



Universidad  
de Navarra

### *Fashion Company Management (FBA)*

*Guía docente 2025-26*

## INTRODUCTION

### Course Description:

This subject focuses on developing conceptual schemes and advanced tools, especially oriented towards defining a competitive strategy and business keys through information and control systems, as well as tackling aspects such as government bodies and their responsibilities, professionalization, growth and consolidation, and crisis situations. The student must analyze the business, structures, processes and institutional configuration at fashion companies and discuss them with senior managers from the sector.

- **Titulación:** Executive Master in Fashion Business Administration
- **Módulo/Materia:** Applied Module/ Fashion Company Management
- **ECTS:** 4,5
- **Curso, semestre:** 1-2
- **Carácter:** OB
- **Profesorado:**
- **Idioma:** English
- **Aula, Horario:** Aula 5

## SKILLS

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.



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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.

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.

CB9 - Students should know how to communicate their conclusions and knowledge and the ultimate reasons that underpin them to specialized and non-specialized sections of the public in a clear and unambiguous way.

CB10 - Students should have the learning skills that allow them to continue studying in a way that is largely self-directed or autonomous.

CE06 - Identify, in the fashion industry, the specific problems of small and medium-sized unprofessional companies.

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.

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 commercial 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

The subject, Fashion Company Management, has 4.5 ECTS and consists of 2 courses:

1. Course: General Management ([content course](#))



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No. of sessions: 9

Language: English

Professor: Prof. Joaquín Javaloyes

E-mail: Joaquin.Javaloyes@iese.net

## 2. Course: Brand Internationalization ([content course](#))

No of sessions: 11

Language: English

Professor: Prof. Luis Lara

E-mail: luislaraarias@gmail.com

## EDUCATIONAL ACTIVITIES

### Training Activities

- Face-to-face classes
- Teamwork
- Guided projects
- Tutorials
- Personal study
- Assessment

### Teaching Methodologies

- Face-to-face classes
- Resolution of practical cases.
- Learning based on problem-solving
- Implementation of practical exercises
- Student's study based on different sources of information
- Implementation of off-campus work
- Preparation of reports
- Personal study

## EVALUACIÓN

The course grade will be the average of the grades for the subjects that make up the course. The grade for each subject will depend on the different assessment procedures indicated by each professor in their teaching guide.



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All courses must be passed to calculate the average.

Should students fail the course, they have a right to a retake test.

Lack of attendance shall be taken into account in the final grade for the courses.

Percentage of each subject with regard to the Course Grade:

- General Management 45%

- Brand Internationalization 55%

## **OFFICE HOURS**

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

General Management - Prof. Joaquín Javaloyes: [Joaquin.Javaloyes@iese.net](mailto:Joaquin.Javaloyes@iese.net)

Brand Internationalization - Prof. Luis Lara: [luislaraarias@gmail.com](mailto:luislaraarias@gmail.com)

## **BIBLIOGRAPHY AND RESOURCES**

Check the bibliography of each course