



| Teaching Guide | | | | |
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| Identifying Data | | | | 2023/24 |
| 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 | |
| Web | https://humanidades.udc.es/estudos/gim | | | |
| 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. | | | |

| Study programme competences | |
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| 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 |
| 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. |



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| 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 understand the fundamental concepts of strategic management. | A1 A2 A10 A14 | B1 | C1 C2 C3 |
| To know and put into practice the tools of strategic analysis. | A1 A2 A3 | B1 B2 B3 B7 B9 | C1 C2 C3 C8 |
| 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 A3 A8 A11 A16 A17 | B1 B2 B3 B5 B7 B8 B9 | C2 C3 C4 C9 |
| To understand the importance of the correct implementation and control of the business strategy. | A2 A3 A10 A14 | B1 B2 B3 B7 B8 B9 | C3 C9 |
| To know the importance of (intra)entrepreneurial culture. | A2 A3 | B1 B2 B3 B4 B5 B6 B7 B8 B9 | C3 C5 C7 C8 C9 |



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| 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. | A3 | B1 B2 B3 B4 B5 B6 B7 B8 B9 | C1 C2 C3 C4 C7 C9 |
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| Contents | |
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| Topic | Sub-topic |
| I. Introduction to strategic management | Strategic management: basic concepts, process, and agents |
| II. Analysis of the strategic environment | External analysis: general and specific environment Internal analysis: resources, capabilities, and competitive advantage Mission, vision and objectives. Corporate governance and stakeholder groups Dynamics of business strategy |
| III. Development, implementation, and control of strategies | Competitive strategy Corporate strategy Evaluation and selection of strategies Implementation and control of the strategic plan |
| IV. Relevant strategies for the fashion business | Entrepreneurship strategy Internationalization strategy Sustainability strategy Digital strategy |

| Planning | | | | |
|--------------------------------|--|----------------------|-------------------------------|-------------|
| Methodologies / tests | Competencies | Ordinary class hours | Student?s personal work hours | Total hours |
| Directed discussion | B1 B2 B3 B4 B7 C1 C2 C4 C7 C9 | 6 | 6 | 12 |
| Workbook | A1 A2 A3 A10 A11 A14 A16 A17 B2 B5 B7 C5 | 0 | 20 | 20 |
| Oral presentation | B3 B4 B6 B7 B8 C1 C2 C3 C7 C9 | 2 | 4 | 6 |
| Supervised projects | B3 B4 B6 B8 C2 C4 C7 C8 C9 | 4 | 22 | 26 |
| Seminar | A2 A3 A10 A11 A14 A16 A17 | 2 | 0 | 2 |
| Guest lecture / keynote speech | A1 A2 A3 A8 A10 A11 A14 A16 A17 C4 C5 C8 C9 | 21 | 15 | 36 |
| Multiple-choice questions | A1 A2 A3 A8 B1 B2 B3 B4 B5 B8 B9 C1 C2 C4 | 2 | 20 | 22 |
| Case study | A1 A2 A3 B2 B3 B4 B6 B7 B8 B9 C2 C3 C4 C5 C7 C8 C9 | 16 | 8 | 24 |
| Personalized attention | | 2 | 0 | 2 |



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

| Methodologies | |
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| 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. |
| 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. |
| Multiple-choice questions | Multiple choice multiple choice test where only one option is correct and incorrect answers are penalized. |
| 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 | |
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| Methodologies | Description |
| Case study Supervised projects Multiple-choice questions | <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> <p>ATTENTION TO DIVERSITY:</p> <p>The subject may be adapted to students who require the adoption of measures aimed at supporting diversity (physical, visual, auditory, cognitive, learning or related to mental health). If this is the case, they should contact the services available at the UDC/in the center: within the official deadlines stipulated prior to each academic semester, with the Diversity Attention Unit (https://www.udc.es/cufie/ADI/support_students/); failing that, with the ADI tutor from the Faculty of Humanities.</p> |

| Assessment | | | |
|---------------|--------------|-------------|---------------|
| Methodologies | Competencies | Description | Qualification |
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| Case study | A1 A2 A3 B2 B3 B4 B6 B7 B8 B9 C2 C3 C4 C5 C7 C8 C9 | <p>Evaluation of the case studies proposed and carried out, individually or in groups. In some of the proposed cases (to be specified during the course) the evaluation may be done in pairs.</p> <p>In addition, attendance and active participation in the activities carried out in the interactive sessions will be valued (for example, participation in debates or discussions directed in the classroom, resolution of activities, answering the questions asked, etc.). Short questionnaires may also be carried out, without the need for prior notice, on the content viewed at the end of any of the expositive or interactive sessions.</p> | 20 |
| Supervised projects | B3 B4 B6 B8 C2 C4 C7 C8 C9 | <p>Evaluation of the written report and oral presentation of the group supervised project proposed.</p> <p>This evaluation will be based on criteria such as the utilization of specific contents of the subject, written expression and formal presentation of the contents, sources of information used, clarity of exposition, etc.</p> <p>The project cannot contain spelling or grammatical errors (it is mandatory that students run the automatic proofreader and check the work before sending it). In case the work contains this type of errors, or is not correctly formatted, the final grade will be "Fail" with a 4.</p> | 30 |
| Multiple-choice questions | A1 A2 A3 A8 B1 B2 B3 B4 B5 B8 B9 C1 C2 C4 | <p>A multiple-choice exam (face-to-face or virtual administered via Virtual Campus) will be carried out, where only one option is correct. Incorrect answers penalize a third of the value of the correct ones.</p> <p>It is strictly necessary to obtain a minimum grade of 4.5 points in the final exam, on a scale of 0-10, in order to pass the subject.</p> | 50 |

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: In the advanced opportunity of December, the evaluation criteria will be changed with respect to the first and second opportunities. The final grade for the course in this advanced opportunity will depend exclusively on the grade obtained in the final exam (100%). This exam will consist of a multiple-choice test. 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, and 20% will come from the realization of case studies (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 4.5 out of 10 in the multiple-choice questions test. Otherwise, the final grade will be "Failure" (the global grade for the subject being the grade obtained in the final exam), even if the global 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 evaluation as a result of the supervised project done in teams and case studies (up to 50%) will be valid only during the current academic year (2023/24) and the following academic year (2024/25).
 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

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

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.