

## **Subject Description Form**

<b>Subject Code</b>	<b>SFT414FB</b>
<b>Subject Title</b>	<b>Strategic Fashion Management</b>
<b>Credit Value</b>	<b>3</b>
<b>Level</b>	<b>4</b>
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	Pre-requisite: SFT203FY Managing Fashion Business Exclusion: ITC4077M Strategic Fashion Management
<b>Objectives</b>	<p>This subject aims to:</p> <ul style="list-style-type: none"> <li>• develop a critical understanding of concepts, theories and principles of contemporary strategic management within fashion business;</li> <li>• foster competence in conducting a thorough appraisal of the changing environment and distinctive contexts within which fashion organizations operate; and</li> <li>• examine and evaluate approaches of managerial judgment, risk assessment and results-oriented planning to attain organizational goals.</li> </ul>
<b>Intended Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> <li>(a) systematically expound a range of concepts, principles, techniques and approaches underpinning contemporary strategic management in fashion business;</li> <li>(b) analyse and appraise the structure and nature of the fashion industry, with the focus on the emerging issues of markets, services, consumer expectations within the macro-environment;</li> <li>(c) identify key issues and challenges relating to fashion management, especially those related to technology, innovation, internationalization, sustainability, social responsibility, and stakeholder engagement;</li> <li>(d) evaluate and synthesise information, data and evidence from appropriate sources and use them for informed independent judgements and strategic decision making;</li> <li>(e) apply a range of tools and frameworks to critically, systematically and logically analyse market and organisational factors and evaluate competitive situations and scenarios;</li> <li>(f) formulate and justify strategic plans to improve organizational performance to respond to contemporary functional, business, corporate, network and global challenges in the fashion industry;</li> <li>(g) communicate and present effectively, lucidly and persuasively, management strategies, decisions and actions to internal and external players in the fashion business</li> </ul>

<p><b>Subject Synopsis/ Indicative Syllabus</b></p>	<p><b>(I) Environmental Appraisal</b> Critical appraisal of contemporary key issues and challenges involved in both managing and being managed, including markets, services, managerial operation, consumer expectations in the context of the global fashion industry.</p> <p><b>(II) Organizational Analysis</b> Identify key components of fashion organizations and a range of organizational functions associated with management.</p> <p>Synthesise and evaluate information and data from appropriate sources to gain valuable insights on organizational operations to determine managerial strategies and derive alternatives and recommendations for problem solving and decision making.</p> <p>Analyse the contemporary issues and factors that could influence managerial decisions, such as changing organizational structures, complex environmental conditions, international production, supply chain, new technological developments, people management and information systems, and increasingly diverse work practices.</p> <p><b>(III) Competitor Analysis</b></p> <p>Analyses of competitors' market strategies, value chains, alliances/networks, capabilities, competencies, organisational infrastructure and culture, etc.</p> <p>Projection of competitors' future development and strategies.</p> <p><b>(IV) Approaches to Strategic Management for Fashion Business</b></p> <p>Development of organizational strategic plans, including planning, organising, leading and controlling, to attain organizational goals and inform key aspects of fashion business, from conducting product innovation, implementing marketing activities, coordinating key suppliers with ethical sourcing, to developing customer relationships.</p>
<p><b>Teaching/Learning Methodology</b></p>	<p>Lectures will be used to introduce and review theories, concepts, principles, techniques, and case studies to critically evaluate managerial practices of real-life fashion organizations.</p> <p>Tutorials will include concrete examples of the materials covered in the lectures with more interactive teaching and learning such as cases, business games, and role-playing. Tutorials will provide the opportunity for students to develop competence in applying these principles and techniques to a wide range of examples.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
			a	b	c	d	e	f	g
	Continuous assessment	50%	✓	✓	✓	✓	✓	✓	✓
	Group Project	50%	✓	✓	✓	✓	✓	✓	✓
	Examination	50%	✓	✓	✓	✓	✓	✓	✓
	Total	100 %							
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:  Group project and final exam will allow assessment of students’ understanding of the concepts, principals, and techniques taught in class and their competence to reconcile academic theory with actual practice. The group project will offer opportunities to students to develop strategic plans in team taking marketing research process and market environment as well as organisational factors into consideration. The group project and final exam will be used to determine how well they are able to apply the knowledge learnt in analysing the real-life cases by demonstrating the tools used.								
Student Study Effort Expected	Class contact:								
	• Lecture							26 Hrs.	
	• Tutorial							12 Hrs.	
	Other student study effort:								
	• Assignments							67 Hrs.	
	Total student study effort							105 Hrs.	

**Reading List and  
References**

**Essentials Books**

Barney, J. B. & Hesterly, W. S. (2010). *Strategic Management and Competitive Advantage: Concepts and Cases* (3rd Edition). Pearson/Prentice Hall: Upper Saddle River, NJ.

Hill, C. W. L., Jones, G. R., Schilling, M. A. (2015). *Strategic management: Theory: An Integrated Approach*. Cengage Learning.

Hitt, M. A., Ireland, R. D., Hoskisson, R. E. (2014), *Strategic Management Concepts: Competitiveness and Globalization*. South- Western College Pub.

Varley, R., Roncha, A., Radclyffe-Thomas, N & Gee, L. (2019) *Fashion Management: A Strategic Approach*, London, UK: Macmillan International/Red Globe Press

**Journals**

Strategic Management Journal  
California Management Review  
Sloan Management Review  
Academy of Management Review  
Academy of Management Journal  
Administrative Science Quarterly  
Journal of International Business Studies

**Industry/ Media Sources**

Company websites, Statista (access via library website), Business of Fashion, Newspapers/news sites such as BBC, The Guardian, The Telegraph, Financial Times, The Economist