

Department of Consumer, Apparel, and Retail Studies
University of North Carolina at Greensboro

CRS 620 ANALYSIS OF APPAREL AND RELATED INDUSTRIES

6:00 – 7:00 PM ON WEDNESDAYS VIA ZOOM

*Most Wednesdays we will meet until 7:00 pm.
Please reserve your calendar until 7:30 pm for presenting two projects*

INSTRUCTOR: Dr. Elena Karpova
212 Stone Building
email: karpova@uncg.edu
Office Hour: Thursday, 2-3 pm, or by appointment on Zoom

TEACHING ASSISTANT: Farhan Haque, CARS Ph.D. student, f_haque2@uncg.edu

COURSE DESCRIPTION: Analysis of apparel and related industries from raw materials through consumption. Examination of production and marketing of products, technological developments, and domestic and global market strategies.

STUDENT LEARNING OUTCOMES:

Upon successful completion of this course, the students will be able to:

1. Compare the characteristics of apparel and textile goods/industries, compared to other consumer product industries.
1. Analyze and interpret various data to evaluate a business or industry.
2. Analyze trends in global and domestic apparel and related markets, including technological, sustainability, and ESG developments.
3. Apply knowledge of the industry to create value proposition statements and maps for apparel and related businesses and specific target consumers.
4. Critically evaluate an industry segment and propose strategic solutions to increase competitiveness of a business considering ESG impacts.
5. Enhance verbal, written, and visual communication skills to present your ideas to industry professionals.

REQUIRED TEXTS:

The instructor has created a Coursepack from the Harvard Business School resources (<https://hbsp.harvard.edu/import/1078061>). The Coursepack includes cases, readings, and simulation games to practice the concepts covered in the course. Each student is expected to purchase their own Coursepack (\$61.60) – you will not be able to share it for simulation games, which must be completed individually. You will need to create an account to access the Coursepack.

In addition, other required readings are assigned and can be following the [link](#) on Canvas. Note that a login with UNCG computing credentials is required to access the readings via the link.

COURSE PARTICIPATION AND ATTENDANCE:

In your professional life, much of your interactions with colleagues, customers, and suppliers will be online – collaborating, strategizing, reporting, negotiating, etc. Our discussions are your best

opportunity to build these essential skills. Doing so requires everyone come to class prepared and being actively and professionally engaged during each class.

Students are expected to actively engage in class discussions. Class meetings will be conducted via Zoom, and students are expected to have their cameras on during the entire duration of the class.

ASSIGNMENTS:

No late assignments will be accepted. Generous time is given to complete assignments – plan accordingly. In the case of extenuating circumstances, notify the instructor immediately by email. Missing a class is not an excuse for not submitting the assigned homework by the due date.

CARS DEPARTMENT STATEMENT ON STUDENT CONDUCT AND COMPLAINT BEHAVIOR:

The Department of Consumer, Apparel, and Retail Studies (CARS) expects that all students enrolled in the CARS major will behave professionally and in a manner that reflects positively on the department, the school, and the university. This expectation applies to conduct within CARS courses, when working at internship sites, and attending events where students are acting as representatives of the CARS program.

Complaints pertaining to a specific course must first be brought up with the instructor. Per the UNCG University Catalog, if a student wishes to appeal an assigned grade, the student should first discuss the concerns with the instructor. If desired, the student may further appeal to the department head, the dean of the school or college, and the provost, in that order. See the University Catalog for further details on Grade Appeals.

HEALTH AND WELLBEING:

Health and well-being impact learning and academic success. Throughout your time at the University, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336.334.5874, visiting the website at <https://shs.uncg.edu/> or visiting the Student Health Center at 107 Gray Drive. For students in recovery from alcohol and other drug addiction, the Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu.

It is my goal to create a learning experience that is as accessible as possible. If you anticipate any issues related to the format, materials, or requirements of this course, please contact me so that we can explore potential options. Students with disabilities may also wish to work with the Office of Accessible Resources and Services (OARS) to discuss a range of options to remove barriers in this course. Please visit the OARS website for additional information. If you have already been approved for accommodations through OARS, please let me know immediately.

COURSE ASSIGNMENTS AND GRADING:

Weekly individual assignments (15 points x 8 assignments = 120 points)

There is a total of NINE individual assignments, the lowest grade for ONE individual assignment will be dropped by the end of the semester.

The course is conducted in a seminar format, with readings, cases, or simulations assigned for each week. To prepare for class discussions, students are expected to complete weekly assignments. The assignments must be completed individually by each student, following the UNCG Honor Code, and consist of your *original* thoughts, analysis, and judgements.

Follow assignment instructions closely and submit on Canvas ***on Mondays by the end of the day***. Individual assignments are graded based on:

- a) completeness and accuracy of the response,
- b) original/creative ideas or solutions developed by student, and
- c) organization/logic and convention of the response.

The instructor will randomly select 70 to 80 percent of all individual assignments for grading using the above criteria. The rest of the assignments will be graded based on completion.

Cases – preparing for and learning from cases is different from just reading a book chapter. In fact, some MBA courses and programs are *entirely* based on case-based learning. Review several short videos (4-5 minute long) that discuss how to prepare for and learn from cases (<https://appliedabstractions.com/2016/06/19/cases-how-to-prepare-for-and-learn-from-them-2/>).

Class Participation (120 points)

Learning is emergent, in that it is the result of reading and discussing the ideas and concepts that surface within the assigned articles, cases, and simulations. It is expected that all students will actively and thoughtfully contribute to class discussions. Do not underestimate the impact that lack of participation has not just on one's grade, but on the overall learning outcomes that one gains from being actively engaged in discussion. There is a total of 12 class periods (not counting two classes where students are presenting projects), each class participation is worth 10 points. Will be evaluated twice during the semester (60 points by midterm + 60 points by the end of the semester).

In the event of extenuating circumstances, students must notify the instructor before the class. To make up points for a missed class period, students may complete an alternative assignment based on the material covered in the class (e.g., by watching the class video and preparing and submitting a typed summary within one week of the missed class).

Simulation games (55 points)

Two single-player simulation games will be used to apply and practice the course concepts. The simulations, which are included in the Coursepack, will be played multiple times so students will be able to evaluate and adjust their strategies to maximize performance.

Market Analysis Project (75 points)

CRS 620 is partnering with [*Kontoor Brands*](#) for this project. Kontoor team will attend the project presentations. Teams of 2-3 students will analyze an industry segment catered to a specific consumer to create value proposition map and statements for top performers in the market and propose a strategy to gain or maintain competitive advantage for one of the top brands.

ESG Project (100 points)

Each student will select a brand to evaluate its current performance and propose an ESG strategy. Professional presentation of the project to an industry professional.

The grade breakdown is as follows:

- 120 points Class participation

- 120 points Individual weekly assignments (8 x 15 points = 120)
 - 25 points Simulation game 1
 - 30 points Simulation game 2
 - 85 points Market analysis project
 - 120 points ESG project
- Total: out of 500 points possible

Grades are assigned on a scale of A, A-, B+, B, B-, C+, C, and F.

The letter grade breakdown is shown below:

	B+ = 89 – 87%	C+ = 79 – 77%	D+ = 69 – 67%	F = Below 60%
A = 100 – 93%	B = 86 – 83%	C = 76 – 73%	D = 66 – 63%	
A- = 92 – 90%	B- = 82 – 80%	C- = 72 – 70%	D- = 62 – 60%	

Readings & Games List 2023

<i>Date</i>	<i>Readings/Cases/Games & Where to Find Them</i>
Week 1	Course overview
	• Syllabus [Canvas]
Week 2	Introduction to strategy
	• Collis, D. J. & Rukstad, M. G. (2008). Can you say what your strategy is? <i>Harvard Business Review</i> , 86(4), 82-90. [get it here]
	• Casadesus-Masanell (2014). Introduction to Strategy. [Coursepack]
Week 3	Value chain and competitive advantage
	• Ghemawat & Rivkin (2014). Strategy Reading: Competitive Advantage. [Coursepack]
Week 4	Competitive advantage
	• Strategy simulation: Value Champion. [Coursepack]
Week 5	Industry analysis
	• Casadesus-Masanell, R. (2014). Industry Analysis. [Coursepack]
Week 7	Sustainability as a business strategy
	• Porter & Kramer (2006). Strategy and society. <i>Harvard Business Review</i> , 84(12), 78-92. [get it here]
	• Pucker, K. (January 13, 2022). The myth of sustainable fashion. <i>Harvard Business Review</i> . https://hbr.org/2022/01/the-myth-of-sustainable-fashion [get it here]
Week 8	Retail analysis
	• Case Walmart vs. Amazon. [Coursepack]
Week 10	Technology & innovation
	• Case The YES: Reimagining the future of e-commerce with AI. [Coursepack]
Week 11	Market analysis
	• Simulation [Coursepack]
Week 12	Inclusion in fashion
	• Case Mented Cosmetics. [Coursepack]
Week 13	Industry Futuring
	• Arthur, R. (2023). Sustainable fashion communication playbook. United Nation Environmental Programme. https://www.unep.org/interactives/sustainable-fashion-communication-playbook/
	• Joyner Martinez, C. M., & Vladimirova, K. D. (2023). Fashion Futures 2040. Sustainable Fashion Consumption Network. https://sustainablefashionconsumption.org/projects-2/fashion-futures-2040/

TENTATIVE COURSE SCHEDULE 2023

Date	Topic	Required Readings & In-Class Tasks	Assignments Due
Week 1			
8/16 W	Course overview. Introductions	Syllabus	In-class syllabus quiz.
Week 2			
8/21 M	Introduction to strategy	Collis & Rukstad (2008). <i>Can you say what your strategy is?</i> Casadesus-Masanell (2014). <i>Introduction to Strategy</i> .	Assignment 1 due 11:59 pm
8/23 W		In-class discussion of the readings	
Week 3			
8/28 M	Competitive advantage	Ghemawat & Rivkin (2014). <i>Competitive Advantage</i> .	Assignment 2 due 11:59 pm
8/30 W	Market analysis project intro. Simulation 1 intro.	Market Analysis project description. In-class discussion of the reading.	
Week 4			
9/04 M		Labor Day Holiday	
9/06 W	Simulation <i>Value Champion</i>	Complete Simulation <u>rounds 1 & 2</u> In-class simulation debriefing & completing <u>round 3</u>	Simulation rounds 1 & 2 due 5 pm
Week 5			
9/11 M	Industry analysis	Casadesus-Masanell (2014). <i>Industry analysis</i> .	Assignment 3 due 11:59 pm
9/13 W		In-class discussion of the reading	
Week 6			
9/18 M	Market analysis project		Market analysis project due 11:59 pm
9/20 W		Market analysis project presentation to Kontoor professionals	
Week 7			
9/25 M	Sustainability as a business strategy	Porter & Kramer (2006). Strategy and society. Pucker (2022). The myth of sustainable fashion.	Assignment 4 due 11:59 pm
9/27 W		In-class discussion of the readings	
Week 8			
10/02 M	Retail analysis	Case <i>Amazon vs. Walmart</i>	Assignment 5 due 11:59 am
10/04 W		In-class discussion of the case	
Week 9			
10/9 M	Happy Fall Break		
10/11 W	ESG project intro	Project description & recommended readings	Assignment 6 due 5 pm
Week 10			
10/16 M	Technology and innovation	Case <i>The YES: Reimagining the future of e-commerce with AI</i>	Assignment 7 due 11:59 pm
10/18 W	Simulation 2 intro	In-class case discussion	

Date	Topic	Required Readings & In-Class Tasks	Assignments Due
Week 11			
10/23 M	Simulation 2	Complete <i>Managing Segments and Customers</i> <i>Simulation rounds 1 & 2</i>	Simulation rounds 1 and 2 & reflection due 11:59 pm
10/25 W		Simulation rounds 1 & 2 debrief. Playing <u>round 3</u>	Simulation round 3 due 7 pm
Week 12			
10/30 M	Inclusion in fashion	Case Mented Cosmetics In-class case discussion	Assignment 8 due 10 am
11/01 W		In-class case discussion	
Week 13			
11/08 W	ESG project work	No class	ESG project Part 1 due 11:59 pm
Week 14			
11/13 M	Industry futuring	UN's Sustainable fashion communication playbook. Fashion Future 2040.	Assignment 9 due 11:59 pm
11/15 W		In-class discussion	
Week 15			
11/20 M	ESG project		ESG project Part 2 due 11:59 pm
11/22 W		Thanksgiving Break – No Class	
Week 16			
11/29 W		ESG project presentations	ESG final project due