

| Degree                  | Type | Year |
|-------------------------|------|------|
| Aeronautical Management | OB   | 3    |

## Contact

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## Teachers

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## Teaching groups languages

You can view this information at the [end](#) of this document.

## Prerequisites

None

## Objectives and Contextualisation

Develop learning activities and the application of knowledge in the areas of strategy and business management and marketing development, as well as work on other techniques of commercialization and knowledge of the customer.

At the ending of the course, the student should be able to:

- Understand and know how to assess the main concepts and tools of marketing and strategy.
- Understand the importance of marketing in the company and in society.
- Make an internal and external analysis of the company and determine a diagnosis of the commercial situation.
- To learn the different competitive marketing strategies.
- Interrelate marketing and strategic decisions with all functional areas of the company.

## 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.- Business planning
- 3.- Commercial research

#### B) MARKETS, DEMAND AND CONSUMER BEHAVIOUR

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

#### C) DESIGN OF MARKETING MIX STRATEGIES

- 1.- Design of strategies
- 2.- Product and brand decisions
- 3.- Price decisions
- 4.- Decisions on distribution channels
- 5.- Communication decisions

Seminars: (Only 4)

- S1: Business Ethics
- S2: Teams&Organization
- S3&S4: Business Models
- S5: Digital Marketing

## Activities and Methodology

| 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 |

### 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 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 by 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.

### Use of Artificial Intelligence (AI)

Restricted use: For this subject, the use of AI is permitted exclusively in support tasks, such as bibliographic or information searches, text correction or translations, and similar. The student must identify which parts have been generated with this technology, specify the tools used and include a critical reflection on how these have influenced the process and the final result of the activity. The lack of transparency in the use of AI in this assessable activity will be considered a lack of academic honesty and may lead to a partial or total penalty in the grade of the activity, or greater sanctions in serious cases. The use of AI is not permitted in exams.

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.

## Assessment

### Continuous 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                             |

The single assessment system is not foreseen in this subject.

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.

## **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:

- De Juan Vigaray, María D.: "Fundamentos de Marketing", Ed. Publicacions de la Universitat d'Alacant, 2017.
- Juárez, Fernando. Principios de marketing. Primera edición. Bogotá D.C.: Editorial Universidad del Rosario, 2018 (disponible en línea: <https://elibro.net/es/lc/uab/titulos/70739>).
- M. SANTESMASES, Mª J. Merino, J. Sanchez y T. Pintado: "Fundamentos de Marketing", Ed. Pirámide (2018), 2ª edición adaptada al EEES.
- KOTLER P., ARMSTRONG (2009) Introducción al Marketing (3ª ed.) Pearson - Prentice Hall.
- ÁGÜEDA ESTEBAN Y J.A.MONDÉJAR (2015) "Fundamentos de Marketing", Esic, 2ª edición.
- ÁGÜEDA ESTEBAN Y CARLOTA LORENZA (2013) " Dirección Comercial", Esic, 1ª edición.

## **Software**

Not necessary.

## **Groups and Languages**

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

| Name                       | Group | Language | Semester       | Turn      |
|----------------------------|-------|----------|----------------|-----------|
| (PAUL) Classroom practices | 11    | Catalan  | first semester | afternoon |
| (SEM) Seminars             | 11    | Catalan  | first semester | afternoon |
| (SEM) Seminars             | 12    | Catalan  | first semester | afternoon |
| (TE) Theory                | 11    | Catalan  | first semester | afternoon |