UNIVERSIDADE DA CORUÑA

Teaching Guide

Identifying Data				2023/24	
Subject (*)	Human Resources and Managerial Skills in Fashion Firms		**Code**	710G03020	
Study programme	Grao en Xestión Industrial da Moda				

Descriptors					
Cycle	**Period**	**Year**	**Type**	**Credits**	
Graduate	1st four-month period	Third	Obligatory	6	
Language	English				
Teaching method	Face-to-face				
Prerequisites					
Department	Empresa				
Coordinador	Alonso Seoane, Maria Jesus		**E-mail**	maria.alonso.seoane@udc.es	
Lecturers	Alonso Seoane, Maria Jesus		**E-mail**	maria.alonso.seoane@udc.es	
	Monje Amor, Ariadna			ariadna.monje@udc.es	
Web					
General description	The main objective of this subject is to teach students the fundamentals of Human Resources and other management skills in the fashion sector. Students will acquire the necessary tools for the adequate management of talent in companies, as well as solutions to problems related to the management of headcount, teamwork, and decision-making in a creative and innovative way.				

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
A5	To develop the necessary skills to generate creative and innovative ideas
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
B8	Capacity to plan, organize and manage resources and operations
B9	Capacity to analyse, diagnose and take decisions
B10	Capacity to understand the social and historical-artistic dimension of fashion design and industry, as vehicle for creativity and the quest for new and effective solutions
C1	Adequate oral and written expression in the official languages.
C2	Mastering oral and written expression in a foreign language.
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 know the fundamentals of Human Resources management and management skills in fashion firms.	A1 A5	B2 B3 B4 B8 B9 B10	
To design analysis and application tools in Human Resource management in the fashion sector.	A5	B5 B6 B8 B9 B10	C1 C2 C7 C9
Being able to work in a team, lead teamworks, developing the ability to analyze and synthesize information and critical reasoning, and improve communication skills in the field of human resources and management skills in fashion firms.		B3 B4 B5 B6 B8 B9	C1 C2 C4 C5 C7 C8 C9

Contents	
Topic	**Sub-topic**
Introduction to HR Management	Strategies and functions of the HR Department
	Main ways to manage HR today
Analizing job positions	How to Obtain Information: Research Methods
	Profile utilities for DpO and DpC
	How to present the information
Management by competences	Versus management by objectives (differences and advantages)
	Types of competences: core competencies and technical competences
	Profile of competences: building the tool and utilities
Recruitment and selection	Concept of recruitment
	Phases and objectives of the recruitment process
	The recruitment sources
	The recruitment methods
	Impact of new technologies on recruitment
	Concept of selection
	Importance and basic considerations of selection
	Selection tools and instruments
	Final decision
Planning the professional career	Concept of professional career
	Professional career: planning and management
	Training and development of human resources
	Training programs
	Current trends in training and development of human resources
Performance appraisal	Performance management and appraisal
	The performance appraisal process
	Who should do the appraisal
	Performance appraisal methods
	The appraisal interview
Motivation management	The motivation management
	Effective leadership

Compensation and benefits	Reward concept and goals
	Reward components
	Types of incentives
	Managing a reward system
	Concept and types of salary

Planning				
Methodologies / tests	Competencies / Results	Teaching hours (in-person & virtual)	Student?s personal work hours	Total hours
Guest lecture / keynote speech	A1 B10 C4 C5 C8	30	0	30
Collaborative learning	A19 B6 B8 B9 C7	2	6	8
Research (Research project)	B2 B3 C9	4	20	24
Oral presentation	B4	4	4	8
Case study	B2 B5	7	49	56
Mixed objective/subjective test	A1 A5 B2 B3 B4 C1 C2	4	2	6
Workbook	A5	1	2	3
Personalized attention		15	0	15

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

Methodologies	
Methodologies	Description
Guest lecture / keynote speech	Explanation of concepts and practices in class
Collaborative learning	Team work Preparation of competence profiles
Research (Research project)	Analisys of job positions
Oral presentation	Public presentation in the classroom of their field work and the tools developed to manage Human Resources
Case study	Activities carried out in the classroom and discussion of case studies
Mixed objective/subjective test	Exam that will combine different types of questions (i.e., short or long-answer questions, practical exercises, objective test questions...).
Workbook	Lecturas complementarias recomendadas

Personalized attention	
Methodologies	Description
Research (Research project) Collaborative learning	Support will be given to each team to lay the foundations to work efficiently. Each team will also be tutored individually in the design of their field work and presentations.

Assessment			
Methodologies	Competencies / Results	Description	Qualification
Research (Research project)	B2 B3 C9	Design of a questionnaire or interview to collect information, field work and presentation of the result. It is part of the same deliverable practice note described in collaborative learning.	15

Collaborative learning	A19 B6 B8 B9 C7	Practical work carried out by groups: project on job position analysis, elaboration of profiles, etc.	5
Case study	B2 B5	Evaluation of one or two case studies proposed and carried out in group. In the case study, the coherence and adequacy of the answers to the questions asked, the formal presentation and written expression, the consultation of appropriate bibliographic sources, etc. will be assessed.	10
Mixed objective/subjective test	A1 A5 B2 B3 B4 C1 C2	Exam that will combine different types of questions (i.e., short or long-answer questions, practical exercises, objective test questions...).	70

Assessment comments

1. Second opportunity: The evaluation criteria apply to both first and second opportunities, including Erasmus and exchange students.

2. Early opportunity: In the advanced opportunity in December, a different evaluation criterion will be applied to the first and second opportunities. The average grade for this opportunity will be the final exam grade (100%).

3. 'No-show' grade: The grade of 'No-show' will only be awarded to students who have only participated in the course activities for less than 20% of the final grade.

4. Students with recognition of part-time dedication and academic exemption from attendance exemption: Students with "recognition of part-time dedication and academic exemption from attendance exemption" will have the following weightings: 70% will come from the exam, 20% will come from the completion of the research project in teams, and 10% will come from the completion of case studies. In this case, it will not be necessary to attend classes, but these students will have to present the activities carried out in the classroom, and their mark will be the same as that of the rest of the students.

5. Other evaluation observations:

MINIMUM GRADE: Students must obtain a minimum grade of 4 out of 10 in the final exam; otherwise, the final grade will be "Fail" (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 higher than 5 points.

The marks obtained by students in the continuous assessment will only be valid for the duration of the academic year.

Access to the examination rooms with any data transmission and/or storage device (mobile phones, smart watches, etc.) is forbidden.

Fraudulent conduct (copying in exams, plagiarism in papers, etc.) in any of the sections presented for assessment will result in a grade of "Fail (0)" in the corresponding call of the academic year, whether the offence is committed at the first or second opportunity. This type of behaviour will be penalised in the following exam sessions with 1 point less in the overall mark for the subject.

Sources of information

Basic	- Marcus Adam (2018). The Role of Human Resources Management (HRM) for the implementation of Sustainable Product- Service System (PSS) ? An análisis of Fashion Retailers. Sustainability, 10
	- Arengo, E (2019). Future of Fashion. Worker-Led Strategies for corporate accountability in the global apparel industry. International Labor Rights Forum
	- Barney, J. B. & Wright, P. M. (1997). On becoming a strategic partner: The role of human resources in gaining competitive advantage. CAHRS Working Paper 97-09
	- Dunford, B. B., Snell, S. A. & Wright, P. M (2001). Human resources and the resource based view of the firm . CAHRS Working Paper 01-03
	- Goleman, D. Boyatzis, R and McKee, A. (2004). Primal lidership: learning to lead with emotional intelligence. Harvard Bussiness school press
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	- Kasahara, Tamiko (). Issues of IHRM in japanese multinational corporations: from a perspective of HRM system reform. IFEAMA SPSCP vol 2
	- Keeley, T.D. (2001). International Human Resource Management in Japanese Firms. Palgrave Mac Millan.
	- Lado, A. A., & Wilson, M. C (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency-based Perspective.. Academy of Management Review, 19(4),
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	- Soleas, E. (2020). Leader strategies for motivating innovation in individuals: a systematic review. Journal of innovation and entrepreneurship, 9 (1)
	- Sumetzberger, W (2005). Managing human resources in a multinational context. Journal of European Industrial Training, Vol. 29 No. 8
	- Vuletich, C. (2011). We are disruptive: New practices for textile/ fashion designers in the supply chain. 10th European Academy of Design Conference - Crafting the future
	- Monje-Amor, A. (2023). Reinventing Human Resources Through Digitalization.. In Managing Technology Integration for Human Resources in Industry 5.0 (pp. 115?130). IGI Global. ht
	- Monje-Amor, A. (2023). Contributions of Motivation Theories to the Design and Implementation of Employee Reward Policies. . In Examining Applied Multicultural Industrial and Organizational Psychology (pp. 255?269). IGI Globa
Complementary	

Recommendations
Subjects that it is recommended to have taken before
Introduction to Fashion Business Management/710G03004
Corporate and Professional Ethics in the Fashion Industry/710G03011
Anthropology of Clothing and Fashion/710G03007
Principles of Economics: Fashion Industry/710G03003
Subjects that are recommended to be taken simultaneously
International Fashion Business/710G03025
Business Simulation Models and Techniques: Business Game/710G03026
Management Planning and Control in Fashion Companies/710G03022
Subjects that continue the syllabus
Internship/710G03037
Final Year Dissertation/710G03038
Strategic Management of Fashion Companies/710G03030
Workshop 1: Fashion Business Plan/710G03032
Other comments
Se recomienda que los estudiantes que no asisten revisen el curso en Moodle para mantenerse actualizados.Se recomienda traer una computadora portátil a las sesiones interactivas, no a las conferencias.