



Teaching Guide

Identifying Data					2024/25
Subject (*)	Digital Fashion Business	Code	710G03031		
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	<p>The main objective of this subject is to teach students the basic characteristics and operations of a digital business in the fashion industry, the opportunities of e-commerce, infrastructures and technologies in digital business, the key factors of a digital environment, main strategies, effects of digitization on the supply chain of the fashion industry, and so on. In addition, the digital fashion market will be studied, as well as the proper management of the transformation from a physical business to a digital business.</p>				

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?)
A5	To develop the necessary skills to generate creative and innovative ideas
A6	To know and to know how to use the necessary tools to implement, conceptualize and launch collections
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?
A9	To master the logistics process of a fashion firm from a global perspective, from procurement to manufacturing and transportation, with a special focus on the typical textile industry processes: selection of materials and fabrics, patternmaking, manufacturing, etc, ?
A11	To acquire an international perspective of the fashion industry, and to master internationalization planning and management tools
A13	To know the impact of technology on the different processes of the textile industry
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.



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 basic fundamentals of managing a digital business in the fashion sector.	A1 A2 A3 A5 A6 A7 A8	B1 B2 B3 B5 B8	C8 C9
To know the impact of new tools, processes and platforms on the digital strategy of fashion firms.	A1 A2 A3 A6 A7	B1 B2 B3 B8	C1
To know the factors of the digital environment that influence a fashion business, and the main digital business strategies.	A1 A2 A3 A6 A7 A8 A9 A11 A13	B1 B2 B3 B4 B8 B9	C1 C4
Being able to manage the business transformation towards a digital business in the fashion sector.	A2 A3 A5 A6 A7 A8 A11 A13	B1 B2 B3 B4 B5 B7 B8 B9	C1 C5 C8 C9
Being able to work in a team, develop the ability to analyze and synthesize information, develop critical thinking, and improve communication skills when creating and transmitting ideas.	A3 A5 A6 A7 A8	B1 B2 B3 B4 B5 B6 B7 B8 B9	C1 C4 C7 C8 C9



Contents	
Topic	Sub-topic
I: Introduction to the digital business of fashion industry.	Introduction to digital business. Opportunity analysis for digital business and e-commerce in the fashion industry.
II: Implementation and management of digital business in the fashion industry.	Management of the digital business infrastructure. Key factors in the digital environment. Digital business strategy. Effects of digitization and new technologies on supply chain management. Impact of Artificial Intelligence (AI) in the digital fashion business.
III: Fashion digital market and digital transformation management.	Fashion digital market. Fashion digital product management. Relationship management with digital consumers. Design of digital services and customer experience. Digital transformation: towards further digitization of the business.

Planning				
Methodologies / tests	Competencies / Results	Teaching hours (in-person & virtual)	Student?s personal work hours	Total hours
Case study	A1 A2 A6 A7 A8 A9 B1 B2 B3 B4 B5 B6 B8 B9 C1 C4 C7 C8 C9	16	8	24
Guest lecture / keynote speech	A1 A2 A7 A8 A11 A13 B1 B2 C5 C7 C8 C9	21	15	36
Supervised projects	A3 A5 A6 A8 B1 B2 B3 B4 B5 B6 B8 B9 C1 C4 C8 C9	4	22	26
Oral presentation	B4 C1	2	4	6
Multiple-choice questions	A1 A2 A3 A6 A7 A8 B1 B2 B3 B4 B5 B8 B9 C1 C9	2	20	22
Seminar	A1 A2 A3 B3 C4 C5 C8	2	0	2
Workbook	A1 A2 A6 A7 B3 C8	0	20	20
Directed discussion	A1 A3 A5 B3 B4 B5 B6 B7 B9 C1 C4	8	6	14
Personalized attention		0		0

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

Methodologies	
Methodologies	Description
Case study	Resolution, individually or in groups, of practical case studies proposed by professors. These case studies will be detailed throughout the course, as progress is made in the subject.
Guest lecture / keynote speech	Presentation of the contents of the subject through oral presentation, guided with the use of visual presentations, audiovisual tools and the introduction of questions addressed to students in order to promote learning and the generation of knowledge.
Supervised projects	Carrying out a supervised project in a team and subsequent plenary oral presentation (it can be face-to-face or virtual through Teams, the professors will confirm it throughout the course). The content and characteristics of this supervised project will be shown to the students in the first sessions of the course.



Oral presentation	Oral presentation (individually or in group) of the supervised project, of activities carried out in the classroom, or of case studies, which must also be submitted in written form.
Multiple-choice questions	Multiple-choice test where only one option is correct and wrong answers penalize.
Seminar	Holding a seminar with professionals from the fashion sector who are experts in the field, whenever possible (if the seminar is carried out, the teaching staff will inform the students in advance about the place, date and time of the seminar).
Workbook	Readings on different topics to address and/or deepen the contents of the subject.
Directed discussion	Through this methodology, different topics of the subject will be approached with the aim that students reflect on different aspects of the subject and adopt a critical position.

Personalized attention

Methodologies	Description
Oral presentation Supervised projects	<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 / Results	Description	Qualification
Case study	A1 A2 A6 A7 A8 A9 B1 B2 B3 B4 B5 B6 B8 B9 C1 C4 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	A3 A5 A6 A8 B1 B2 B3 B4 B5 B6 B8 B9 C1 C4 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 A6 A7 A8 B1 B2 B3 B4 B5 B8 B9 C1 C9	<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

- Second opportunity: The evaluation criteria will apply to both the first and the second opportunity, including Erasmus and exchange students. The case studies (20%) and supervised projects (30%), as part of the continuous assessment, cannot be retaken at the second opportunity (the same score will be kept), only the multiple-choice test can be retaken. For those students who have not taken the continuous assessment, the final grade for the second opportunity will only be the grade obtained in the final exam.
- 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.
- 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.
- 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.
- 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 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 (2024/25) and the following academic year (2025/26).
 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>BIBLIOGRAFÍA BÁSICA:Krzysztof Bartczak (2024). Business Models and Digital Technology Platforms: Implementation and Complexities for Digital Business. Routledge. Teik Toe Teoh and Yu Jin Goh (2023). Artificial Intelligence in Business Management. Editorial: Springer; 1st edition. Matthew D. White (2023). Generative AI for Business: The Essential Guide for Business Leaders. Editorial: John Wiley & Sons Inc. Nigel Vaz (2021). Digital business transformation: How established companies sustain competitive advantage from now to next. Editorial: John Wiley & Sons Limited. Dave Chaffey, Tanya Hemphill and David Edmundson-Bird (2019). Digital Business and E-Commerce Management. Editorial Pearson, 7th edition. Bernd W. Wirtz (2019). Digital business models: Concepts, Models, and the Alphabet Case Study. Springer International Publishing, 1st edition. Peter D. Weill and Stephanie L. Woerner. (2018). What's your digital business model?: six questions to help you build the next-generation enterprise. Boston: Harvard Business Review Press. Ricardo Tayar (2017). CRO: diseño y desarrollo de negocios digitales. Madrid: Anaya. Teresa Sádaba (2015). Moda en el entorno digital: ISEM Fashion Business School. Madrid: EUNSA. Dave Chaffey (2011). E-Business & E-Commerce Management: Strategy, Implementation and Practice. Editorial Pearson, 5th edition.</p>
Complementary	<p>BIBLIOGRAFÍA COMPLEMENTARIA:Ricardo Tayar (2020). CRO Profesional: estrategia y práctica: cómo mejorar la conversión de productos digitales. Madrid : Anaya Multimedia. M^{ra} Angeles Hernández Dauder, José María Estrade Nieto, and David Jordán Soro (2020). Marketing digital: mobile marketing, SEO y analítica web. Madrid: Anaya Multimedia. Rudy Hirschheim, Armin Heinzl, Jens Dibbern (Eds.) (2020). Information Systems Outsourcing: The Era of Digital Transformation. Cham: Springer International Publishing: Imprint: Springer. 5th edition. Luis Alberto Ruano y Rogelio Velasco (2018). Emprendimiento en el entorno digital: el lanzamiento de una startup. Barcelona: Alfaomega: Marcombo. George Westerman, Didier Bonnet, Andrew McAfee (2014). Leading digital: turning technology into business transformation. Boston: Harvard Business Review Press.</p>

Recommendations

Subjects that it is recommended to have taken before

- Introduction to Fashion Business Management/710G03004
- Fashion Supply Chain Management I: Procurement/710G03005
- Omni-Channel Fashion Retailing/710G03024
- International Fashion Business/710G03025
- Business Simulation Models and Techniques: Business Game/710G03026
- Fashion Supply Chain Management II: Operations Management/710G03017
- Fashion Supply Chain Management III: Logistics and Transportation/710G03019
- Fashion Marketing and Market Research/710G03012
- Information Systems and Technologies/710G03013
- Fundamentals of Mathematics and Data Analysis Tools/710G03014
- Global Trends in Fashion: Digital Transformation and Sustainability/710G03008

Subjects that are recommended to be taken simultaneously

- Managing Industrial Innovation in Fashion/710G03029
- Strategic Management of Fashion Companies/710G03030
- Workshop 2: Knowledge Management and Technology Applications in Fashion/710G03033

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 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.