

MARKETING MANAGEMENT

**Grado en Administración de Empresas / Bachelor in
Business Administration BBA SEP-2024 MMn-NBA.2.M.F**

Area Marketing and Communication

Number of sessions: 20

Academic year: 24-25

Degree course: SECOND

Number of credits: 4.0

Semester: 1º

Category: COMPULSORY

Language: English

Professor: **MARTA MARTÍN MORENO**

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Professor Martin Moreno has over 20 years of international experience in marketing, with emphasis on product development, brand, communications, retail, consumer behavior and loyalty. Marta has held management positions at KIMBERLY-CLARK (US and London), TUPPERWARE EUROPE (Belgium), SARA LEE INTERNATIONAL (Belgium) and CARREFOUR (Spain).

She graduated in Business Administration at ICADE, and has a Master in Business Administration from Thunderbird Graduate School of Management, Arizona. Currently she is a PhD candidate working on her thesis in marketing. She is also a professor of the master MIM and Executive Program at IE and Loyola University. She has given lectures at the master in "Talent Marketing" at the Universidad Pontificia Comillas, and Master in Distribution at CECO.

Marta is fluent in Spanish, English and French.

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

This course is conceived as the natural extension to the Marketing Fundamentals course that students, now in their second year of their BBA degree, took on their first year. If the previous course focused on Marketing Positioning and Strategy, this one is all about Implementation of that Strategy. While the Fundamentals course revolved around Market Research and Consumer Behavior analysis as the tools to arrive at the correct Segmentation, Targeting and Positioning necessary to formulate a winning Marketing Mix, this Marketing Management course is about how to set that Marketing Mix in motion. Application of the appropriate marketing tools for each situation and putting Marketing to work towards the goals of the organizations, is the essence of this course.

LEARNING OBJECTIVES

- To fully understand the elements of the Marketing Mix.
- To go beyond the knowledge of Marketing Strategy into Marketing Implementation, and to see in practice how timing, metrics and control can mean the difference between success and failure for the business.
- To venture beyond the traditional marketing tools and become familiar with the Digital Marketing tools available today.
- Within the context of Marketing, the objective is that students become aware of how ESG (Environment, Governance, Social Challenge, Economic Development) related issues are either present or permeate a multitude of Marketing decisions and considerations.

Marketing is a practical endeavor based on solid theoretical foundations and a wide body of published research. This course will achieve the students' understanding of the theory by requiring that they put it into practice. Its 20 sessions are structured observing the right balance between theory and practice. This course should allow students achieve the following learning objectives (see above)

TEACHING METHODOLOGY

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	40.0 %	40.0 hours

Exercises in class, Asynchronous sessions, Field Work	32.0 %	32.0 hours
Group work	28.0 %	28.0 hours
TOTAL	100.0 %	100.0 hours

AI POLICY

Generative artificial intelligence (GenAI) tools may be used in this course for [describe acceptable use cases, research, , proofreading, grammar check, coding, image generation] with appropriate acknowledgement. GenAI may not be used for [describe the limitations, e.g. assignments, group submissions, exams]. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

Below, a suggested format to acknowledge the use of generative AI tools. Please note that acknowledging AI will not impact your grade.

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]

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

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

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Description: Introduction to the Course. Overview of Marketing Fundamentals course.

Materials: Before the session begins, read syllabus and review notes from Marketing Fundamentals course of previous semester.

Sustainability in Marketing: Recommended reading of Chapter 20 of Kotler's textbook; Sustainable Marketing, Social Responsibility and Ethics.

Book Chapters: Principles of Marketing Chapter 20

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic Environment: Reduce waste & obsolescence (SDG 12) Reducing and improving waste generation, processing, collection, & transport, to recover, reuse, repair, & remanufacture. Designing for durability and reparability. Avoiding planned obsolescence and perceived obsolescence

Description: Products, Services and Brands. Products: meaning, definition, types. Key components and product levels. Product portfolio and Brand Management.

Read Chapter 8 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 8

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic: Environmental and Ethical considerations in Product Development. Use of sustainable materials, design aimed to reduce carbon footprint. Ethical sourcing of raw materials (slave labor, child labor, working conditions of suppliers); premature obsolescence SDG 12; safety for children (internet services/content moderation). Circular economy (SDG 8/15)

Description: New Product Development.. Product Life Cycle.

Read Chapter 9 of textbook before sessions begins.

Book Chapters: Principles of Marketing Chapter 9

SESSION 4 (LIVE IN-PERSON)

Sustainability Topic: Environment and Governance. Issue of greenwashing in brands. Eco-labels and certifications (B-Corp, Rain Forest Alliance) Tackle climate change (SDG 13) Adopting product-design-for-environment approaches.

Description: Branding (50 minutes) Read assigned materials before the sessions begins.

In Class Assessment: (30 minutes) Each team presents a very brief (1-2 minutes) summary of its initial Idea/Product/Service for the Marketing Plan. The main take away is to get APPROVAL from professor for the chosen Product/Service for the Marketing Plan.

SESSION 5 (LIVE IN-PERSON)

Description: Practice Session 1 of Marketing Plan.

In Class Assessment: (Graded) Students present brief outline of Segmentation, Targeting, Differentiation and Positioning Strategy and Value Proposition-Product/Service.

Read Appendix 1 of Textbook before session begins.

Watch Videos included in Materials.

Book Chapters: Principles of Marketing Appendix 1

Technical note & tutorials: The Marketing Plan Structure (MKS020221-U-ENG-VID)

Technical note & tutorials: Building the Strategy of Your Marketing Plan (MKS020223-U-ENG-VID)

Technical note & tutorials: Building the Operations of Your Marketing Plan (MKS020224-U-ENG-VID)

Technical note & tutorials: Building the Executive Introduction of Your Marketing Plan (MKS020222-U-ENG-VID)

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Economic Development

Issues of cost-related outsourcing and offshoring (working conditions, environmental regulations, non-discrimination issues on subcontractors-suppliers in other countries). Ethical issues of exploitation and abuse of dominance negotiating position of big corporations over suppliers.

Description: Price, Customer Value. Capturing customer value. Price/Demand considerations.

Read Chapter 10 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 10

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

Sustainability Topic: Governance and ethical considerations of Predatory pricing, Oligopolistic collusion and other Anti-competitive pricing strategies (dumping, price discrimination) Consumer Protection (SDG12)

Description: Pricing Strategies. Value-based and Cost-based pricing strategies. Other pricing strategies and considerations.

Read chapter 11 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 11

SESSION 8 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic Environment: Logistics using alternative energy sources (SDG 7)

Description: Distribution Channels. Channel levels. Vertical and Horizontal systems. Motivating the channel. Logistics.

Read Chapter 12 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 12

Technical note & tutorials: Set Up Distribution Systems (MKS020185-U-ENG-VID)

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic Environment: Sustainable retailing (SDG 12) Supporting resilience and sustainability of retail, including through collaborating within supply chains and rethinking business models.

Description: Retail, Wholesale. Types of retailers and wholesalers. Current trends.

Read Chapter 13 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 13

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Social Challenge

Consumer protection (SDG 12) Avoiding deceptive/false advertising, including greenwashing. Foster gender equality (SDG 5) Avoiding use of stereotypical gender norms.

Description: Integrated Marketing Communication. Communication objectives, message, media, budgets and other considerations.

Read Chapter 14 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 14

SESSION 11 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

(SDG 5) Gender equality Avoiding use of stereotypical gender norms. Cultural appreciation, diversity, & heritage (SDG 10/11) Avoiding cultural appropriation in product and service design and promotion. Avoiding stereotypes in marketing . Tackling racial discrimination. Embracing racial & cultural diversity

Description: Advertising. Objectives, formats, budgets, media, return. Public Relations.

Read Chapter 15 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 15

SESSION 12 (LIVE IN-PERSON)

Description: Sales Management. Basics of sales management and the role of the sales person in companies. Main activities of sales, the Personal Selling Process.

Students will read materials and watch videos 1,2,3 of the multimedia material. Come ready to be asked about materials.

Materials included in the syllabus Session 12

Technical note & tutorials: Basics of Sales Management (MKS020189-U-ENG-HTM)

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Digital transformation (SDG 8/10) Supporting consumer access, protection, and wellbeing related to introduction of technologies such as the internet-of-things, social media, artificial intelligence, drones, smartphones, virtual reality, robots, etc/

Description: Digital Marketing overview. From 4P's to 5 C's. Defining a Digital Marketing Strategy. Identifying the correct Buyer Persona. Different approaches to Digital Marketing: Outbound, Inbound and Customer Journey.

Read Chapter 17 before session begins; review carefully the Multimedia Materials assigned.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTM)

Book Chapters: Principles of Marketing Chapter 17

SESSION 14 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

Sustainable digital transformation (SDG 8/10) Respecting consumer data and privacy

Description: SEM and SEO. Overview of Search Engine Marketing. Keywords, the Ad rank, Quality Score and CPC.

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTM)

SESSION 15 (LIVE IN-PERSON)

Description: Online Advertising and Mobile Marketing. Online formats, Remarketing, Affiliate Advertising, Email Advertising. Mobile Marketing techniques and App Marketing.

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTM)

SESSION 16 (LIVE IN-PERSON)

Description: Social Media and Analytics. Social Networks. Ecommerce. Influencer Marketing and Community Building. Consumer analytics, Web Analytics. Social Media Analytics

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTM)

SESSION 17 (LIVE IN-PERSON)

Description: Practice session 2 of Marketing Plan.

In Class Assessment: (Graded) Students will present a brief (3 minutes) outline of the key aspects of their Marketing Plan. The objective is to get feedback from audience and from professor before final presentations.

SESSIONS 18 - 19 (LIVE IN-PERSON)

Description: Marketing Plan Presentations.

SESSION 20 (LIVE IN-PERSON)

Final Exam?

EVALUATION CRITERIA

FINAL EXAM (35%)

The final exam will cover all topics discussed during the entire course. It will last 1hr 20 min and will be a common exam for all BBA students.

Very important: students are required to **get at least a 4 out of 10** in the Final Exam grade to pass the course. If the grade on the final exam is less than 4 all the other grades in the course will not be considered and the student will fail the course.

CASE (15%) Marketing Plan Document. This an executive report is an actionable and complete Marketing Plan. More precisely, the requirement is a 10-page, Times New Roman 12, 1.5 space, Word document. Detailed instructions about the project will be provided in class.

PRESENTATION (20%) Each team will present a summary of the Marketing Plan to the class during sessions 18 and 19, in a 15-minute oral presentation of their work. All members of the team must be present and participate. Further instructions will be given in advance. Presentations constitute an oral exam and attendance is compulsory.

CLASS PARTICIPATION (20%)

This grade considers how much you participate in the discussion in class and/or the group pitching sessions. If you do not attend, for whatever reason, you are forfeiting the opportunity to obtain the participation credit allotted to that session, and your participation will be diminished accordingly. Main criteria for evaluating Class Participation are as follows:

Depth and Quality of Contribution: Demonstrate to have read and learned the readings in advance. Quality of your comments in terms of depth of insight, consistency of argument, and realism will be highly appreciated. Moving Your Peers' Understanding Forward.

Frequency: It is encouraged that you participate as much as you can but the quality of your comments is important. Reading the chapters and cases before their corresponding session is an integral part of this course's methodology, and to encourage it, the professor may start sessions with a **Quiz that will count towards participation on that session**. Quizzes will NOT be repeated if missed for whatever circumstances.

PEER EVALUATION (10%)

The presence of a free-rider in a team is an issue that we take very seriously. 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 are responsible for their general management and teammates will be asked to provide a written evaluation of their peers to ensure all teams collaborate and work diligently to achieve the best possible results. Instructions on how to complete your Peer Evaluation will be given in advance.

criteria	percentage	Learning Objectives	Comments
Final Exam	35 %		Final Exam
Group Presentation	20 %		Presentation of Marketing Plan
Individual work	10 %		Peer evaluation of team work
Group Work	15 %		Case Group Project Doc
Class Participation	20 %		Active Participation in Class Discussion

RE-SIT / RE-TAKE POLICY

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.

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

- 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).
- 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.)
- 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.
- 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.

BIBLIOGRAPHY

Compulsory

- KOTLER, P.; ARMSTRONG, GARY. (2023). *Principles of Marketing, 19th Global Edition*. 19th. PEARSON. ISBN 9781292449364 (Digital)

The electronic version of this textbook is freely available on IE Campus

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.