



## Teaching Guide

| Teaching Guide      |                                                                                                                                                           |        |                       |           |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------|-----------|
| Identifying Data    |                                                                                                                                                           |        |                       | 2024/25   |
| Subject (*)         | Sustainable Management of the Fashion Value Chain                                                                                                         |        | Code                  | 710G03018 |
| Study programme     | Grao en Xestión Industrial da Moda                                                                                                                        |        |                       |           |
| Descriptors         |                                                                                                                                                           |        |                       |           |
| Cycle               | Period                                                                                                                                                    | Year   | Type                  | Credits   |
| Graduate            | 2nd four-month period                                                                                                                                     | Second | Obligatory            | 6         |
| Language            | English                                                                                                                                                   |        |                       |           |
| Teaching method     | Face-to-face                                                                                                                                              |        |                       |           |
| Prerequisites       |                                                                                                                                                           |        |                       |           |
| Department          | Empresa                                                                                                                                                   |        |                       |           |
| Coordinador         | Salido Andrés, Noelia                                                                                                                                     | E-mail | noelia.sandres@udc.es |           |
| Lecturers           | Salido Andrés, Noelia                                                                                                                                     | E-mail | noelia.sandres@udc.es |           |
| Web                 |                                                                                                                                                           |        |                       |           |
| General description | The main objective of this subject is for the students to learn how to apply the principles of sustainability to the value chain of the fashion industry. |        |                       |           |

## 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                                                                                                                                          |
| 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                                                                                                                                                                                                                     |
| B8   | Capacity to plan, organize and manage resources and operations                                                                                                                                                                                                                                                   |
| B9   | Capacity to analyse, diagnose and take decisions                                                                                                                                                                                                                                                                 |
| 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.                                                                                                                                                                                                            |
| C6   | Acquiring skills for healthy lifestyles, and healthy habits and routines.                                                                                                                                                                                                                                        |
| 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 |
|-------------------|---------------------------------------|
|-------------------|---------------------------------------|



|                                                                                                                                                                                |                 |                            |                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------|----------------------|
| Analyze, understand and apply sustainability criteria to all areas of the value chain of the fashion industry and its companies for strategic and operational decision making. | A1<br>A2<br>A16 | B1<br>B2<br>B3             | C2<br>C4<br>C5       |
| Extend sustainability towards an application of social responsibility in all areas of the company, as well as in its relations with stakeholders.                              | A17             | B4<br>B5<br>B6<br>B8<br>B9 | C6<br>C7<br>C8<br>C9 |
| Understand the importance of the management of the value chain as an strategic element of the companies at the fashion industry and its relevance to business areas.           | A1<br>A2<br>A16 | B1<br>B2<br>B3             | C2<br>C4<br>C5       |
| Understand the importance of sustainability as an approach to generating economic, social and environmental value that contributes to the long-term well-being of society.     | A17             | B4<br>B5<br>B6<br>B8<br>B9 | C6<br>C7<br>C8<br>C9 |

| Contents                                                |                                                                                                                                                                                                                                   |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic                                                   | Sub-topic                                                                                                                                                                                                                         |
| PART I. MANAGEMENT OF THE FASHION INDUSTRY VALUE CHAIN. | 01. Value chain: concept, links, agents and strategic management.<br>02. Value chain of the fashion industry.<br>03. Sustainable management of fashion value chain.<br>04. Materiality, drivers, barriers, enablers and outcomes. |
| PART II. CIRCULAR FASHION MODEL.                        | 05. Circular Fashion: Design<br>06. Circular Fashion: Production<br>07. Circular Fashion: Retailing and (reverse) logistics.<br>08. Circular Fashion: Consumption<br>09. Circular Fashion: Waste management (cradle-to-cradle)    |

| Planning                                                                                                                        |                                                                     |                                      |                               |             |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------|-------------------------------|-------------|
| Methodologies / tests                                                                                                           | Competencies / Results                                              | Teaching hours (in-person & virtual) | Student's personal work hours | Total hours |
| Events academic / information                                                                                                   | A1 A2 C2 C4                                                         | 3                                    | 0                             | 3           |
| Workbook                                                                                                                        | A1 A2 A16 A17 B5 B9<br>C2 C5 C8                                     | 5                                    | 0                             | 5           |
| Multiple-choice questions                                                                                                       | B1 B5 B9 C6 C9                                                      | 2                                    | 25                            | 27          |
| Guest lecture / keynote speech                                                                                                  | A1 A2 A16 A17 B1 B2<br>B3 B4 B5 B6 B8 B9<br>C2 C4 C5 C6 C7 C8<br>C9 | 25                                   | 45                            | 70          |
| Oral presentation                                                                                                               | B1 B2 B3 B4 B5 B6<br>B8 B9 C2 C4 C5 C6<br>C7 C8 C9                  | 15                                   | 20                            | 35          |
| Personalized attention                                                                                                          |                                                                     | 10                                   | 0                             | 10          |
| (*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students. |                                                                     |                                      |                               |             |

| Methodologies |             |
|---------------|-------------|
| Methodologies | Description |



|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Events academic / information  | Students can become familiar with the practical cases presented by professionals in the field, students must also attend complementary practical activities (conferences, seminars, workshops and so on). They must reflect on the content and produce an analysis, which will be subject to assessment.                                                                                                                                                                                                           |
| Workbook                       | To complement the lectures, texts and readings and/or practical tasks based on a variety of topics will be provided for analysis. Students must work in groups to answer the set questions.                                                                                                                                                                                                                                                                                                                        |
| Multiple-choice questions      | Individual multiple choice test. Wrong answers will entail a penalty.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Guest lecture / keynote speech | The contents of the subject's theoretical programme will be introduced in a formal lecture. Slides and complementary resources will be available on the campus virtual. Individual in-person attendance may be randomly controlled; regular attendance is a requirement in assessment procedure.                                                                                                                                                                                                                   |
| Oral presentation              | In the interactive sessions, students will apply the theoretical content of the course through a practical team project. The projects will be publicly presented by each team in face-to-face and plenary sessions. Only team members who actively participate both in the elaboration of the practical project and in the oral presentation in the classroom at the assigned date and time will be graded.<br><br>Individual and face-to-face attendance to the interactive sessions will be randomly controlled. |

## Personalized attention

| Methodologies                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workbook<br>Oral presentation | <p>The teacher will provide tutorials.</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 (<a href="https://www.udc.es/cufie/ADI/support_students/">https://www.udc.es/cufie/ADI/support_students/</a>); failing that, with the ADI tutor from the Faculty of Humanities.</p> |

## Assessment

| Methodologies                  | Competencies / Results                                              | Description                                                                                                                                                                                                                                                              | Qualification |
|--------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Guest lecture / keynote speech | A1 A2 A16 A17 B1 B2<br>B3 B4 B5 B6 B8 B9<br>C2 C4 C5 C6 C7 C8<br>C9 | 10% of final grade comes from individual attendance and/or participation of students to each and every session of the course, be it theoretical or interactive, including team project presentations and seminars/guest lectures. Participation may be randomly checked. | 10            |



|                           |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |    |
|---------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Multiple-choice questions | B1 B5 B9 C6 C9                               | <p>A multiple-choice type of test exam, that may be administered via Campus Virtual in the classroom, where only one option is correct, will be taken. Wrong answers entail a penalty of one third of the value of correct ones. It is strictly necessary to pass the exam (with a grade equal or superior to 5,00 in a 0-10 grading system) in order to pass the course.</p> <p>All materials and contents addressed in the classroom, either in the lectures or in the theoretical and/or practical sessions, in the discussion of individual assignments or in the presentation of group assignments, are subject to be asked about in the exam. Thus knowledge about contents of all team practical projects may be assessed in the exam.</p> <p>It is important that students prepare individually for the exam utilizing all materials available in the virtual platform and the notes they took in the classroom in order to better understand the real examples used to illustrate course contents.</p> <p>It is key that students complement these materials with the individual revision of suggested resources in order to clarify any remaining question.</p> | 60 |
| Oral presentation         | B1 B2 B3 B4 B5 B6 B8 B9 C2 C4 C5 C6 C7 C8 C9 | <p>Students will apply the theoretical content of the course by carrying out a practical team project.</p> <p>The objective of the project is for students to learn to make decisions and to weigh the repercussions that such decisions generate in a sustainable value chain context, from a 360° analysis perspective, and for each of the links in the chain and the relationship of stakeholders involved.</p> <p>This practical assignment deals with cases or recommended readings, complemented with other relevant sources of information. All students participating in the same team will obtain the same project grade. Only team members who actively participate both in the elaboration of the practical project and in the oral presentation in the classroom will be graded.</p> <p>The projects (and their progress) will be publicly presented by each team in a face-to-face and plenary session.</p>                                                                                                                                                                                                                                                 | 30 |

Assessment comments



## A) ASSESSMENT NORMS AND REGULATIONS

1. Assessment conditions: It is forbidden to access the classroom with any device allowing for data transmission and/or warehousing when any of the evaluations is taking place (mobile phones, smart watches, etc.).
2. Identification of students: each student must demonstrate its identity according to prevailing norms.

## B) TYPES OF GRADES

### 1.GRADE OF "NO PRESENTADO"

It corresponds to students who only participate in assessment activities that are worth under 20% of the final grade, regardless of their grade.

### 2. STUDENTS WHO ARE ACKNOWLEDGED WITH PART-TIME REGISTRATION AND "DISPENSA ACADÉMICA DE EXENCIÓN DE ASISTENCIA"

For those students with part-time registration and "dispensa académica de exención de asistencia", 100% of their final grade will originate from their results in the multiple-choice test exam.

## C. ASSESSMENT OPPORTUNITIES

### 1. FIRST AND SECOND OPPORTUNITY

The aforementioned evaluation system and the official examination dates will apply to all students registered in the course, including Erasmus and other exchange students.

In the case of students who obtained a "Not present" or "Failed" grade in the first opportunity ("failed" = final grade < 5,00, either because of insufficient grade in the continuous evaluation or because a failed test exam -the second opportunity cannot be used to improve the grade of the first opportunity), for the second opportunity the highest grade among the following two will be chosen:

- A) Final grade = 100% of the grade obtained in the test exam of the 2nd opportunity,
- B) Final grade = sum of continuous evaluation grade (of the first opportunity: 30% + 10%) and the grade obtained in the test exam of the 2nd opportunity (60%) only if the grade obtained in the exam is equal to or greater than 5,00.

In both cases only students with a final grade equal to or greater than 5,00 will pass the course.

### 2.ANTICIPATED CALL

Assessment conditions for the anticipated opportunity (Art. 19 of the "Normas de Avaliación, Revisión e Reclamacións das Cualificacións dos Estudos de Grao e Mestrado Universitario") will be specific for that opportunity. It will be assessed through a multiple-choice questions type of exam that will be worth 100% of the final grade.

## D. OTHER ASSESSMENT COMMENTS

Those students who fail the multiple-choice exam will receive the exam grade as final course grade in any of the opportunities.

The grade obtained by students from continuous evaluation, coming from their team projects (30%) and attendance checks (10%), will be valid only for the ongoing academic year.

Fraud or cheating in any of the exams or assignments will directly result in a grade of failed "0" in the corresponding opportunity of the course, therefore invalidating any grade already obtained in any of the assessment activities towards the extraordinary opportunity.

## Sources of information

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Basic</b>         | Fletcher, K. and Grose, L. (2012): "Fashion and Sustainability: Design for Change", Laurence King Publishing, London (UK). Gardetti, M. A. and Torres, A. L. (2013): "Sustainability in Fashion and Textiles: Values, Design, Production and Consumption", Greenleaf Publishing, Sheffield (UK). Fletcher, K. and Grose, L. (2012): "Fashion and Sustainability: Design for Change", Laurence King Publishing, London (UK). Gardetti, M. A. and Torres, A. L. (2013): "Sustainability in Fashion and Textiles: Values, Design, Production and Consumption", Greenleaf Publishing, Sheffield (UK).                                                                                                         |
| <b>Complementary</b> | Burns, L. D. (2019): "Sustainability and Social Change in Fashion", Fairchild Books, Bloomsbury Publishing Plc, London (UK). Little, T. (2018): "The Future of Fashion: Understanding Sustainability in the Fashion Industry?", New Degree Press, Potomac (USA). Black, S. (2013): "The Sustainable Fashion Handbook", Thames & Hudson, London (UK). Burns, L. D. (2019): "Sustainability and Social Change in Fashion", Fairchild Books, Bloomsbury Publishing Plc, London (UK). Little, T. (2018): "The Future of Fashion: Understanding Sustainability in the Fashion Industry?", New Degree Press, Potomac (USA). Black, S. (2013): "The Sustainable Fashion Handbook", Thames & Hudson, London (UK). |



## Recommendations

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

Introduction to Fashion Business Management/710G03004

Fashion Supply Chain Management I: Procurement/710G03005

### Subjects that are recommended to be taken simultaneously

Fashion Supply Chain Management II: Operations Management/710G03017

### Subjects that continue the syllabus

Fashion Supply Chain Management III: Logistics and Transportation/710G03019

### Other comments

To help achieve an immediate sustained environment and meet the objective of action number 5: "Healthy and sustainable environmental and social teaching and research" of the Green Campus Ferrol Action Plan the delivery of documentary work in this area will be requested in virtual format and / or computer support (delivery will be made via moodle or email, in digital format without the need to print them). If it is necessary to make them on paper: plastics will not be used, double-sided prints will be used, recycled paper will be used, the printing of drafts will be avoided and the importance of ethical principles related to the values ??of sustainability in personal and professional behaviors should be taken into account.&nbsp; The full integration of students with functional diversity will be facilitated. As stated in the various regulations applicable to university teaching, the gender perspective must be incorporated in this subject (non-sexist language will be used, bibliography by authors of both sexes will be used, male and female students will be encouraged to participate in class...). Work will be done to identify and modify prejudices and sexist attitudes and influence the environment to modify them and promote values of respect and equality. Situations of discrimination based on gender must be detected and actions and measures will be proposed to correct them.

(\*)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.