



PRESENTATION COURSE 2026-2027

Description:

The Master's Final Dissertation (TFM) consists of preparing and presenting the business plan for an idea that has emerged from the students themselves. The project allows students to apply and synthesize concepts and techniques from the functional areas of accounting, finance, management, marketing, operations management, and organizational behavior within the context of the creation of a new company.

They are expected to summarize and integrate the knowledge acquired during the Master's and put it into practice. Therefore, it is an opportunity to develop the general and specific skills acquired and consolidated throughout the Program. Innovation and complexity in the projects are highly valued.

The Master's Final Dissertation helps students acquire the necessary skills to work on a successful business model, developing and writing a concise, coherent, effective and complete business plan, reflecting on the launch of an entrepreneurial business (reflecting on some fundamental issues related to the creation of businesses and learning how to evaluate the risks, challenges and rewards related to the process). Thus, the Master's Final Dissertation becomes a project that allows students to embark with confidence on the process of turning their entrepreneurial aspirations into a reality.

- **Degree:** Executive Master in Fashion Business Administration
- **Subject:** Master's Thesis Dissertation
- **ECTS:** 6 ETCS
- **Semester:** 2-3
- **Course:** Master's Thesis Dissertation
- **Professor:** Ignacio Gallardo
- **Language:** English
- **Room:** 3

RESULTS OF KNOWLEDGE (Competences)

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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.
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.
CE05	Reflect, as eventual entrepreneurs, on the field of fashion, analyzing the circumstances that often surround the phenomenon of entrepreneurship.
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.

PROGRAM

- 1- Analysis of the main trends in our environment
- 2- Where do good ideas come from?
- 3- From the idea to the business project
- 4- Business models
- 5- Strategic plan (external, internal and SWOT analysis)
- 6- Objectives and strategies
- 7- Departmental plans (marketing, operations, HR, Finance)
- 8- Keys for the implementation
- 9- How do I finance the new project?
- 10- How do I present it to investors?

ACTIVITIES



Universidad de Navarra

Lectures: 12 h; 100 Attendance

Tutorials: 20 h; 100 Attendance

Personal Study: 70 h; 0 Attendance

Exam: 10 h; 100 Attendance

Students work in groups and have the support and guidance of a tutor who will accompany them during the development of the business idea, leading up to its presentation.

Groups will have 4-6 students each.

EVALUATION

ORDINARY CALL

The assessment will be carried as follows:

- a. Active presence in class: number and quality of contributions during the discussion sessions for the cases: 30% (individual grade)
- b. Elaboration and defence of the Thesis: 70% (team grade)

EXTRAORDINARY CALL

If a student fails in the subject, they will have to prepare an additional project, which will account for 100% of the grade.

ATTENTION

Ignacio Gallardo

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- On demand by mail

BIBLIOGRAFY AND RESOURCES

- [Lean Start up, Eric Ries](#) [Localízalo en la biblioteca](#)
- [The Art Of The Start by Guy Kawasaki](#) [Localízalo en la biblioteca](#)
- [Business Model Generation by Alexander Osterwalder, Yves Pigneur](#) [Localízalo en la biblioteca](#)
- [The \\$100 Startup by Chris Guillebeau](#) [Localízalo en la biblioteca](#)
- [Disciplined Entrepreneurship, Bill Aulet](#) [Localízalo en la biblioteca](#)