



## Teaching Guide

Identifying Data					2020/21
<b>Subject (*)</b>	Introduction to Fashion Business Management	<b>Code</b>	710G03004		
<b>Study programme</b>	Grao en Xestión Industrial da Moda				
Descriptors					
Cycle	Period	Year	Type	Credits	
Graduate	Yearly	First	Obligatory	9	
<b>Language</b>	English				
<b>Teaching method</b>	Face-to-face				
<b>Prerequisites</b>					
<b>Department</b>	Empresa				
<b>Coordinador</b>	Rey Ares, Lucía	<b>E-mail</b>	lucia.rey.ares@udc.es		
<b>Lecturers</b>	Rey Ares, Lucía	<b>E-mail</b>	lucia.rey.ares@udc.es		
<b>Web</b>					
<b>General description</b>	<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>				



<p>Contingency plan</p>	<p>1. Modifications to the contents</p> <ul style="list-style-type: none"><li>- No modifications are made.</li></ul> <p>2. Methodologies</p> <p>*Teaching methodologies that are maintained</p> <ul style="list-style-type: none"><li>- All those indicated in the teaching guide, that will be carried out in a non presential way through the tools available at the UDC.</li></ul> <p>*Teaching methodologies that are modified</p> <ul style="list-style-type: none"><li>- Field trip (it will not be carried out and, as it was initially set in the teaching guide, it will not be part of the assessment). In any case, even without applying the contingency plan, the realization of this activity will be subjected to the evolution of the sanitary situation.</li></ul> <p>3. Mechanisms for personalized attention to students</p> <ul style="list-style-type: none"><li>- Email: channel that students can use to pose questions, request virtual tutoring aimed at solving doubts, and monitor supervised projects.</li><li>- Moodle: this channel will be used to make the materials (i.e. presentations, case studies, exercises...) available to students on a weekly basis and to request the delivery of activities -according to the scheduled delivery schedule-. The students will have two forums in which they will be able to participate: a learning forum, aimed at sharing doubts on the content of the course; and a discussion forum for the proposal and debate of topics of interest on the course. In addition, there will be a more general forum, which will be used as the main channel of communication between the instructor and the students. Students will be able to use this personalized attention mechanism daily, according to their needs.</li><li>- Microsoft Teams: keynote speeches and interactive sessions will be take place through this platform every week aimed at developing the theoretical content and the planned activities; sessions that will be take place in the time slot assigned to the course in the initial calendar set by the Faculty. Follow-up and support will also be carried out through this channel, carrying out the "supervised work", as well as establishing tutoring on demand of the students.</li><li>- Microsoft Stream: this tool will make available to the students, in the channel of the course, the videos of the keynote speeches and interactive sessions, for their asynchronous consultation; as well as the videos of the seminar held within the framework of the subject -if this is the case-.</li></ul> <p>4. Modifications in the evaluation</p> <ul style="list-style-type: none"><li>- The methodologies indicated in the teaching guide are maintained (among them the mixed test, which would be carried out electronically), except for references to the calculation of attendance and active participation in classes, which will only be carried out with respect to those face-to-face sessions that took place before the classroom activity was suspended. If this is the case, the weight of the active participation in classes in the final grade (10%) would be added to the weight of the supervised project, which would have a weight of 30% in the final grade.</li></ul> <p>*Evaluation observations:</p> <ul style="list-style-type: none"><li>- Those indicated in the teaching guide.</li></ul> <p>5. Modifications to the bibliography or webgraphy</p> <ul style="list-style-type: none"><li>- No changes are made. The students will have the class materials (i.e. presentations, case studies and exercises) in digital form in Moodle. Likewise, the sources of information in the teaching guide already contain some resources that students can access for free from the network.</li></ul>
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Study programme competences	
Code	Study programme competences
A1	To acquire basic knowledge of the management of a textile/fashion firm at a strategic, operational and functional level
A2	To know the aspects of the environment that shape the evolution of the fashion industry and its firms, with particular focus on the impact of economic and legal trends
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?
B1	That students demonstrate that they acquired and understood knowledge in a study area that originates from general secondary education and that can be found at a level that, though usually supported by advanced textbooks, also includes aspects implying knowledge from the avantgarde of its field of study
B2	That students know how to apply their knowledge to their job or vocation in a professional form, and have the competencies that are usually demonstrated through elaboration and advocacy of arguments and problem resolution within their field of study
B3	That students have the capacity to collect and interpret relevant data (normally within their field of study) in order to issue judgements that include a reflection upon relevant topics in the social, scientific or ethical realm
B4	That students may convey information, ideas, problems and solution to the public, both specialized and not
B5	That students develop those learning skills that are needed to undertake ulterior studies with a high degree of autonomy
B6	Capacity for cooperation, team-work and collaborative learning in interdisciplinary settings
B7	Capacity to analyse trends (critical thinking)
B8	Capacity to plan, organize and manage resources and operations
B9	Capacity to analyse, diagnose and take decisions
C1	Adequate oral and written expression in the official languages.
C2	Mastering oral and written expression in a foreign language.
C3	Using ICT in working contexts and lifelong learning.
C4	Acting as a respectful citizen according to democratic cultures and human rights and with a gender perspective.
C5	Understanding the importance of entrepreneurial culture and the useful means for enterprising people.
C7	Developing the ability to work in interdisciplinary or transdisciplinary teams in order to offer proposals that can contribute to a sustainable environmental, economic, political and social development.
C8	Valuing the importance of research, innovation and technological development for the socioeconomic and cultural progress of society.
C9	Ability to manage times and resources: developing plans, prioritizing activities, identifying critical points, establishing goals and accomplishing them.

Learning outcomes			
Learning outcomes	Study programme competences		
	To know the basic concepts and principles of business management	A1	B1 B2 B3 B4 B5 B6 B7 B8 B9



To analyze the environment and the reality surrounding fashion companies	A2 A7 A8	B1 B2 B3 B4 B5 B6 B7 B8 B9	C1 C4 C5 C7 C8 C9
To identify the operating principles of the different functional subsystems of fashion companies	A1 A8	B1 B2 B3 B4 B5 B6 B7 B8 B9	C4 C5 C7 C8 C9
To carry out, in work teams, a preliminary analysis of the business management of a fashion company	A1 A2	B1 B2 B3 B4 B6 B7 B8	C2 C3 C9

Contents	
Topic	Sub-topic
The company	<ul style="list-style-type: none"> <li>Concept and nature. The company as a system</li> <li>Business functions and objectives</li> <li>The company and the business people</li> <li>Types of companies</li> <li>Introduction to business management approaches</li> <li>Business environment</li> <li>Introduction to ethics and business culture. Corporate Social Responsibility</li> </ul>
Management subsystem	<ul style="list-style-type: none"> <li>Introduction to management functions</li> <li>The planning function. Strategic planning</li> <li>The organizational function</li> <li>The leading function</li> <li>The control function</li> <li>The management of human resources</li> </ul>
Operations subsystem	<ul style="list-style-type: none"> <li>Definition and main concepts</li> <li>Objectives and types of decisions</li> <li>Types of productive processes</li> <li>The costs and the calculation of the break-even point</li> </ul>
Commercial subsystem	<ul style="list-style-type: none"> <li>Definition and main concepts</li> <li>Segmentation, target markets and positioning</li> <li>The purchase process in fashion</li> <li>Marketing-mix: product, price, promotion and distribution</li> </ul>



Financial subsystem	Definition and main concepts The business financial objectives The economic-financial structure The financial function
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Planning				
Methodologies / tests	Competencies	Ordinary class hours	Student?s personal work hours	Total hours
Supervised projects	A1 A2 A8 B1 B2 B3 B4 B5 B6 B7 B8 B9 C2 C3 C7 C8 C9	3	26	29
Mixed objective/subjective test	A1 A2 A7 A8 B1 B2 B3 B4 B7 B9 C5 C9	2	35	37
Case study	A1 A2 A7 A8 B1 B2 B3 B4 B6 B7 B8 B9 C2 C4 C5 C7 C8	5	15	20
ICT practicals	B1 B2 B7 B8 B9 C9 C3	5	10	15
Seminar	A1 A2 A7 A8 B2 B4 B6 B7 B8 B9 C1 C3 C9	3	3	6
Field trip	A1 A2 A7 A8 B2 B3 B4 C4 C5 C8	2.5	2	4.5
Problem solving	A1 A7 A8 B3 B5 B7 B8 B9 C8 C9	4	10	14
Online forum	B5 C2 C3 C4 C9	0	5	5
Oral presentation	B1 B2 B4 B6 B8 C2 C9	3	5	8
Directed discussion	B3 B4 B7 B8 C2 C4 C9	4	6	10
Workbook	A1 A2 A7 B5 B9 C3 C5	0	11	11
Guest lecture / keynote speech	A1 A2 A7 B8 B9 C5	31.5	31	62.5
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 (especially during the second four-month) 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, practical exercises, 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 workplan.
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	Seminars with experienced professionals, whenever possible.
Field trip	Visit to a fashion company during the second term, if sanitary conditions allow it.
Problem solving	Problem solving of theoretical or practical problems.



Online forum	There will be two online forums; namely: - Online discussion forum: a channel that students can use to propose debates or contribute to them. - 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 presentation, individually or in groups, of the activities done in the classroom or the case studies that must be submitted.
Directed discussion	Through this dynamic different topics will be addressed, aimed at making the students think about different issues of the course and adopt a critical position.
Workbook	Readings on different topics aimed at addressing or deepening on the issues studied in the classroom.
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.  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 Case study Online forum	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.  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 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.

### Assessment

Methodologies	Competencies	Description	Qualification
Guest lecture / keynote speech	A1 A2 A7 B8 B9 C5	Attendance and active participation in the guest lectures and in the activities carried out in the interactive sessions will be considered (e.g. participation in debates or directed discussions in the classroom, resolution of activities, answer to questions formulated...). Small questionnaires might also be carried out, without prior notice, on the contents seen at the end of any of some of the guest lectures or interactive sessions.	10



Supervised projects	A1 A2 A8 B1 B2 B3 B4 B5 B6 B7 B8 B9 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: <ul style="list-style-type: none"><li>- Domain of specific content: use of specific terminology, accuracy and suitability of content [30%]</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 [15%]</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></ul>	20
Mixed objective/subjective test	A1 A2 A7 A8 B1 B2 B3 B4 B7 B9 C5 C9	The partial and final exams will have a weight of 20 and 25%, respectively, in the final grade of this course.  The partial exam is not compulsory, so the students who decide not to attend it, they will have to attend the final exam, that will have a weight of 45% in the final grade of the course. Same criteria is valid for those students who fail the partial exam.	45
Case study	A1 A2 A7 A8 B1 B2 B3 B4 B6 B7 B8 B9 C2 C4 C5 C7 C8	Assessment of the cases proposed and carried out individually or in groups. In some of the cases proposed (to be specified during the course according to the proposed workplan) the assessment will be done in pairs.  In the case studies, it will be assessed the coherence and adequacy of the answers to the questions proposed, the formal presentation and the written expression, the consultation of bibliographical sources...	20
Online forum	B5 C2 C3 C4 C9	Active participation in the forums: (a) in the discussion forum, it will be assessed the proposal of topics for the debate and the participation in the debates, the sharing of initiatives; (b) in the learnig forum, it will be assessed the answers given to the students' doubts and questions.	5

## Assessment comments



## Assessment criterions

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 and the supervised project. 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.

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.

The grade of "Not present" will only be given to students who only participated in course activities worth under 20% of the final grade; regardless of the grade obtained in these activities.

The assessment criterions indicated will be valid both in the first and in the second opportunity of evaluation. The grade obtained by students who pass a part of the course with a mixed exam (i.e. 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 taking the anticipated December opportunity will be subject to the same criteria as those applying to the second opportunity.

## Additional information

Fraudulent behavior in any of the parts subject to assessment will result in the grade of "Fail (0)" in the final assessment.

It is forbidden to access the examination room with any device allowing for data transmission and/or warehousing when any of the evaluations is taking place (mobile phones, smartwatches...).

Students with recognition of part-time dedication and academic exemption waiver

The students with recognition of part-time dedication and academic exemption waiver must inform the instructor of the course at the beginning of the course, in order to establish a plan and calendar of activities. The assessment system will be the following one: supervised projects (20%), mixed objective/subjective test (45%), case study (30%) and active participation in the online forum (5%). The supervised project must be done in group.

## 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. Madrid: 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>- LUECKE, R. (2012). Finance for Managers . Boston, Mass: Harvard Business Review Press [Disponible en EBSCO FULL TEXT Finder]</li> <li>- RUBIO DOMÍNGUEZ, P. (2012). Introducción a la gestión empresarial. B-EUMED. [Disponible en E-Libro]</li> </ul> <p>A profesora da materia 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>- BREALEY, R.A., MYERS, S.C., ALLEN, F. (2018). Principles of corporate finance. McGraw-Hill</li> <li>- CHOW, S. (Ed) (2018). The Fashion Business Manual: an illustrated guide to building a fashion brand . Fashionary International Ltd</li> <li>- BURNS, L.D., MULLETT, K.K. (2016). The Business of Fashion. Designing, Manufacturing, and Marketing. Bloomsbury Publishing Inc.</li> <li>- <a href="https://www.modaes.es/">https://www.modaes.es/</a> ( ). Moda.es.</li> <li>- <a href="https://www.businessoffashion.com/">https://www.businessoffashion.com/</a> ( ). The Business of Fashion.</li> </ul>

## Recommendations

Subjects that it is recommended to have taken before

Subjects that are recommended to be taken simultaneously



Fashion Supply Chain Management I: Procurement/710G03005

Principles of Economics: Fashion Industry/710G03003

#### Subjects that continue the syllabus

Strategic Management of Fashion Companies/710G03030

Workshop 1: Fashion Business Plan/710G03032

Business Simulation Models and Techniques: Business Game/710G03026

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 review and follow-up of the course on Moodle, where the materials and contents addressed in the classroom will be left and the activities to be carried out will be detailed. It is also recommended to read the economic press frequently and to bring the laptop or tablet to the interactive sessions. The documents of the course will be 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.