The virtual platform will provide uploads of materials covered in the classroom and detailed information about the activities to be carried out. Additionally, it is advised to stay updated with the economic press and bring a laptop or tablet to the interactive sessions. The course materials, including the bare minimum required to pass the subject, will be accessible on Moodle. However, for optimal performance, students are expected to attend classes, take notes, and actively participate. If digital delivery is not possible, it is recommended to use recycled paper, print documents double-sided, and minimise the use of plastic materials. In compliance with the various regulations governing university education, the course will incorporate a gender perspective. This includes using non-sexist language, utilising bibliographies from authors of all genders, and making efforts to identify and modify sexist prejudices and attitudes. The course environment will promote respect, equality, and strive to modify such attitudes. Efforts will be made to fully integrate students who face difficulties accessing university life due to physical, sensory, mental, or socio-cultural reasons. Equal and beneficial access to university resources and support will be encouraged for these students.

(\*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.