Universidad de Navarra

Operations in the Fashion Industry (FBA)

Guía docente 2026-27

INTRODUCTION

This subject encompasses three key aspects: understanding the main variables of action that we have to influence the way in which operations add value to a fashion company; understanding the main phenomena that appear in operations (analysis,diagnosis and management of stock queues); and knowing how to design an operations system based on "destroying the problem," by going to the very root of it. This subject also addresses the question of how to plan a fashion collection, as well as the management of information systems and their impact on the organizational structure.

- **Degree**: Executive Master in Fashion Business Administration (FBA)
- **Module and subject**: Fundamentals Module / Operations in the Fashion Industry
- **ECTS**: 5,5
- **Term**: 1-2
- **Type or content**: Required
- **Professors:**
- **Part 1: Operations Management:** Philip Moscoso
- **Part 2: Buying Process:** Elvira Pesquera
- **Language:** English
- **Room:** 1

COMPETENCIES

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.

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.

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.

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.

PROGRAM

The subject Operations in the Fashion Industry has 5,5 ECTS, and consists of two parts:

Part 1: Operations Management **(check the content here)**

Nº. of sessions: 13

Language: English

Professor: Philip Moscoso

Email: PMoscoso@iese.edu

Part 2 : Buying Process **(check the content here)**

Nº of sessions: 10

Language: English

Professor: Elvira Pesquera

Email: elvirapesqueramenendez@gmail.com

TRAINING 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
- Drafting of reports
- Personal study

ASSESSMENT

The grade will be the average of the both parts. The grade for each part will depend on the different assessment procedures indicated by each professor in their teaching guide.

All parts must be passed to calculate the average.

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

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

Percentage of each part with regard to the general grade:

- Operations Management: 60%
- Buying Process: 40%

OFFICE HOURS

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

Part 1: Operations Management.

Prof. Philip Moscoso

Email:PMoscoso@iese.edu

Part 2: Buying Process

Proª Elvira Pesquera.

Email: elvirapesqueramenendez@gmail.com

BIBLIOGRAFY AND RESOURCES

Check the bibliography of each part