Universidad de Navarra

Human Behavior (FBA)

Guía docente 2026-27

INTRODUCTION

The subject primary objective is to lay the fundaments of human motivation and leadership, teamwork and team dynamics, organizational development and life cycles and cultural implications, personal development and processes of change and transformation.

- **Degree:** Executive Master in Fashion Business Administration (FBA)
- **Module and subject**: Fundamentals Module / Human Behaviour
- **ECTS**: 3
- **Term**: 2,3
- **Type of content**: Required
- **Professors:**
- **Part 1: Human Behavior** - Profª. Rocío Alcazar
- **Part 2: Business Ethics** - Prof. Santiago Martínez
- **Part 3: Fashion Antropology** - Prof.ª María Guibert
- **Language**: English
- **Room**: 1

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.

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.

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.

CE02 Students should develop, from an anthropological point of view, the concepts of motivation, organizational dimension, management style and organizational behavior.

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.

PROGRAM

The subject Human Behaviour has 3 ECTS, and consists of three parts:

Part 1: Human Behavior (check the content here)

No. of sessions: 7

Language: English

Professor Rocío Alcazar

E-mail: Rocio_alcazar@legatocoaching.com

Part 2: Business Ethics (check the content here)

No. of sessions: 7

Language: English

Professor: María Clames

E-mail: mariaclaraames@gmail.com

Part 3: Fashion Antropology (check the content here)

No. of sessions: 5

Universidad de Navarra

Language: English

Professor: María Guibert

mguibert@unav.es

EDUCATIONAL ACTIVITIES

Training Activities

Face-to-face classes

Teamwork

Guided projects

Tutorials

Personal study

Assessment

Teaching Methodology:

· The methodology used is the case method. This helps students to develop managerial skills whilst dealing with real business problems in class, effectively teaching them to think and decide as managers.

· Face-to-face classes

· Resolution of practical cases.

· Learning based on problem-solving

· Implementation of practical exercises

· Assessed participation in group discussions

· Personal study

ASSESSMENT

The grade will be the average of the grades for the parts Human Behaviour and Business Ethics (Fashion Antropology is not evaluated). The grade for each subject will depend on the different assessment procedures indicated by each professor in their program.

All courses must be passed to calculate the average

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

Non-attendance shall be taken into account in the final grade for this course.

Percentage of each subject with regard to the final grade:

Human Behaviour: 50%

Business Ethics: 50%

OFFICE HOURS

Universidad de Navarra

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

Human Behaviour: Profª. Rocío Alcazar: Rocio_alcazar@legatocoaching.com

Fashion Anthropology: Prof. María Guibert: mguibert@unav.es

Business Ethics: Prof. Santiago Martínez : santi.martinez@providentia.fi

BIBLIOGRAPHY AND RESOURCES

Check the bibliography of each part