

**Strategic Management, Marketing and Company
Policy**

Code: 101759
ECTS Credits: 9

Degree	Type	Year	Semester
2501233 Aeronautical Management	OB	3	1

Contact

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Use of Languages

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

Other comments on languages

Catalan or Spanish indistinctly. Materials mostly in Spanish and English.

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

The evaluation of the subject takes into account the following elements:

- Participation, exercises and assignments (20%+20%): Problem-based learning exercises, case discussions, individual or teamwork, class presentation of the results, and other tests to be determined. Participation in class will also be valued.
- Exams (25%+25%): Throughout the course, partial exams can be scheduled. The dates will be made public well in advance on the virtual campus.
- Seminars (10%)

It is necessary to individually pass the Strategy and Business Policy part and the Marketing part. This means getting 50% or more of Exam and Exercises (weighted average) from each part,

Grade Calculation:

- $N\# = (0.25/0.5) \cdot Ex_ \# + (0.2/0.5) \cdot PET_ \# + (0.05/0.5) \cdot SEM$
- where $Ex_ \#$ refers to the grade obtained in the Exams part, $PET_ \#$ refers to the grade obtained in the Exercises and Works Participation part, and SEM in the Seminars part. $\#$ can be E for the Company Strategy and Policy part and M for the Marketing part
- If $NE \geq 5$ and $NM \geq 5$, $Grade = 0.5 \cdot NE + 0.5 \cdot NM$
- If $N\# < 5$ and $Grade \geq 3.5$ and the retake conditions described below are met, the student may take the retake of this part, if the $N\#$ exceeds it, it will become 5 (regardless of the grade obtained in the recovery) and the final mark will be calculated in the same way. If the recovery is not passed, $Grade = \min(0.5 \cdot NE + 0.5 \cdot NM; 4.5)$, and therefore the fail grade would remain
- If $Grade \leq 3.5$ or recovery conditions are not met $Grade = \min(0.5 \cdot NE + 0.5 \cdot NM; 4.5)$

Distinctions:

Granting a Distinction grade (A+) is a decision of the faculty responsible of the subject. The regulations of the UAB indicate that distinctions can only be awarded to students who have obtained a final grade of 9.00 or more. It can be granted up to 5% of the total number of students enrolled.

No assessment possible criteria:

A student will be considered "No assessment possible" (NA) if it has not been presented in a set of activities whose weight equals to a minimum of two thirds of the total grade of the subject.

Recovery process:

In accordance with the Academic Regulations of the UAB to be able to participate in the recovery, the student must have been previously evaluated in a set of activities whose weight equals a minimum of two-thirds of the total qualification of the subject module. Additionally, the faculty responsible for the course can require students to have obtained a minimum grade in the average of the subject to be able to present themselves to the recovery.

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, the irregularities committed by the student that can lead to a variation in the rating of an evaluation act will be qualified with a zero. Therefore, copying, plagiarizing, cheating, copying, etc. In any of the assessment activities, it will imply suspending it with a zero.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Marketing Exam	25%	2	0.08	4, 7
Marketing Exercises	20%	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	25%	2	0.08	7, 12
Strategy Exercises	20%	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, M^a 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