



## SYLLABUS

**PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION  
FLORENCE UNIVERSITY OF THE ARTS  
FAST - SCHOOL OF FASHION AND ACCESSORY STUDIES AND TECHNOLOGY (FT)**

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SCHOOL OF FASHION AND ACCESSORY STUDIES AND TECHNOLOGY  
DEPARTMENT OF FASHION MERCHANDISING  
**COURSE TITLE: FASHION RETAIL MANAGEMENT**  
**COURSE CODE: FTFCSF360**

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3 Semester Credits

### **1. DESCRIPTION**

This course addresses the procedures involved in managing a fashion retail enterprise and the decision-making inherent in successful merchandising for smaller-scale stores. Knowledge will be acquired through lab practice gained by running a real enterprise in which students and professionals exchange their knowledge and propose successful solutions to be applied. Coursework includes site visits to well-known Italian luxury brands in Florence such as Ferragamo, Gucci, and Cavalli (companies may change according to availability), and special guest lectures from local prominent emerging designers.

### **2. OBJECTIVES**

The aim of this course is for students to learn how to manage a retail store, by addressing its most crucial management issues, dynamics and functions. Students will be able to develop the necessary sensitivity to create and recognize at a glance the storytelling entailed within a retail store through its features and through the type of message that the retail store is conveying. Students will acquire competences and skills to deal with retail store daily operations (opening, closing, cleaning, cash management); store (orders); retail store merchandising (selecting items and displaying them); events and promotion.

At the end of the course students will be able to:

- Understand how to manage a retail store
- Learn the dynamics underlying the management of a retail store
- Understand the importance of retail business in the fashion retail industry
- Evaluate opportunities and careers in the fashion retail industry
- Manage a fashion product's life cycle in store
- Promote and merchandise fashion products
- Outline a basic yet effective marketing strategy for a fashion retail store
- Grasp the fundamentals of how outsourcing impacts the retail environment on a local and global scale
- Analyze the local retail environment to understand how to become competitive
- Learn how e-commerce and online promotion affect the retail environment
- Gain team building, writing, and presentation skills

### **3. REQUIREMENTS**

There are no prerequisites for this course.

### **4. METHOD**

This course consists of lectures, class discussions, and site visits within the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

An asset of the program is the opportunity to showcase student work at FLY, the non-profit retail store of FAST, alongside professional emerging designers based in Italy. All works produced by students will be featured with garment specifications, photographed, and published for promotion on school websites. Garments will undergo a selection process for in-store and classroom placement. Furthermore, FAST experiential learning and internship students will then utilize these items to create window displays and other special installations throughout the season. **For this reason, it is not possible for students to take garments, accessories, and the like home upon course completion.** In the event that a garment is sold, all profits will go toward FUA scholarship funds for future FAST students.

### **5. TEXT BOOK – FURTHER READINGS – RESOURCES**

#### **TEXT BOOK**

*“Fashion Retailing: A multi-channel approach”*, Diamond, Diamond-Litt, Bloomsbury edition

The Textbooks are pre-ordered and available at: Paperback Exchange in Via delle Oche 4r or laFeltrinelli Via dei Cerretani 40R. Textbooks may also be available for purchase online or in e-book format.

The text book is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

#### **FURTHER READINGS – RESOURCES**

www.vogue.com

www.businessoffashion.com

“The World’s most influential Fashion Designers”, Noel Palomo-Lovinski, Barron’s

“Fashion Forecasting”, Brannon, Fairchild books

“Basics Fashion Management 01: Fashion Merchandising”, Virginia Grose. Paperback 2011

Blog: The Blond Salad (<https://www.theblondesalad.com/>)

Blog: Style Bubble (<http://stylebubble.co.uk/>)

#### **LIBRARIES IN FLORENCE**

The FUA library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students may also utilize additional libraries and research centers within the local community:

#### **Biblioteca Palagio di Parte Guelfa**

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio.

Please consult the library website for hours of operation:

[http://www.biblioteche.comune.fi.it/biblioteca\\_palagio\\_di\\_parte\\_guelfa/](http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/)

#### **Biblioteca delle Oblate**

Located in via dell’Oriuolo 26. Please consult the library website for hours of operation:

[www.bibliotecadelleoblate.it](http://www.bibliotecadelleoblate.it)

## **The Harold Acton Library at the British Institute of Florence**

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: [www.britishinstitute.it/en](http://www.britishinstitute.it/en)

### **6. FIELD LEARNING**

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

### **7. COURSE MATERIALS**

No additional course materials are necessary.

### **8. COURSE FEES**

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

### **9. EVALUATION – GRADING SYSTEM**

10% Attendance

20% Class Participation and Assignments

20% Midterm Exam, Field Learning Project (if applicable), Special/Research Project (if applicable)

30% Final Exam

20% Paper/Project

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C-=70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

### **10. ATTENDANCE – PARTICIPATION**

Academic integrity and mutual respect between instructor and student are central to the FUA academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence** the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence** the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

**The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.**

#### **Late Arrival and Early Departure**

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

**Travel (or delays due to travel) is NEVER an excuse for absence from class.**

It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

**Participation:** Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also applies to Field Learning and site visits.

## **11. EXAMS – PAPERS – PROJECTS**

Example of how exams, papers, and projects are detailed and graded:

The **Midterm** exam accounts for 20% of the final course grade. For exam time and date consult the MyFUA course site. **The time and date of the exam cannot be changed for any reason.**

Format: the exam is divided into three sections:

- Part I: Multiple choice questions for a total of 20 points.
- Part II: Short-answer questions (concise explanations, main ideas, key words, names, etc.) for a total 50 points.
- Part III: Essay questions (based on content, vocabulary, detail, etc.) for a total of 30 points.

The final **Paper/Project** accounts for 20% of the course grade.

- Format: topic, length, guidelines, and due date will be provided on MyFUA.
- Material for research will be available in the FUA Library in Corso Tintori 21.

The **Final** exam accounts for 30% of the final course grade. For exam time and date consult MyFUA. **The time and date of the exam cannot be changed for any reason.** Format: the exam is divided into three sections:

- Part I: Multiple choice questions for a total of 20 points.
- Part II: Short-answer questions (concise explanations, main ideas, key words, names, etc.) for a total 50 points.
- Part III: Essay questions (based on content, vocabulary, detail, etc.) for a total of 30 points.
- The Final Exam is cumulative

## **12. LESSONS**

<b>Lesson 1</b>	
Meet	In class
Lecture	Course introduction, presentation of topics, class syllabus and MyFUA course site. Information on assignments and exams. Introduction to fashion retailing and an overview of the fashion retailing industry, with a focus on the expansion of global retail. Overview of fashion principles and theories. Introduction to FLY Fashion Loves You retail store: its incorporation within Florence, and its mission as a unique store combining school, consignment, emerging designer collection, and vintage clothing.
Objectives	Students will acquire information on the course organization and a general grounding on the basics of the retail environment.
Visit	
Readings/ Assignments	Read Chapter 1 “The nature of the fashion retailing industry” Chapter 2 “The global impact of fashion retailing”. Assignment will be provided in class by the instructor.

<b>Lesson 2</b>	
Meet	In class

Lecture	Focus on consumers: rational vs. emotional motives, demographics, multicultural segmentations. Consumer analysis and related store development.
Objectives	Students will become aware of the many different aspects of customer's needs and behaviors that influence retail, as well as the life cycle of each category and their impact on the buying of fashion merchandise.
Visit	
Readings/ Assignments	Read Chapter 4 "The fashion consumer". Assignment on consumer behavior will be provided in class by the instructor.

<b>Lesson 3</b>	
Meet	In class
Lecture	Different techniques on how to gather and research data. The role of Internet. Opening up to potential markets. Ethics and social responsibilities of managers and buyers.
Objectives	Students will acquire skills in devising research techniques aimed at understanding the needs and behaviors of the final client, in order to efficiently deal with existing clients and open up to new markets. Students will focus on ethical concerns and training responsibilities.
Visit	
Readings/ Assignments	Read Chapter 5 "Retail Research directions in today's retail environment" Chapter 6 "Ethical practices and social responsibility by retailers". Assignment on how to generate an effective research strategy, will be provided in class by the instructor.

<b>Lesson 4</b>	
Meet	In class
Lecture	How to locate and select the ideal area where to open a retail store according to demographics, shopping districts, competition, and trends. Overview of visual merchandise and store design.
Objectives	Students will be encouraged to evaluate and understand the selection process to locate, open, and design a successful retail store. Understand the importance of visual merchandise and storytelling.
Visit	
Readings/ Assignments	Read Chapter 7 "On-site and off-site locations" Chapter 8 "Designing and fixturing brick-and-mortar premises" Chapter 9 "The importance of visual merchandising to store". Assignment on store location, will be provided in class by the instructor.

<b>Lesson 5</b>	
Meet	In class
Lecture	Analysis of retail environments in Florence
Objectives	After having received information that will enable them to evaluate the level and quality of retail stores, students are requested to analyze specific parts of the city assigned by the instructor. A class discussion of the case study will follow in the next lessons.
Visit	
Readings/ Assignments	Students will be asked to write their reflections on the retail scene in Florence and present their ideas within a focus group during the following class.

<b>Lesson 6</b>	
Meet	In class
Lecture	The importance of HR, dealing with labor in order to maximize employee retention. How to get merchandise in store, how to manage quality, stock, and prevent its loss. Midterm

	exam preparation review.
Objectives	This class is focused on the importance of setting up the right organizational structure. Acquire basic knowledge of recruitment, training, compensation and benefit. Students are exposed to different methods inherent to stock distribution and management.
Visit	
Readings/ Assignments	Read Chapter 3 “Organizational structures”, Chapter 10 “The Human Resources division”, Chapter 11 “Merchandise distribution and loss prevention”. Assignment will be provided in class by the instructor.

<b>Lesson 7</b>	
Meet	In class
Lecture	MIDTERM EXAM

<b>Lesson 8</b>	
Break	

<b>Lesson 9</b>	
Meet	In class
Lecture	Buyers responsibilities and methodologies for each season’s purchase and plans. Domestic market place vs. off-shore/global market place. Private label and the merchandise mix.
Objectives	Students will understand the role of the buyer in all its seasonal duties, and evaluate whether buying private labels, domestic or non-domestic merchandise in order to structure the best merchandise mix.
Visit	
Readings/ Assignments	Read Chapter 12 “Planning and executing the purchase”, Chapter 13 “Purchasing in the global marketplace” Chapter 14 “Private label importance to the merchandise mix”. Assignment will be provided in class by the instructor

<b>Lesson 10</b>	
Meet	In class
Lecture	Pricing Strategy. How to price position a product and the implication on the marketing strategy. How the product and/or distribution influence the pricing. Retail mark up around the world. Price analysis.
Objectives	Students will become aware of the major pricing strategies and their role, in order to be competitive and to achieve revenue.
Visit	
Readings/ Assignments	Read Chapter 15 “Inventory Pricing”

<b>Lesson 11</b>	
Meet	In class
Lecture	Different types of fashion retail advertising: media and their importance, print vs. broadcast, special events, and cooperative advertising.
Objectives	Students evaluate different types of promotion channels and techniques, and familiarize with different show formats available to promote a successful retail store or network.
Visit	
Readings/ Assignments	Read Chapter 16 “The Importance of Advertising and Promotion”. Assignment on the comparison among different existing store promotional strategies will be provided in

	class by the instructor.
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<b>Lesson 12</b>	
Meet	In class
Lecture	The impact of electronic devices on retail, and the rise of Social Media. Social media vs email power.
Objectives	Students are stimulated to evaluate the impact of electronic devices on the success of a retail environment, and which are the best channels to succeed.
Visit	
Readings/ Assignments	Read Chapter 17 “Communicating to Customers through Electronic Media”. Assignment will be provided in class by the instructor.

<b>Lesson 13</b>	
Meet	In class
Lecture	Personal selling. In-store and off-store services. Emergence of Experience Shopping. Strategic planning in fashion retailing.
Objectives	Students will learn to evaluate the role of a good sales associate according to each store, as an intermediary of the brand core values between the buyer and the final client. Students will be guided through a list of operations that are considered necessary in order to perform personal selling.
Visit	
Readings/ Assignments	Read Chapter 18 “Servicing the Fashion Shopper”. Assignment will be provided in class by the instructor.

<b>Lesson 14</b>	
Meet	In class
Lecture	Review of the material covered in class, lectures, handouts, online references, research, case study, book extracts, etc. distributed throughout the semester. Conclusions and review – preparation for the final exam.
Objectives	Gain and assess your well-rounded perspective on fashion retail.
Visit	
Readings/ Assignments	Review the course material in order to be prepared for the final exam. Read appendix “Careers in Fashion Retailing”.

<b>Lesson 15</b>	
Meet	In class
Lecture	FINAL EXAM