
MARKETING IN ACTION

**Grado en Administración de Empresas / Bachelor in
Business Administration BBA SEP-2024 MIA-NBA.2.S.C**

Area Marketing and Communication

Number of sessions: 15

Academic year: 24-25

Degree course: SECOND

Number of credits: 3.0

Semester: 2º

Category: COMPULSORY

Language: English

Professor: **RAMON MENDEZ RODRIGUEZ**

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MARIA PAZ MENENDEZ ESCANDON

Maria Paz currently works as Regional Manager at the International Baccalaureate (IB) at its Africa, Europe and Middle East Global Centre located in The Hague, The Netherlands. Previously she was Senior Advisor for Development, Marketing and Communications in the IB Foundation Headquarter in Geneva, Switzerland. Maripé has also been Director of Marketing and Communications at Legg Mason-Vetusta in Geneva, Managing Director of the IE Fund in New York, U.S.A., Director of Communications at IE Business School in Madrid and Deputy Director of Communications at Yves Saint Laurent Madrid, Spain.

Prof. Menéndez is a Ph D. Candidate at Universidad Autónoma of Madrid. She holds an International M.B.A. from IE Business School (Madrid, Spain), a Masters of Research in Educational and Social Research from The Institute of Education at the University of London - UCL (U.K.), a Bachelor's Degree in Economics and Business Administration from the University of Oviedo (Oviedo, Spain) and has attended several executive programs in Board of Directors Management at Harvard Business School (Boston, U.S.A.).

María Paz Menéndez is engaged with several research activities as a member of the GIPES Research group at Autónoma University of Madrid, Spain. She has written several articles in peer-review journals and has presented research papers at several conferences. She is a member of the Spanish Society of Pedagogy.

RAMÓN MÉNDEZ RODRIGUEZ

Marketing & Branding expert with more than 23 years in both top FMCG companies (Unilever & Kraft/Mondelez) and Consulting companies (working with Coca-Cola, Heineken, Nespresso...). Marketing Professor at IE since 2010.

- From 2017: Brand strategist and Marketing & Branding Consultant
- From 2012: General Manager & Content Director BMC Strategic Innovation EU (Branding, Consumer and Innovation Agency, working with top global companies, such as Coca Cola, Heineken, Unilever, Nespresso, BBVA,...)
- From 2010: Marketing Professor and Marketing electives coordinator at IE.
- 2003-2011: Different Marketing roles in Mondelez/Kraft. Marketing Director Tassimo &

Saimaza, Marketing Manager Oreo, Chips Ahoy!, Brand Manager Milka & Philadelphia...

- 2000-2003: Brand Manager Unilever. Brand: Dove

Educational background:

- 2017-2019: Master in Humanistic Psychology by Universidad de Alcalá
- 2006 - 2012: Marketing Academy at Kraft Foods, completing different course in branding, strategy, consumer, insights...
- 1996-2000: B.Sc. (Hons.) Economics, majored in Marketing. Universidad Autónoma de Madrid

Office Hours

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SUBJECT DESCRIPTION

This course is intended to provide a realistic learning experience for undergraduate students in the area of marketing. Students will be exposed to experiment with marketing strategies and implementation in an engaging challenge-like exercise. Followed to "Marketing Fundamentals" and "Marketing Management" courses, students are required to take action by developing marketing strategic planning and making tactical execution decisions. Exploration of above topics will be developed along two dimensions: applying marketing concepts and developing project management skills. Students will develop a real consultancy project in the marketing area of an existing company.

LEARNING OBJECTIVES

The main learning objectives of this real-life course are to improve your skills to:

- Assess market opportunities by analyzing your consumers, competitors, context, and your company's strengths and weaknesses
- Plan and manage a real-life marketing challenge
- Develop effective marketing strategies to achieve your identified business opportunities
- Design your marketing tactics to maximize your potential success
- Communicate and defend your data driven decisions recommendations
- Raise students' employability by undertaking real-life marketing decisions.

TEACHING METHODOLOGY

Built from the ground up, IEU is founded on the core values of global employability, internationalization, a humanistic approach to education, and an entrepreneurial spirit. Marketing in Action is built on IEU core values and thereafter is a student-centered course where instructors play a guidance role, leaving students to make their own real-life decisions. Learning should focus on meaningful questions and contexts and the voice of the learner is considered to be as important as the voice of the teacher. The teacher is viewed as a supporter of student learning, rather than a transmitter of knowledge, making use of questions and tasks that help the student work in their “zone of proximal development”. This term, originally used by Vygotsky (1962 and 1978), represents the range of achievement that lies between what the student can manage on his or her own and what he or she can manage with the support of the teacher. The emphasis is on engaging and challenging the learner’s existing mental models in order to develop a greater depth of understanding and to improve performance.

Instruction is designed as team-guidance, in which the teachers challenge student thinking and demonstrates a range of appropriate responses to the proposed marketing challenge. This course is co-guided by the challenge teacher and the marketing one to enhance students’ learning. The challenge teacher, member of the marketing faculty has developed the challenge and offers enhance learning experience throughout the course. The marketing teacher plays a consultancy role for students with their expertise in the field.

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor’s main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	13.3 %	10.0 hours
Discussions	13.3 %	10.0 hours
Group work	66.7 %	50.0 hours
Individual studying	6.7 %	5.0 hours
TOTAL	100.0 %	75.0 hours

AI POLICY

AI Policy: In this course, the use of generative artificial intelligence (GenAI) is encouraged, with the goal of developing an informed critical perspective on potential uses and generated outputs.

However, be aware of the limits of GenAI in its current state of development:

- If you provide minimum effort prompts, you will get low quality results. You will need to refine your prompts to get good outcomes. This will take work.

- Don't take ChatGPT's or any GenAI's output at face value. Assume it is wrong unless you either know the answer or can cross-check it with another source. You are responsible for any errors or omissions. You will be able to validate the outputs of GenAI for topics you understand.

- AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work].

Referencing AI:

- The in-text citation should contain quotation marks using the referencing style already in use, for example: "the development of the market variables" (text taken/paraphrased from ChatGPT, 2025).

- The reference in the bibliography should also contain the prompt given to the AI tool and the date it generated the text, for example: Open AI. (15 January 2025). ChatGPT response to example prompt about example topic.

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

PROGRAM

SESSION 1 (LIVE ONLINE)

Challenge presentation with the participation of the company, IE faculty and an expert lecturer.

Challenge professor

SESSION 2 (LIVE IN-PERSON)

Expert guided consultancy

Marketing professor

SESSION 3 (LIVE IN-PERSON)

Expert guided consultancy

Marketing professor

SESSION 4 (LIVE IN-PERSON)

Expert guided consultancy

Marketing professor

SESSION 5 (LIVE IN-PERSON)

Expert guided consultancy

Marketing professor

SESSION 6 (LIVE IN-PERSON)

Expert guided consultancy
Marketing professor

SESSION 7 (LIVE IN-PERSON)

Expert guided consultancy
Marketing professor

SESSION 8 (LIVE IN-PERSON)

Elevator Pitch
Marketing professor

SESSION 9 (LIVE IN-PERSON)

Expert guided consultancy
Marketing professor

SESSION 10 (LIVE IN-PERSON)

Expert guided consultancy
Marketing professor

SESSION 11 (LIVE IN-PERSON)

Final project exam
Marketing professor

SESSION 12 (LIVE ONLINE)

Challenge semifinals. Best project of each class will present online to an external panel.

SESSION 13 (LIVE IN-PERSON)

Challenge semifinals. Best project of each class will present online to an external panel.

SESSION 14 (LIVE ONLINE)

Final presentation to company. Three best projects will present to a final panel composed by client's management team.

SESSION 15 (LIVE ONLINE)

Final presentation to company. Three best projects will present to a final panel composed by client's management team.

EVALUATION CRITERIA

Students will be graded in 4 criteria as indicated below. Three best graded projects of all classes will be presented to the company.

All components of the assessment should have a minimum of a 5 (passing grade) as requirement in order to pass the subject. Failing one of the five components will be considered as a FAIL grade for the subject.

Elevator pitch:

All groups will send their marketing professor a 5min video as an elevator pitch describing their ideas and actions to address the challenge.

Final project exam:

Each group have 2 deliverables. A presentation and a report (max. 10 pages).

Challenge semifinals:

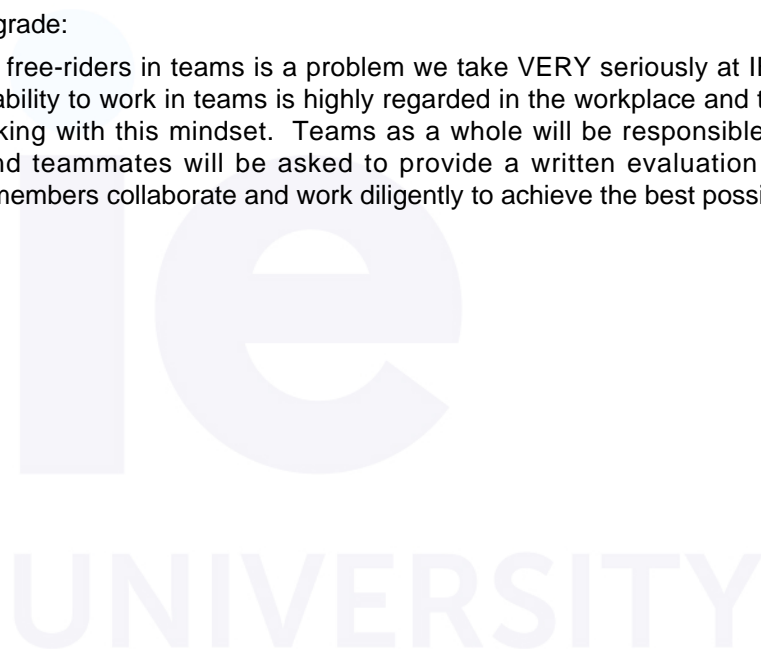
Best project of each of the BBA classes will participate in the challenge semifinals and will make a 5 min elevator pitch to an external panel.

Challenge final:

Best 3 projects of all E BBA program, will present at the client's headquarter offices. Time allocated will be confirmed.

Peer-evaluation grade:

The presence of free-riders in teams is a problem we take VERY seriously at IE University. The willingness and ability to work in teams is highly regarded in the workplace and this class will help you to start working with this mindset. Teams as a whole will be responsible for their general management and teammates will be asked to provide a written evaluation of their peers to ensure all team members collaborate and work diligently to achieve the best possible results.



Participation grade:

Even though this is a project based course, attendance to class is mandatory. Students who do not comply with the 80% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enroll again in this course next academic year).

Grading:

Grades will be distributed on the following scale based on the Spanish Ministry of Education official grading scale:

Grade Range

Sobresaliente

10.0 - 9.0 Each student has four (4) chances

to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 80% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

Regarding to the newly implemented 'liquid learning' model, all students must still abide by the same IEU attendance policy, including those students who are connecting remotely to class sessions and not physically in the classroom because they are unable to be physically in Spain, on campus. During the sessions, students connecting remotely are required to fully connect their camera and microphone at all times, and must actively participate during the sessions (using all necessary audiovisual equipment), just as their fellow peers who are physically present in the classroom on campus.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

Ø Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

Ø It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

Ø The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.

Ø Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

! Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

! In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

Notable

8.9 - 7.0

Aprobado
Suspendido

6.9 - 5.0
4.9

criteria	percentage	Learning Objectives	Comments
Group Presentation	50 %		
Class Participation	15 %		
Group Work	15 %		
Other	20 %		

RE-SIT / RE-TAKE POLICY



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BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

