UNIVERSIDADE DA CORUÑA

Teaching Guide				
Identifying Data				**2022/23**
Subject (*)	Managing Industrial Innovation in Fashion		Code	710G03029
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	Pernas Álvarez, Javier	E-mail	javier.pernas2@udc.es	
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General description	Innovation transcends from technology, to the economy and to society, making innovation management a critical factor for organizations in the 21st century. In this context, this course seeks to provide students with a new vision of the environment that surrounds them, providing them with knowledge, tools, and methodologies for the proper management of innovation in companies, with a special emphasis on those companies belonging to the fashion sector.			

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
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
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, ?
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
C2	Mastering oral and written expression in a foreign language.
C3	Using ICT in working contexts and lifelong learning.
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**		
Knowledge acquisition of theoretical and practical concepts necessary to face decisions associated with the innovation strategy implementation in a fashion company on the grounds of the understanding of the functioning of the innovative process and the elements that make up the R&D&I Systems.	A1 A5 A6 A9 A13	B1 B2 B3 B4 B5 B6 B7 B8 B9	C2 C3 C5 C7 C8 C9
To design new innovation proposals and projects through the knowledge of appropriate methodologies, that range from the definition of innovative ideas and the analysis of the state of the art, to the planning, monitoring, assurance and exploitation of innovation.	A1 A5 A6 A13	B1 B2 B3 B4 B5 B6	C2 C3 C5 C7 C8 C9
To present and defend an innovation project proposal properly to both specialised and non-specialised audiences by identifying the most important aspects related to the context, such as the audience's knowledge, the objectives of the presentation, time, and language.	A5 A13	B1 B2 B3 B4 B5 B6 B8 B9	C2 C3 C5 C7 C8 C9
To know, analyse and select the most relevant sources of information within the review of the state of the art necessary for the drafting of an innovation proposal.	A5 A6 A13	B2 B3 B7 B9	C2 C3 C8
To know, understand and apply the basic methodology for creating a preliminary planning for an innovation proposal.	A5 A6	B1 B2 B3 B5 B6 B7 B9	C2 C3 C7 C9
To know the main and latest product and process innovations in the fashion business.	A5 A13	B1 B3 B5 B7 B9	C2 C8

Contents	
Topic	**Sub-topic**

Innovation strategy	1. Introduction to innovation:
	- Basic concepts: entrepreneurship, design, innovation, invention.
	- Types of innovation.
	- Innovation models.
	- The role of the state in innovation.
	2. Innovation strategic management:
	- The dilemma of innovation management.
	- Innovation strategy and its development.
	- Tools for the development of innovation strategy.
	- Other aspects of innovation strategy: attitude, marketing, frugal innovation.
	3. Creativity, idea generation and project selection:
	- Creativity and generation of innovative ideas.
	- Methods for project selection.
Innovation management	4. Technology watch and competitive intelligence:
	- Organizational knowledge.
	- Competitive intelligence.
	- Technology watch: factors and methods.
	5. R&D management:
	- R&D definition and classification: external and internal sources.
	- Challenges and goals of R&D management.
	- R&D investment and evaluation
	- Description of the management process of an R&D project.
	6. Financing innovation
	- Private financing
	- Public-private financing
	- Public funding
Implementing innovation	7. R&D exploitation:
	- Open innovation.
	- Process and models of R&D&I transfer: Licensing, Transfer, Spin-off, Clusters...
	8. Intellectual property management:
	- Intellectual and industrial property.
	- Trade secrets.
	- Copyright.
	- Patents: process of obtaining a patent.
	- Distinctive signs.
	- Registered designs.

Emergent technologies in the fashion industry	9. New products in the fashion business
	- Innovation in materials: definition and current examples.
	- Styling innovation: definition and current examples.
	- Innovation in product development: definition and current examples.
	10. New processes in the fashion business
	- Agile Supply Chain.
	- Innovation in development processes: definition and current examples.
	- Innovation at the operational and customer service level: definition and current examples.

Planning				
Methodologies / tests	Competencies	Ordinary class hours	Student?s personal work hours	Total hours
Supervised projects	A6 B1 B2 B3 B4 B5 B6 B7 B8 B9 C2 C3 C5 C7 C9	3	27	30
Mixed objective/subjective test	A1 A9 A13 B1 B2 B3 B5 B7 B8 B9 C2 C3 C9	2	30	32
Case study	A1 A9 B1 B2 B3 B4 B5 B7 B8 B9 C2 C3 C8 C9	11	34.5	45.5
Guest lecture / keynote speech	A1 A5 A6 A9 A13 B1 B3 B8 C5 C8	21	10	31
ICT practicals	A1 A9 B2 B3 B4 B5 B7 B8 B9 C3 C8 C9	3	0	3
Online forum	B2 B3 B7 C2 C3	0	4	4
Seminar	A9 A13 B3 B7 C8	2	0	2
Personalized attention		2.5	0	2.5
(*)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	Team project that will be carried out throughout the first-term and orally presentated at the end of the term. The content and characteristics of this project will be made known to the students in the first sessions of the course. The different issues to be addressed will also be developed in the different classes and case studies. Students will have to make a report and a final presentation in PowerPoint or similar. Deadlines will be set for both the report and the presentation, as well as a final date for the oral presentation of the project. The project will require the autonomous learning of the students, who will be guided and tutored by the assigned tutor throughout the term.
Mixed objective/subjective test	Final exam on the theoretical and practical contents of the course, which may combine different types of questions (short answer questions, essay questions, practical exercises and objective or multiple choice questions).
Case study	Resolution, individually or in groups, of proposed case studies on different aspects of the fashion industry. Students must understand the problem presented by the case and answer a set of questions related to its resolution or discussion. These cases will be detailed throughout the course, according to the schedule, and may include presentations, debates or guided discussions. The work will take place mostly in the classroom. However, delivery dates may be defined for each case.

Guest lecture / keynote speech	Oral presentation of the contents that are part of the theoretical framework of the courses, 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.
ICT practicals	Solving of theoretical and practical problems, proposed in the interactive sessions, making use of information and communication technologies. The problems may be related to the contents of the supervised project to serve as support for it. In general, practical exercises will be solved in the practical sessions where they are carried out, although they may require a certain degree of autonomous work outside the classroom by the student.
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 exchanging and reflecting about their learning and for proposing new activities.
Seminar	Seminars with experienced professionals, whenever possible.

Personalized attention	
Methodologies	**Description**
Supervised projects	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 communicated throughout the course according to the work plan of the course. Besides, during the academic year 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 assessment on the flexibility of attendance-participation and the requirements to pass the course.

Assessment			
Methodologies	**Competencies**	**Description**	**Qualification**
ICT practicals	A1 A9 B2 B3 B4 B5 B7 B8 B9 C3 C8 C9	In relation to ICT practicals, the following will be assessed: - Attendance and active participation. - Quality of the final deliverable, if applicable, in terms of formal presentation, written expression, and the coherence and adequacy of the answers to the questions proposed. These deliverables may consists of small questionnaires, short reports, or short presentations on the contents developed during the session.	2
Supervised projects	A6 B1 B2 B3 B4 B5 B6 B7 B8 B9 C2 C3 C5 C7 C9	Assessment of the written report and the oral presentation of the proposed supervised project. In relation to the supervised project, the following will be assessed: - The methodological adequacy of the report. - Mastery of specific content. - Written expression and formal presentation. - The handling of the information and information sources used. - The clarity of the presentation file and the oral presentation. - The coordination of the presentation (reflecting collaborative work and not the sum of the parts).	40

Mixed objective/subjective test	A1 A9 A13 B1 B2 B3 B5 B7 B8 B9 C2 C3 C9	Final exam on the theoretical and practical contents of the course to be held on the official date foreseen in the faculty's exam calendar. The exam may combine different types of questions (essay questions, short answer questions, multiple choice questions...).	40
Case study	A1 A9 B1 B2 B3 B4 B5 B7 B8 B9 C2 C3 C8 C9	Assessment of the case studies proposed and carried out individually or in groups. In relation to the case studies, the following will be assessed: - Attendance and active participation. - Coherence and suitability of the answers to the questions asked. - Formal presentation of the contents developed, if necessary. - Written expression. - Consultation of bibliographical sources. Other observations: - In some of the proposed cases (to be specified during the course according to the schedule) the evaluation may be carried out by peers. - Small questionnaires may be carried out without prior notice and always on the content displayed at the end of any of the lecture classes or interactive sessions. These questionnaires may account for up to 3% of the 13% of the weight of this part of the assessment.	13
Guest lecture / keynote speech	A1 A5 A6 A9 A13 B1 B3 B8 C5 C8	In relation to the guest lectures/keynote speeches, the following will be assessed: - Attendance and active participation (e.g., participation in debates or guided discussions in the classroom, response to questions asked...). - The correct completion of short questionnaires without the need for prior notice and always on the content displayed at the end of any of the guest lectures.	5

Assessment comments

Mixed objective/subjective test	A1 A9 A13 B1 B2 B3 B5 B7 B8 B9 C2 C3 C9	Final exam on the theoretical and practical contents of the course to be held on the official date foreseen in the faculty's exam calendar. The exam may combine different types of questions (essay questions, short answer questions, multiple choice questions...).	40

1. REQUIREMENTS FOR PASSING THE COURSE

A. First and second opportunity

- In order to pass the course, both in the first and in the second opportunity of assessment, it will be necessary to obtain a minimum grade of 4 points out of 10 in the mixed objective/subjective test and in the supervised project. If this requirement is not met, the final grade will be "Fail", even if the average grade of all the activities to be assessed gives a grade equal to or higher than 5 points out of 10.

- In order to be assessed in both calls, regular attendance, with active participation and achievement, to the face-to-face sessions (and/or non-face-to-face sessions, if applicable) and to the different seminars organised will be an essential requirement.

- ICT practicals and case studies cannot be retaken or repeated at the second assessment opportunity.

- If a student who has released or passed a part of the course does not manage to pass the course as a whole on the official dates of the exams of the first and second opportunity, his/her final grade will be "Fail". In the following academic year, those students may save the grade of those tests that they have passed (as long as they have obtained a score equal to or greater than 5 points out of 10), if they wish, and as long as they inform the instructors of the course of their decision in the first two weeks of classes. This condition will only apply in the following academic year; from there onwards, no grade will be kept or saved.

B. Early December call

- If there are students who wish to take the early December cal (Art. 19 "Normas de evaluación, revisión y reclamación de las cualificaciones de los estudios de grado y máster universitario"), the students who take this call must take the mixed exam (40% of the final grade), the supervised project (40% of the grade) and the case studies (10% of the grade). The supervised project must be done individually.

C. Minimum grade

- In any of the cases, in order to pass the course, both in the first and in the second assessment opportunity, a final grade equal to or higher than 5 points out of 10 must be obtained, provided that the student obtains a score equal to or higher than 4 points out of 10 in the mixed test and in the supervised project.

2. SITUATIONS

A. Students with recognition of part-time dedication and academic exemption waiver according to the "NORMA QUE REGULA El RÉGIMEN DE DECICACIÓN Al ESTUDIO DE LOS ESTUDIANTES DE GRADO EN LA UDC" (Arts. 2.3;3.b y 4.5) (29/05/2012) - Students with recognition of part-time dedication and academic exemption waiver must communicate their situation to the teaching staff at the beginning of the course, in order to establish a work programme and timetable. The assessment will be as follows: mixed exam (50%), supervised project (40%) and case studies (10%). The supervised project must be done in a group.

- The minimum grade criteria for students with recognition of part-time dedication and academic exemption waiver are the same as the ones indicated in point 1C.

B. "No presentado" grade

The students who do not attend the final exam that will take place on the date established in the faculty's official exam calendar will be graded as "No presentado" (i.e., no grade). This criterion will apply both in the first and in the second assessment opportunity, as well as in the early December call.

3. ADDITIONAL INFORMATION

- Fraudulent behaviour 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 (e.g., mobile phones, smart watches...) when any of the evaluation test is taking place.

Sources of information

Basic	- Hidalgo, A., León, G., Pavón, J. (2013). La Gestión de la Innovación y la Tecnología en las Organizaciones. Madrid: Pirámide
	- Jin, B.E., Cedrola, E. (2019). Process Innovation in the Global Fashion Industry. Nueva York: Palgrave MacMillan
	- Jin, B.E., Cedrola, E. (2018). Product Innovation in the Global Fashion Industry. Nueva York: Palgrave MacMillan
	- Schilling, M.A. (2017). Strategic Management of Technological Innovation. Nueva York: McGrawHill Education
	- Trott, P. (2017). Innovation Management and New Product Development. Reino Unido: Pearson
	- Vignali, G., Reid, L.F., Ryding, D., Henninger, C.E. (2020). Technology-Driven Sustainability. Innovation in the Fashion Supply Chain. Suiza: Palgrave MacMillan
	O profesorado da materia poderá proporcionar bibliografía adicional en cada un dos temas.
Complementary	- Tidd, J., Bessant, J.R. (2018). Managing Innovation: Integrating Technological, Market and Organizational Change. Wiley

Recommendations
Subjects that it is recommended to have taken before
Introduction to Fashion Business Management/710G03004
Fashion Supply Chain Management I: Procurement/710G03005
Fashion Supply Chain Management II: Operations Management/710G03017
Sustainable Management of the Fashion Value Chain/710G03018
Fashion Supply Chain Management III: Logistics and Transportation/710G03019
Legal Aspects of Fashion/710G03009
Subjects that are recommended to be taken simultaneously
Strategic Management of Fashion Companies/710G03030
Digital Fashion Business/710G03031
Workshop 2: Knowledge Management and Technology Applications in Fashion/710G03033
Subjects that continue the syllabus
Internship/710G03037
Final Year Dissertation/710G03038
Other comments
- Continuous monitoring of the course, participating in all the theoretical and practical activities programmed, through daily work.- Attend classes with a laptop or tablet.- The activities of the course will be delivered through the virtual classroom, in digital format; if this is not possible, we recommend printing on recycled paper, double-sided and avoiding the use of plastic materials.- Attend tutorials.- Work on a continuous basis throughout the course.

(*)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.