Office hours: by appointment, Mondays 9:30-11:00, room 406, 1 Washington Place

Course Description:
The fashion industry's need to balance the conflicting demands of specialization and globalization requires innovative approaches that connect creativity, design and business. This course considers the dialogue surrounding ways the fashion business can meet these demands by linking aesthetic goals to financial plans. The course is designed to provide students interested in the fashion industry with an opportunity to develop their understanding of various approaches to bridging the gap between design and business. The course will combine hands-on group projects and case studies with interdisciplinary readings in business and design history, consumerism, merchandizing and the business of fashion.

Course Objectives/Learning Goals:
• Provide a comprehensive overview of the fashion industry in its entirety prior to your contemplating your specific role in it
• Demonstrate—through project work and analysis—the importance of balancing both creative vision and commercial savvy in creating a successful enterprise (developing a sense of respect for both left and right brain and the importance of collaboration)
• Maximize learning and participation through experiential, project-based team- and individual work, supplemented with selected readings for context and cultural and historical perspective
• Emphasize the power of combining, and balancing, business perspective with academic expertise, current events with historical perspective, individual reflection and endeavors with team work

Evaluation criteria:
50% timeliness, attendance (class and panel event) and participation
25% intermediate projects/deliverables
25% final project
Please note: all projects and deliverables will be shared with fellow students in the Practicum. Our collective work will inform our collective knowledge.

Deliverables:
Practicum business deliverables are to be posted on the NYU Classes Practicum Projects Forum by noon Thursday prior to the Monday due.

Practicum Project Guide:
1. Each project will have its unique format and content and will be outlined when assigned.
2. There will be four Individual, one two-team, and one Group Project.
3. Grades: a check, check-plus or check-minus. The projects will be evaluated as part of the grade for your total work in class.

Interdisciplinary Readings Response Guide:
THE 4-PART RESPONSE FORMAT—to be followed for each response:
1. Author. Title. Place of publication: publisher, year of publication
2. A one-paragraph summary of the reading
3. List three things that you specifically want to remember from the reading (use bullet points)
4. Discuss how, in your opinion, the information in the reading might relate to the issues discussed in the same day's class or previous classes.
The reading responses are due by noon Thursday prior to each class discussion. Late responses will not be accepted.
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- Send your responses as an email attachment to both professors.
- Plan to write between 2 and 4 pages. The goal is to articulate information, questions, and ideas.
- Grades: a check, check-plus or check-minus. The responses will be evaluated as part of the grade for your total work in class.

**Required texts** (All other required readings will be posted on NYU Classes or distributed in class; see individual assignments for details.)
1. *Ladies Paradise—Au Bonheur des Dames* (1882, situated in France 1850-1870), by Emile Zola, Oxford University Press, USA; Mti edition (February 7, 2013)


**Academic integrity:** As a Gallatin student you belong to an interdisciplinary community of artists and scholars who value honest and open intellectual inquiry. This relationship depends on mutual respect, responsibility, and integrity. Failure to uphold these values will be subject to severe sanction, which may include dismissal from the University. Examples of behaviors that compromise the academic integrity of the Gallatin School include plagiarism, illicit collaboration, doubling or recycling coursework, and cheating. Please consult the Gallatin Bulletin or Gallatin website (http://gallatin.nyu.edu/academics/policies/integrity.html)

**Incompletes:** If you find that you will not be able to complete the course work by the end of the semester, speak with us *before* the end of the semester.

**NOTE:** Laptops and other electronic devices are permitted in class solely for the purpose of note taking.
### Schedule:

<table>
<thead>
<tr>
<th>Session</th>
<th>Required reading/viewing due</th>
<th>Projects/deliverables</th>
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<tbody>
<tr>
<td>Sept. 9</td>
<td>N/A</td>
<td>Artifacts</td>
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| • Welcome to the creative team  
• Share objects.  
Assign readings and review syllabus and projects/expectations and goals | | Distribute survey: Your Three Favorite Brands. Be prepared to discuss your three favorite fashion brands on Sept. 16 |
| 2. Sept 16       | Business:  
• Interbrands Top 100 Global Brands 2012  
• Steve Jobs Chap. 29 Apple Stores  
• HBS Burberry Case Study  
Interdisciplinary:  
• Commodity and Exchange in the Mongol Empire: A Cultural History of Islamic Textiles, chap 1-2,  
• *Logorama* http://vimeo.com/10149605) | Discuss three favorite fashion brands on survey  
Reading discussion  
Assign Individual Project 1 For Sept 23 |
| 3. Sept 23       | Business:  
• Delivering Happiness (Zappos) pgs 142-172  
• Minding the Store (Marcus), chaps. 1 and 2  
• Hug Your Customers (Mitchells specialty store), part 1  
• Victoria’s Secret, *The New Yorker*  
Interdisciplinary:  
• Dressing Up, Intro and chap 2/Looking at the Self  
• Ladies Paradise, chap 1-2 | Individual Project 1 presentations  
Reading discussion |
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<tr>
<td>4. Sept 30</td>
<td><strong>Business:</strong> • Like No Other Store in the World: The Inside Story of Bloomingdales, chap 9: The Ralph Lauren No One Knows</td>
<td>Reading discussion</td>
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<td><strong>Interdisciplinary:</strong> • Louis Vuitton, excerpts • Dressing Up, chap 6/Clothes and Consumers</td>
<td>Assign Individual Proj 2 For Oct 7</td>
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<td>5. October 7</td>
<td><strong>Business:</strong> • Steve Jobs Chapter 26 Design Principals <strong>Minding The Store/Running the Store With A Split Personality, Stanley Marcus</strong></td>
<td>Individual Project 2 Presentations</td>
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<td>Assign Individual Project 3 for October 28</td>
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<td>6. October 21</td>
<td><strong>Business:</strong> • Fashion Business Zara Fast Fashion, HBR • I.T.’s in the Bag, IHT article Feb 19, 2013 • Something is Wrong Here, Menkes, NYTimes T magazine, Aug 25, 2013</td>
<td>Reading discussion</td>
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<td><strong>Interdisciplinary:</strong> • Land of Desire, chap. 2/Facades of Color, Glass, and Light</td>
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<td>7. October 28</td>
<td>Possible reading from Luxury Talent Management</td>
<td>Individual Project 3 presentations</td>
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<td>Interdisciplinary: •Land of Desire, chap 10/Sell Them Their Dreams  •Dressing Up, chap 5/Looking at Others</td>
<td>Reading discussion</td>
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<td>Review questions for guest panel on October 30</td>
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<td>WEDNESDAY OCTOBER 30</td>
<td>PANEL WITH Maurice Marciano (founder and senior executive at Guess, Inc.) and Howard Socol (former CEO of Barneys New York)</td>
<td>6p.m., NYU's Humanities Initiative, 20 Cooper Square, 5th floor</td>
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<td>8. November 4</td>
<td>Interdisciplinary: •Ladies Paradise, chap 10  •Land of Desire, chap 4/Fashion</td>
<td>Reading discussion</td>
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<td>Assign 2-Person Group Project For November 11</td>
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<td>Interdisciplinary: •Blogs, social media sites</td>
<td>Reading discussion</td>
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<td>Session</td>
<td>Required reading/viewing due</td>
<td>Projects/deliverables</td>
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<td>10. November 18</td>
<td><strong>Engaging The Global Chinese Consumer</strong>  &lt;br&gt;Business:  &lt;br&gt;•China’s Next Chapter, Serving the New Middle Class, McKinsey Quarterly 2013 No 3, pgs 54-79  &lt;br&gt;•What Chinese Consumers Want, Huff Post business Aug 9, 2013  &lt;br&gt;•Global Reach of China Luxury, KPMG December 2012  &lt;br&gt;Interdisciplinary:  &lt;br&gt;•Chinese Clothing, excerpts</td>
<td>Reading discussion  &lt;br&gt;Assign Individual Project 4 For Nov 25</td>
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<td>Session</td>
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| 12. December 2  | **Visit to Burberry Showroom and in-depth discussion of final project**                      | **Burberry showroom 444 Madison Avenue**  
**Presentation of aw 2014 men's, women's, non apparel and children's collections**  
**Think about what aspect of the fashion business you are interested in, what is your game plan? Prepare questions for our Guest Responder.** |
|                 | Business: **Fashion Business: How to Write a great Business Plan**, HBR                       |                                                                                             |
|                 | **12. December 2**  
**Visit to Burberry Showroom and in-depth discussion of final project** |                                                                                             |
|                 | **13. December 9**  
**Understanding Your Own Strengths and Passions** |                                                                                             |
|                 | **Business:**  
• Retail Trend Talk, CTP Partners 2013  
• Gilt Group, CEO On Building a Team of Players | **Further discussion regarding final project.**  
**Reading/viewing discussion** |
|                 | **Interdisciplinary:**  
• Fashion criticism panel, Parsons:  
• The Business of Blogging:  
• Shoppable magazines:  
|                 | **14. WED December 11**  
**Final Group Project Presentations** |                                                                                             |

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