Universidad de Navarra

External Internships (FBA)

Guía docente 2026-27

PRESENTATION COURSE 2026-2027

Business consulting projects in which students must apply the knowledge relating to fashion company management that they have acquired throughout the Program. These are projects requested by companies from the industry that raise an issue regarding a topic of interest: repositioning of a brand, consumer surveys, internationalization plans, functional analysis for human resources, etc.

All of these projects feature a broad scope that includes a consumer survey, competition strategy, marketing plan, communication strategy, financial plan, etc., according to the needs of each case. The consultancy project is prepared and delivered in a team work.

- **Degree:** Executive Master in Fashion Business Administration (FBA)
- **Module and subject**: External Internships / External Internships
- **ECTS**: 6 PE (External Internship)
- **Term:** 1,2
- **Type of content**: Mandatory
- **Profesor**: Pedro Mir
- **Language**: English
- **Room:** 3

SKILLS

CB6	Possessing and understanding knowledge that provides a basis or opportunity to be original regarding the development and/or application of ideas, often within a research context.
CB7	Students should know how to apply the knowledge acquired and have an ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts relating to their area of study.
CB8	Students should be able to integrate knowledge and face the complexity of making judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

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CB10	Students should have the learning skills that allow them to continue studying in a way that is largely self-directed or autonomous.
CG01	Development of a problem-solving approach; becoming accustomed to thinking critically and proposing creative solutions to problems.
CG02	Identification and effective handling of information relevant to the work. Exhaustive management of information sources within the fashion industry and gathering of data, contrasting them with different situations.
CG03	Development of personal skills for management: prioritizing objectives, programming activities in an appropriate manner and executing them within the foreseen period, revealing a capacity for criticism, reflection, time management, sensitivity to human diversity, in different situations and in different cultures, as well as an ability to continue learning through experience.
CG04	Achieving effective performance in teamwork environments. Developing the ability to foster an environment of collaboration, communication and trust among team members, as well as diagnosing, facing and resolving interpersonal conflicts without damaging personal relationships.

CG05	Listening to and conveying ideas effectively, using the appropriate channel at the right time, basing your observations and conclusions on specific data.
CG06	Reaching satisfactory agreements for the parties involved, and discovering or creating elements that generate an added-value dimension for the relationship.
CG07	Develop initiative and entrepreneurial behavior capabilities, initiating and promoting the necessary changes with energy and personal responsibility.
CG08	Acquiring new knowledge, modifying habits and being open to change.
CG09	Recognizing and addressing the ethical and social responsibility dilemmas in an appropriate manner, applying deontological principles and organizational values to the situations and options that are presented.
CG10	Developing business leadership, not only as a matter of knowledge, technology or charisma, but becoming aware that it also feeds on generosity, creativity, enthusiasm and the example of one's own behavior, as well as an ability to create a climate of trust among collaborators.
CE02	Students should develop, from an anthropological point of view, the concepts of motivation, organizational dimension, management style and organizational behavior.

CE01	Students shall acquire the knowledge and precise skills to define and evaluate the "Marketing Mix," the management of operations, the strategy and business model, the financial management and the economic impact of decisions within the fashion industry.
CE03	Students shall acquire knowledge and skills relating to the management of people in creative environments, as well as the management and development of people and teams within these organizations.
CE04	Managing techniques relating to the management of operations (products, processes, information systems, etc.) at fashion companies; being able to diagnose and implement continuous improvement processes.
CE05	Reflect, as eventual entrepreneurs, on the field of fashion, analyzing the circumstances that often surround the phenomenon of entrepreneurship.
CE06	Identify, in the fashion industry, the specific problems of small and medium-sized companies with a poor level of professionalization.
CE07	Acquire knowledge and skills relating to the analysis, design and evaluation of company policies, in changing environments, to satisfy the interests of its clients and other stakeholders, including criteria such as sustainability, globalization and corporate social responsibility.
CE08	Students will study fashion as a multidisciplinary phenomenon, together with its cultural and historical references, as well as its main markets and players.

CE09	Acquire a global vision of the fashion industry and the functioning of its market: to understand fashion as a sector of activity subject to progressively shorter cycles, one that struggles to adapt to a complex consumer in which decisive factors - aesthetic, sociocultural, anthropological, emotional - have to be known in depth (segmentation, behavior, trends).
CE10	Design a business strategy, in constantly-changing contexts, in which the following play a key role: commercial research, consumer behavior, the portfolio of company brands, the distribution process and business plans.
CE11	Gain an in-depth knowledge of the most innovative business models in the fashion industry and understand and manage factors concerning innovation relating to products, designs, materials, manufacturing processes, distribution and the sale of fashion items.

PROGRAM

Tea**ching Methodologies**

Lectures

Student's study based on different sources of information

Elaboration of reports

Personal study

ASSESSMENT

ORDINARY CALL

The final assessment of the internships will be carried out as follows:

a. Active participation. Participation in classes, seminars, and practical sessions: 30%

b. Elaboration of the Consultancy Project: 70%

EXTRAORDINARY CALL

Should students fail the subject, they will prepare an additional consultancy project. It will account 100% of the grade

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OFFICE HOURS

At the request of the student, the most convenient tutorial times shall be arranged.

Prof. Pedro Mir

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