



## Teaching Guide

| Teaching Guide      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |                       |           |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------|-----------|
| Identifying Data    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |                       | 2019/20   |
| Subject (*)         | Introduction to Fashion Business Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        | Code                  | 710G03004 |
| Study programme     | Grao en Xestión Industrial da Moda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |                       |           |
| Descriptors         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |                       |           |
| Cycle               | Period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Year   | Type                  | Credits   |
| Graduate            | Yearly                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First  | Obligatory            | 9         |
| Language            | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                       |           |
| Teaching method     | Face-to-face                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                       |           |
| Prerequisites       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |                       |           |
| Department          | Empresa                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                       |           |
| Coordinador         | Rey Ares, Lucía                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | E-mail | lucia.rey.ares@udc.es |           |
| Lecturers           | Rey Ares, Lucía                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | E-mail | lucia.rey.ares@udc.es |           |
| Web                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |        |                       |           |
| General description | <p>This course presents a general description of the functions of companies and, namely, of fashion companies. In so doing, this course begins 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 subsystem) that are part of the companies.</p> <p>This course has an introductory character and, consequently, different courses during incoming academic years will deep on the issues that will be addressed throughout this subject.</p> |        |                       |           |

## Study programme competences

| Code | Study programme competences                                                                                                                                                                                                                                                                                                                               |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A1   | Conocer los fundamentos básicos de gestión de una empresa de textil/moda, tanto a nivel estratégico como operativo y funcional.                                                                                                                                                                                                                           |
| A2   | Conocer los aspectos del entorno que influyen en la evolución del mundo de la moda y sus empresas, con especial incidencia en el impacto de las cuestiones económicas y legales.                                                                                                                                                                          |
| A7   | Conocer la realidad y los condicionantes sociales que influyen en el mundo de la moda, con perspectiva de evolución histórica.                                                                                                                                                                                                                            |
| A8   | Ser capaz, en base al conocimiento del entorno social, de diseñar y poner en marcha estrategias de marketing eficaces, que contemplen especialmente las variables de comunicación y distribución: mensajes, medios, canales, relación con el cliente, etc, ...                                                                                            |
| B1   | Que los estudiantes hayan demostrado poseer y comprender conocimientos en un área de estudio que parte de la base de la educación secundaria general, y se suele encontrar a un nivel que, si bien se apoya en libros de texto avanzados, incluye también algunos aspectos que implican conocimientos procedentes de la vanguardia de su campo de estudio |
| B2   | Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio                                                                                       |
| B3   | Que los estudiantes tengan la capacidad de reunir e interpretar datos relevantes (normalmente dentro de su área de estudio) para emitir juicios que incluyan una reflexión sobre temas relevantes de índole social, científica o ética                                                                                                                    |
| B4   | Que los estudiantes puedan transmitir información, ideas, problemas y soluciones a un público tanto especializado como no especializado                                                                                                                                                                                                                   |
| B5   | Que los estudiantes hayan desarrollado aquellas habilidades de aprendizaje necesarias para emprender estudios posteriores con un alto grado de autonomía                                                                                                                                                                                                  |
| B6   | Capacidad para la cooperación, el trabajo en equipo y el aprendizaje colaborativo en entornos interdisciplinares                                                                                                                                                                                                                                          |
| B7   | Capacidad para analizar tendencias (razonamiento crítico).                                                                                                                                                                                                                                                                                                |
| B8   | Capacidad de planificación, organización y gestión de recursos y operaciones                                                                                                                                                                                                                                                                              |
| B9   | Capacidad de análisis, diagnóstico y toma de decisiones                                                                                                                                                                                                                                                                                                   |
| C1   | Expresarse correctamente, tanto de forma oral como escrita, en las lenguas oficiales de la comunidad autónoma                                                                                                                                                                                                                                             |
| C2   | Dominar la expresión y la comprensión de forma oral y escrita de un idioma extranjero                                                                                                                                                                                                                                                                     |
| C3   | Utilizar las herramientas básicas de las tecnologías de la información y las comunicaciones (TIC) necesarias para el ejercicio de su profesión y para el aprendizaje a lo largo de su vida                                                                                                                                                                |
| C4   | Desarrollar el ejercicio de una ciudadanía respetuosa con la cultura democrática, los derechos humanos y la perspectiva de género                                                                                                                                                                                                                         |



|    |                                                                                                                                                                                                       |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C5 | Entender la importancia de la cultura emprendedora y conocer los medios al alcance de las personas emprendedoras                                                                                      |
| C7 | Desarrollar la capacidad de trabajar en equipos interdisciplinarios o transdisciplinarios, para ofrecer propuestas que contribuyan a un desarrollo sostenible ambiental, económico, político y social |
| C8 | Valorar la importancia que tiene la investigación, la innovación y el desarrollo tecnológico en el avance socioeconómico y cultural de la sociedad                                                    |
| C9 | Tener la capacidad de gestionar tiempos y recursos: desarrollar planes, priorizar actividades, identificar las críticas, establecer plazos y cumplirlos.                                              |

| Learning outcomes                                                                                   |                             |                                                    |                                  |
|-----------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------|----------------------------------|
| Learning outcomes                                                                                   | Study programme competences |                                                    |                                  |
| To know the basic concepts and principles of business management                                    | A1                          | B1<br>B2<br>B3<br>B4<br>B5<br>B6<br>B7<br>B8<br>B9 | C2<br>C3<br>C4<br>C5<br>C7<br>C9 |
| To analyze the environment and the reality surrounding fashion companies                            | A2<br>A7<br>A8              | B1<br>B2<br>B3<br>B4<br>B5<br>B6<br>B7<br>B8<br>B9 | C1<br>C4<br>C5<br>C7<br>C8<br>C9 |
| To identify the operating principles of the different functional subsystems of fashion companies    | A1<br>A8                    | B1<br>B2<br>B3<br>B4<br>B5<br>B6<br>B7<br>B8<br>B9 | C4<br>C5<br>C7<br>C8<br>C9       |
| To carry out, in work teams, a preliminary analysis of the business management of a fashion company | A1<br>A2                    | B1<br>B2<br>B3<br>B4<br>B6<br>B7<br>B8             | C2<br>C3<br>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>Introduction to business management approaches</p> <p>Business environment</p> <p>Introduction to ethics and business culture. Corporate Social Responsibility</p> |
| Management subsystem | <p>Introduction to management functions</p> <p>The planning function. Strategic planning</p> <p>The organizational function</p> <p>The leading function</p> <p>The control function</p> <p>The management of human resources</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>                                                                                                                                                         |
| Commercial subsystem | <p>Definition and main concepts</p> <p>Segmentation, target markets and positioning</p> <p>The purchase process in fashion</p> <p>Marketing-mix: product, price, promotion and distribution</p>                                                                                                                                        |
| Financial subsystem  | <p>The business financial objectives</p> <p>The economic-financial structure</p> <p>Introduction to investment decisions and investment selection methods</p> <p>Introduction to sources of financing</p>                                                                                                                              |

| Planning                        |                                                          |                      |                               |             |
|---------------------------------|----------------------------------------------------------|----------------------|-------------------------------|-------------|
| Methodologies / tests           | Competencies                                             | Ordinary class hours | Student's personal work hours | Total hours |
| Supervised projects             | A1 A2 A8 B1 B2 B3<br>B4 B5 B6 B7 B8 B9<br>C2 C3 C7 C8 C9 | 3                    | 32                            | 35          |
| Mixed objective/subjective test | A1 A2 A7 A8 B1 B2<br>B3 B4 B7 B9 C9 C5                   | 2                    | 40                            | 42          |
| Case study                      | A1 A2 A7 A8 B1 B2<br>B3 B4 B6 B7 B8 B9<br>C2 C4 C5 C7 C8 | 8                    | 25                            | 33          |
| ICT practicals                  | B1 B2 B7 B8 B9 C9<br>C3                                  | 8                    | 16                            | 24          |
| Seminar                         | A1 A2 A7 A8 B2 B4<br>B6 B7 B8 B9 C1 C3<br>C9             | 4                    | 4                             | 8           |
| Field trip                      | A1 A2 A7 A8 B2 B3<br>B4 C4 C5 C8                         | 2.5                  | 2                             | 4.5         |
| Problem solving                 | A1 A7 A8 B3 B5 B7<br>B8 B9 C9 C8                         | 4                    | 10                            | 14          |
| Online forum                    | B5 C2 C3 C4 C9                                           | 0                    | 5                             | 5           |
| Oral presentation               | B1 B2 B4 B6 B8 C2<br>C9                                  | 3                    | 2                             | 5           |
| Guest lecture / keynote speech  | A1 A2 A7 B8 B9 C5                                        | 31.5                 | 20                            | 51.5        |



|                                                                                                                                 |  |   |   |   |
|---------------------------------------------------------------------------------------------------------------------------------|--|---|---|---|
| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Supervised projects             | Group analysis of a fashion company that will be held throughout the academic year and presented in the classroom at the end of the course                                                                                                                                                                                                                                                                                                                                                                                           |
| Mixed objective/subjective test | Partial exam and final exam, which will combine different kind of questions (i.e., short or long-answers questions, objective test questions...)                                                                                                                                                                                                                                                                                                                                                                                     |
| Case study                      | Resolution, individually or in group, of the proposed cases. These cases will be detailed along the course, according to the work planning                                                                                                                                                                                                                                                                                                                                                                                           |
| ICT practicals                  | Resolution of practical cases, either individually or in groups, through computer programs (eg Excel) and the possibility of participation in a virtual simulation game                                                                                                                                                                                                                                                                                                                                                              |
| Seminar                         | Participation in the seminars with experienced professionals in subject matters                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Field trip                      | Visit to a fashion company during the second term (if possible)                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Problem solving                 | Problem solving in the classroom                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Online forum                    | There will be two online forums; namely:<br>- Online discussion forum: a channel that students can use to propose debates or formulate questions about the content of the course.<br>- Online learning forum: a channel that students can use as a space for exchange and reflection on learning and the proposal of new activities.                                                                                                                                                                                                 |
| Oral presentation               | Oral presentations of activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 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.<br><br>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. |

| Personalized attention            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Methodologies                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Supervised projects<br>Case study | The personalized attention described will be developed mainly around the supervised project, and it is conceived as personal work time with the teacher 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, considering that the first meeting with the working groups will probably take place at the beginning of the second semester. However, during the course the students can use the tutorial time to clarify doubts and questions about the course.<br><br>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 Step 4 and in the "personalized attention" described for the "Supervised projects", 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. |

| Assessment    |              |             |               |
|---------------|--------------|-------------|---------------|
| Methodologies | Competencies | Description | Qualification |



|                                 |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |    |
|---------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Supervised projects             | A1 A2 A8 B1 B2 B3<br>B4 B5 B6 B7 B8 B9<br>C2 C3 C7 C8 C9 | Assessment of the written report and the oral presentation of the proposed group work. This assessment will be carried out as it is detailed below:<br><ul style="list-style-type: none"><li>- Domain of specific content: use of specific terminology, accuracy and suitability of content [35%]</li><li>- Written expression and formal presentation: spelling and grammar correction, coherence, cohesion, expository clarity, structure of information, ability to analyze and synthesise information [20%]</li><li>- Information management: sufficiency and relevance of bibliographical sources consulted, consultation of additional sources [5%]</li><li>- Creativity in the form and content [5%]</li><li>- Oral presentation: clarity, precision, organization of ideas, capacity for analysis and synthesis of information, ability to respond to potential questions [20%]</li><li>- Cooperative work: score that each member of a work group awards to the other members of the same group [10%]</li><li>- Evaluation of the work of other groups [5%]</li></ul> | 25 |
| Mixed objective/subjective test | A1 A2 A7 A8 B1 B2<br>B3 B4 B7 B9 C9 C5                   | The partial and final exams will have a weight of 20 and 30%, respectively, in the final grade of this course.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 50 |
| Case study                      | A1 A2 A7 A8 B1 B2<br>B3 B4 B6 B7 B8 B9<br>C2 C4 C5 C7 C8 | Assessment of the cases proposed and carried out individually or in groups.<br>In some of the cases proposed (to be specified during the course according to the proposed work planning) the assessment will be done in pairs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15 |
| ICT practicals                  | B1 B2 B7 B8 B9 C9<br>C3                                  | Assessment of the practices carried out in the classroom and of other that can be requested for delivery.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5  |
| Seminar                         | A1 A2 A7 A8 B2 B4<br>B6 B7 B8 B9 C1 C3<br>C9             | Active participation in the seminar organized by this course and delivery of a report.<br>It will be necessary that the students, prior to the seminar and organized in work groups, seek information about the person who will intervene in the same and about the company or organization to which she/he belongs, in order to formulate questions during the time of debate of the seminar.<br>One proposal of questions should be submitted per group. The relevance and relevance of the questions will be taken into account.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5  |

Assessment comments



In order to pass this course, it will be necessary to obtain a minimum score of 4 points out of 10 in the mixed objective/subjective test. If this requirement is not met, the qualification will be "Fail", even when the average of all the activities that are part of the assessment will give a result equal to or greater than 5 points out of 10. In this case, the final grade that will appear in the academic record will be the score obtained in the mixed objective/subjective test.

It will be an essential requirement to be evaluated to regularly attend and actively participate in the classroom and interactive sessions and in the different seminars organized by this course or by the coordination of the degree.

The "Students with recognition of part-time dedication and academic exemption waiver" must inform the teacher of the subject at the beginning of the course, according to the "Norm that regulates the study regime for undergraduate students UDC" (Art. 3.b and 4.5) and the "Assessment, review and claim rules for qualifications for undergraduate and master's degree programs" (Art. 3 and 8b). In this case, class attendance will not be required, but the assessment system will be the same as the rest of the students.

The grade of "Not present" will only be given to students who only participated in course activities worth under 20% of the final grade. The assessment criteria indicated will be valid both in the first and in the second opportunity of evaluation.

The grade obtained by students who pass a portion of the course with a mixed exam (partial exam), will be valid only for the ongoing academic year. If a student in such situation fails to pass the complete course in either the first opportunity or the second opportunity, her/his final grade will be "Fail", implying that she/he will have to re-take the whole course during incoming academic years.

Students wishing to improve their final test exam grade will be able to do so only after applying to the professor and securing her authorization.

Students taking the anticipated December opportunity will be subject to the same criteria as those applying to second opportunity.

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.

## Sources of information

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Basic</b>         | <ul style="list-style-type: none"> <li>- MAYNAR, P., BAÑEGIL, T., GALERA, C. (2008). La economía de la empresa en el espacio de educación superior. McGraw-Hill</li> <li>- KOTLER, P.T., KELLER, K.L. (2016). Marketing Management. Pearson</li> <li>- ROBBINS, S.P., DE CENZO, D.A., COULTER, M.A. (2017). Fundamentals of Management: Essential Concepts and Applications. Pearson</li> <li>- SAVIOLO, S., TESTA, S. (2007). La gestión de las empresas de moda. Barcelona: Gustavo Gili</li> <li>- VAN HORNE, J.C., WACHOWICZ, J.M. (2008). Fundamentals of Financial Management. Prentice Hall</li> </ul> <p>A profesora poderá proporcionar bibliografía adicional en cada un dos temas.</p> |
| <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>- CHOW, S. (Ed) (2018). The fashion business manual: an illustrated guide to building a fashion brand . Fashionary International Ltd</li> <li>- BREALEY, R.A., MYERS, S.C., ALLEN, F. (2018). Principles of corporate finance. McGraw-Hill</li> </ul>                                                                                                               |

## Recommendations

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

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

### Subjects that are recommended to be taken simultaneously

### Subjects that continue the syllabus

Strategic Management of Fashion Companies/710G03030  
Fashion Supply Chain Management II: Operations Management/710G03017  
Human Resources and Managerial Skills in Fashion Firms/710G03020  
Fashion Marketing and Market Research/710G03012  
Accounting and Financial Management in Fashion Firms/710G03015

### Other comments



This is an introductory course in which prior knowledge is not needed. It is recommended the revision and follow-up of the course on Moodle, where the materials and contents addressed in the classroom or recommended will be left and the activities to be carried out will be detailed. The documents of the course will be delivered through the virtual classroom, 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.