

**Strategic Management, Marketing and Company  
Policy**

Code: 101759  
ECTS Credits: 9

Degree	Type	Year	Semester
2501233 Aeronautical Management	OB	3	1

The proposed teaching and assessment methodology that appear in the guide may be subject to changes as a result of the restrictions to face-to-face class attendance imposed by the health authorities.

### Contact

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### Use of Languages

Principal working language: catalan (cat)  
Some groups entirely in English: No  
Some groups entirely in Catalan: Yes  
Some groups entirely in Spanish: No

### Teachers

Guillem Perdrix Vidal  
Roger Pladellorens Pertegaz

### Prerequisites

None

### Objectives and Contextualisation

Develop learning activities and apply knowledge in the areas of business strategy and marketing development ar

### Competences

- Communication.
- Diagnose the sales, finance and human resources situations in businesses and organisations.
- Personal work habits.
- Thinking skills.
- Use knowledge of the fundamental principles of mathematics, economics, information technologies and psychology of organisations and work to understand, develop and evaluate the management processes of the different systems in the aeronautical sector.
- Work in teams.

### Learning Outcomes

1. Accept and respect the role of the various team members and the different levels of dependence within the team.
2. Adapt to multidisciplinary and international environments.
3. Adapt to unexpected circumstances.
4. Apply methods for analysing consumer behaviour and marketing-mix strategies.
5. Communicate knowledge and findings efficiently, both orally and in writing, both in professional situations and with a non-expert audience.
6. Critically assess the work done.
7. Describe relationships between the company and its local market environment and the competition.
8. Develop critical thought and reasoning.
9. Develop independent learning strategies.
10. Develop scientific thinking skills.
11. Develop the ability to analyse, synthesise and plan ahead.
12. Evaluate the strategic options of the company from the perspective of the general management.
13. Identify, manage and resolve conflicts.
14. Make decisions.
15. Make efficient use of ICT in communicating ideas and results.
16. Manage time and available resources. Work in an organised manner.
17. Prevent and solve problems.
18. Work cooperatively.
19. Work independently.

## Content

As regards the strategy and business policy part, the syllabus includes the following sections:

Topic 1. Business strategy:

- Concept of company policy or strategy.
- Content of the business strategy.
- The strategic process.

Topic 2. Strategic diagnosis:

- External analysis: Concept and levels of the environment.- Analysis of the general environment.
- Analysis of the sectoral and competition environment.- Segmentation of demand.
- Internal analysis: Functional analysis and strategic profile .- Value chain.
- Analysis of resources and capacities.- Benchmarking.

Topic 3. Business strategies:

- Nature and sources of competitive advantage.
- Analysis of the competitive advantage in cost and differentiation Life cycle
- Strategies for emerging sectors, in maturity and decline .- Strategies for innovation.

Topic 4. Corporate strategies:

- Directions of strategic development.
- Corporate strategies of: diversification, vertical integration, internationalization and cooperation.

Regarding the part of marketing the agenda includes the following topics:

### A) INTRODUCTION TO MARKETING

- 1.- Fundamentals of marketing: basic concepts
- 2.-Commercial planning
- 3.-Commercial research

## B) MARKETS, DEMAND AND CONSUMER BEHAVIOR

- 1.-Markets and demand
- 2.-Market segmentation
- 3.- Product positioning

## C) DESIGN OF MIX MARKETING STRATEGIES

- 1.- Design of strategies
- 2.- Product and brand decisions
- 3.- Decisions on prices
- 4.- Distribution channel decisions
- 5.- Communication decisions

## Methodology

***Teaching will be offered on campus or in an on-campus and remote hybrid format depending on the number of students per group and the size of the rooms at 50% capacity.***

### Teacher-students relationship

The general and relevant information about the subject that details the contents of the teaching guide, such as the dates of continuous assessment and dates and conditions of the work assignments, will be published on the virtual campus (or equivalent site) and may be subject to changes of programming for reasons of adaptation to possible incidents; the virtual campus will always be informed about these changes as it is understood that the virtual campus is the usual mechanism for exchanging information between teacher and student.

### Languages

The classes will be done mostly in Catalan or Spanish, although the appearance of terms in English is very common. The written material or support for the subject (notes, bibliography, references or even statements of practices, exercises or cases) can be provided either in Catalan or Spanish or in English and in this case the use of the English language It can be not exceptional but usual. All tests and exams will be written in Catalan or Spanish. The answers to the tests and the exercises can be delivered (and if applicable) indistinctly in Catalan, Spanish or English.

### Lectures, cases, seminars, and sessions for solving exercises

It is in these sessions that present the basic contents that students need to enter into the topics that make up the program. At the same time, they will indicate the possible ways to complete or deepen the information received in these sessions.

During the sessions, the case method can also be used as a teaching tool, depending on the degree of participation of the students. These sessions can be complemented with seminars, workshops and conferences conducted or supervised by the teaching team.

During the course, teamwork and the collaborative exchange of information and tools for solving problems will be encouraged. However, the final learning process must be individual, highlighted by the autonomous activity of each student, who will have to complement and enrich the work initiated in the course's directed sessions. The supervised activity, around regular tutorials and sporadic consultations carried out during the course, is also an indispensable tool in the acquisition of the knowledge that the subject provides.

***The proposed teaching methodology may undergo some modifications according to the restrictions imposed by the health authorities on on-campus courses***

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Marketing exercises	22	0.88	4, 10, 9, 11, 8, 16, 19
Marketing sessions	22.5	0.9	4, 10, 11, 8, 19
Seminars	8	0.32	2, 3, 4, 6, 7, 9, 8, 12
Strategy exercises	22	0.88	16, 14, 19, 12
Strategy sessions	22.5	0.9	7, 10, 11, 8, 12
Type: Supervised			
Marketing plan fulfillment	25	1	2, 4, 1, 5, 15, 13, 18
Type: Autonomous			
Study, lectures and analysis	96	3.84	4, 7, 10, 9, 11, 8, 16, 14, 19, 12

## Assessment

Regarding the part of Politics and Strategy:

- There is a mandatory final exam.
- Practical exercises are carried out during the course
- In order to overcome the part of the strategy, the student must obtain a mark equal to or greater than 4 in the final exam and have delivered a minimum of 2 practical cases.

Regarding the part of Marketing

- There is a final exam. There is also individual practices and another with group work.

- The Marketing Plan is applied, preferably applied to the aeronautical sector (in groups of 4-5 people). If this plan

- In order to pass the marketing part and obtain a weighted final grade, the student must obtain a grade equal to or

- Disctintions:

Granting an Disctintion grade (A+) is a decision of the faculty responsible of the subject. The regulations of the U.

No assesment possible criteria:

A student will be considered "No assesment possible" (NA) if it has not b

Recovery process:

In accordance with the AcademicRegulations of the UAB to be able to pa

Evaluation of repeating students:

No differentiated treatment is required for repeat students.

Irregularities by the student, copy and plagiarism:

Without prejudice to other disciplinary measures considered appropriate,

## Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Marketing Exam	30%	2	0.08	4, 7
Marketing Exercices	15%	1	0.04	2, 3, 4, 1, 6, 5, 10, 9, 11, 15, 13, 14, 17, 18, 19
Seminars	10%	1	0.04	3, 4, 6, 7, 9, 11, 8, 13, 14, 18, 12
Strategy Exam	30%	2	0.08	7, 12
Strategy Exercices	15%	1	0.04	7, 9, 8, 15, 16, 17, 12

## Bibliography

Strategy:

GRANT, R.M. (2006): Dirección estratégica. Madrid: Civitas.

JOHNSON, G., SCHOLLES, K. y WHITTINGTON, R. (2006): Dirección estratégica (7ª ed.). Madrid: Pearson Prentice Hall.

Marketing:

M. SANTESMASSES, Mª J. Merino, J. Sanchez y T. Pintado: "Fundamentos de Marketing", Ed. Pirámide (2009), 1ª edición adaptada al EEES

KOTLER P., ARMSTRONG (2009) Introducción al Marketing (3ª ed.) Pearson - Prentice Hall

ÁGUEDA ESTEBAN Y J.A.MONDÉJAR (2015) "Fundamentos de Marketing", Esic, 2ª edición

MUNUERA, J.L. Y A.I RODRIGUEZ (2012) Estrategias de Marketing. ESIC Ediciones

ÁGUEDA ESTEBAN Y CARLOTA LORENZA (2013) " Dirección Comercial", Esic, 1ª edición

SAIZ DE VICUÑA, JMª (2009) El Plan de Marketing en la Práctica ESIC Ediciones

## **Software**

Not necessary