



PRESENTATION

- **Degree Program:** Bachelor in Business Administration – General Management
- **Module/ Subject area:** 7. Electives / 7.1. General Electives
- **ECTS:** 3
- **Year, semester:** 4th Year – First Semester
- **Course type:** Elective
- **Instructor:** Rocío Elízaga
- **Language:** English
- **Room, timetable:** Wednesday from 12:00h to 14:00h, Aula M02, Amigos Building.
Available on [the School of Economics website – University of Navarra](#)

LEARNING OUTCOMES (Competencies)

Basic Competencies:

- # **CB2.** Apply theoretical knowledge to real business contexts and solve problems.
- # **CB3.** Collect and interpret relevant data to make informed judgments based on economic and ethical criteria.
- # **CB4.** Communicate information, ideas, problems, and solutions clearly to both specialized and general audiences.
- # **CB5.** Develop autonomous learning strategies for continuous education.

General Competencies (Business Field):

- # **CG2.** Integrate and apply acquired knowledge to identify and solve problems.
- # **CG4.** Use critical and independent reasoning on economic and business issues.
- # **CG5.** Effectively communicate analysis and conclusions in oral presentations and written work.
- # **CG6.** Understand the contexts in which business activities take place: markets, regulations, history, and human factors.
- # **CG7.** Analyze the process of defining and implementing business goals and strategies.
- # **CG8.** Develop future scenarios and make estimations using relevant business information.

PROGRAM

Brief description:

This elective course offers students a strategic perspective of the fashion business from both a strategic and operational standpoint. The sector is studied as a complex value chain, analyzing internal and external activities, operational decisions, and the impact of different business models on distribution, marketing, and customer relationships. Each session combines theoretical content with practical application.



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

- Understand the complexity of the fashion sector from a business perspective.
- Identify operational, logistical, and marketing challenges faced by companies.
- Analyze business models and value chains in fashion companies.
- Evaluate digitalization and sustainability trends in the sector.

Program

Block 1: Introduction to the Fashion Business

- # Fashion as an industry and value chain.
- # Key characteristics of the sector.
- # Global trends.
- # Roles in the fashion ecosystem.

Block 2: Strategy in the Fashion Sector

- # Segmentation.
- # Sector analysis using strategic management tools.

Block 3: Business Models and Strategic Marketing

- # Business models: wholesale, retail, e-commerce, omnichannel.
- # Business categories: luxury, premium, fast fashion, ultra fast fashion.
- # Marketing and communication strategies.
- # Brand positioning and consumer relationship.

Block 4: Operations and Purchasing in Fashion Companies

- # Product lifecycle and inventory management.
- # Sourcing strategies and supply chain management.
- # Operational decision-making: fast fashion vs. programmed fashion.

Block 5: Trends: Digitalization and Sustainability

- # Technological innovation: AI, big data, digital platforms.
- # Sustainable strategies and value creation.
- # Future perspectives for the fashion industry.

LEARNING ACTIVITIES

In-class activities: 19.5 hours (13 sessions of 1.5 h)

- # Theoretical-practical classes with concept explanation, debates, case resolution, and group work.

Independent work: 55.5 hours

- # Reading and case preparation.



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Individual reflection exercises.

Tutorials:

Individual or group (1.5 hours).

ASSESSMENT

Ordinary Call

- Class participation and exercises: 20%
- Applied case resolution: 25%
- Final exam: 55%

To pass the course, students must achieve a minimum overall score of 5 out of 10.

Extraordinary Call

- Final exam (oral + case): 70%
- Participation grade: 30% (only if obtained during the course)

TUTORING HOURS

Rocío Elízaga Puig (rocio.elizaga@isem.es)

Tutoring hours will be announced at the beginning of the course

BIBLIOGRAPHY AND RESOURCES

The State of Fashion (BoF & McKinsey, latest edition) [Disponible on line](#).

Reports by Modaes and other industry sources

Harvard Business School case studies

Academic articles, business press, and sector publications