

Marketing Management

Code: 104678
ECTS Credits: 6

2025/2026

Degree	Type	Year
Business Administration and Management	OB	3
Economics	OT	3
Economics	OT	4

Contact

Name: Rossano Eusebio

Email: rossano.eusebio@uab.cat

Teachers

Maria Pilar Lopez Belbeze

Rosalia Gallo Martinez

Jordi Gamundi Ballbe

Roger Pladellorens Pertegaz

Teaching groups languages

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

Prerequisites

It is recommended that students have adequate knowledge of business economics and have taken Marketing fundamentals or Marketing I.

Objectives and Contextualisation

Marketing is a basic subject within the Degree in Business Management and Administration because it offers training in central aspects of business management, and specifically in the management of the Marketing department and the department of Commercial Management. This training in commercial management and marketing is necessary for graduates in Business Administration and Management to be able to work in companies in any production sector. It is also important for graduates in Economics to have a global view of the way that the marketing sections of companies work. In all these situations students have to have a broad overview of business management in order to carry out their work and be able to grow within the organisation. Marketing knowledge is acquired through two different subjects: Marketing Fundamentals and Marketing

Management. This subject in particular offers students a comprehensive training in the area of marketing management and the marketing plan implementation. The subject is eminently practical and has as its main objective the practical application of the theoretical concepts learned in business subjects.

At the end of the Marketing Management course the student must be able to:

- Carry out and implement a marketing plan for the company
- Understand the importance of technological innovation as a tool for business competence through the development of competitive products
- Carry out a branding strategy through the development and positioning of competitive brands
- Carry out sectorial marketing plans taking into account the characteristics of the product / service and the business sector.
- Carry out digital marketing and sales plans taking into account changes in consumer behavior
- Understand the characteristics of the sales force and learn how to manage and encourage it

Competences

Business Administration and Management

- Apply theoretical knowledge to improve relations with clients and suppliers, identifying the advantages and disadvantages of those relations for both sides: company and client or supplier.
- Capacity for adapting to changing environments.
- Capacity for independent learning in the future, gaining more profound knowledge of previous areas or learning new topics.
- Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.
- Demonstrate initiative and work individually when the situation requires it.
- Demonstrate knowledge of the processes for the implementation of company strategies.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Transmit company, department or work objectives clearly.
- Work well in a team, being able to argue proposals and validate or reject the arguments of others in a reasoned manner.

Economics

- Apply theoretical knowledge to improve relations with clients and suppliers, identifying the advantages and disadvantages of those relations for both sides: company and client or supplier.
- Capacity for adapting to changing environments.
- Capacity for independent learning in the future, gaining more profound knowledge of previous areas or learning new topics.
- Delegate decision making to the workers and provide them with the necessary incentives so that those decisions are taken in the interest of the company as a whole.
- Demonstrate initiative and work individually when the situation requires it.
- Demonstrate knowledge of the processes for the implementation of company strategies.
- Identify company competition, how they interact among themselves and the optimum strategies that can be drawn up in each case to stimulate competitiveness.
- Lead multidisciplinary and multicultural teams, implementing new projects and coordinating, negotiating and managing conflicts.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Transmit company, department or work objectives clearly.
- Value ethical commitment in professional practice.

Learning Outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Adapt the formulation and implementation of strategies to different settings, family companies or recently-created companies.
3. Analyse the main motivation systems in companies.
4. Apply the concepts of strategic marketing to achieve market-oriented organisation.
5. Apply the processes of formulating strategies to specific cases.
6. Assess ethical commitment in professional activity.
7. Assess the effect of different strategies on the competitiveness of a company.
8. Assess the importance of long-term commercial relationships with clients (relationship marketing).
9. Assess the main marketing concepts and tools.
10. Back up business strategy decisions.
11. Capacity to adapt to changing environments.
12. Capacity to continue future learning independently, acquiring further knowledge and exploring new areas of knowledge.
13. Classify the different ways in which a company can compete.
14. Demonstrate initiative and work independently when required.
15. Design effective motivation policies.
16. Draft business plans.
17. Establish strategies of innovation and development of new products.
18. Evaluate the major concepts and tools of communication (offline and online).
19. Formulate and design different strategies of growth and differentiation.
20. Identify the differences in the marketing applied to different economic sectors or types of organisations.
21. Identify the different elements making up a marketing plan, and draw up a marketing plan.
22. Identify the different elements that make up a communication plan and develop a communication plan.
23. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
24. List the basic stages and processes in the formulation and implementation of a business strategy.
25. List the main competitors of a company.
26. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
27. Organise work, in terms of good time management and organisation and planning.
28. Perform an analysis of the market and of competitive structures, and determine a strategic diagnosis for the company.
29. Relate the business strategy to the objectives of the company and its breakdown into departments or units.
30. Select and generate the information needed for each problem, analyse it and make decisions based on this information.
31. Translate strategic goals into specific marketing-mix programmes.
32. Translating strategic objectives into concrete programs of communication.
33. Understand the importance of strategic marketing as a source of competitive advantages for the organisation.
34. Work as part of a team and be able to argue own proposals and validate or refuse the arguments of others in a reasonable manner.

Content

INTRODUCTION TO MARKETING MANAGEMENT

1. What is Marketing Management?
2. Definition of Marketing Strategy
3. How the marketing plan is framed in the business strategy
4. Methodology for the elaboration of the marketing plan
5. Marketing planning according to the business sector (industrial products, services, non-profit companies, public entities, etc.)

MARKETING INNOVATION

1. Success factors in planning new products
2. The process of creating new products
3. Strategies for launching new products
4. Innovation in business strategies

BRANDING MANAGEMENT

1. Brand architecture
2. Development of competitive branding strategies (Branding Management)
3. National brands vs. brand globalization
4. Cross-sectional case studies

DIGITAL MARKETING

1. Marketing planning in digital environments
2. SEM and SEO strategies
3. The digital communication plan
4. Social Networks and Community Managing
5. New trends in the field of Digital Marketing (Neuronal Marketing, new consumer trends, digital segmentation, mobile marketing, E-mail marketing, etc.)

COMMERCIAL DISTRIBUTION MANAGEMENT

1. Management, incentive and control of the sales force and commercial equipment.
2. E-commerce
3. Trade marketing

4. Introduction to SAP enterprise resource planning software

5. Practical applications of SAP in the field of Marketing

DEVELOPMENT OF THE MARKETING PLAN

1. Implementation of the marketing plan:
 - a) Selection of the work company: Business to Business (B2B) or Business to Consumer (B2C)
 - b) Realization of the plan of marketing and implementation of the same
 - c) Control of the degree of compliance with the plan and correction strategies

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Classes: exercise resolution	17	0.68	3, 7, 11, 1, 12, 14, 33, 25, 20, 27, 26, 28, 30, 34, 18, 9, 8
Theory classes	32.5	1.3	14, 23, 34
Type: Supervised			
Tutorials	6	0.24	17, 19, 21, 31
Type: Autonomous			
Study	50	2	13, 33, 17, 10, 19, 21, 20, 27, 30, 31, 18, 9, 8
Work on case studies & classes assessment	15.5	0.62	3, 4, 7, 11, 1, 12, 13, 14, 33, 25, 21, 20, 23, 27, 26, 28, 29, 30, 34, 18, 9, 8

Work on final project	23	0.92	2, 3, 4, 5, 7, 11, 1, 12, 13, 14, 15, 16, 33, 25, 24, 17, 10, 19, 22, 21, 20, 23, 27, 26, 28, 29, 30, 31, 32, 34, 18, 9, 8
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The subject of Marketing will use a combination of teaching methods to promote student learning.

- 1) Lectures: in these sessions the lecturers cover the basic concepts and notions of the subject.
- 2) Work sessions centred on case studies: the methodology of the case in question will be used to gain a better understanding of the concepts and models covered in the lectures. Student will receive a case on which they must compile a report to be discussed in class.
- 3) Practical activities and exercises: student must work individually or in small groups to solve practical questions and exercises. Some of these activities will take place in the classroom and others will not.
- 4) Complementary activities: reading press articles, reviewing books that contribute to illustrating and clarifying relevant aspects of the subject content.
- 5) Tutorials: students have access to lecturers in the subject at certain times which may help to clear up any doubts that they may have about the subject or the specific questions they are dealing with.

"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.

Assessment

Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Case study presentations and classes assessment	25%	2	0.08	5, 11, 1, 12, 13, 14, 33, 25, 10, 21, 20, 23, 27, 26, 28, 29, 30, 31, 34, 6, 18, 9, 8
Exam	50%	2	0.08	33, 17, 10, 19, 21, 20, 31, 9
Presentation of Projects	25%	2	0.08	2, 3, 4, 5, 7, 11, 1, 12, 13, 14, 15, 16, 33, 25, 24, 17, 10, 19, 22, 21, 20, 23, 27, 26, 28, 29, 30, 31, 32, 34, 6, 18, 9, 8

The Marketing subject will be assessed according to the following criteria:

- 1) Project (25%): This is a project carried out in groups of 3-4 students to be handed in at the end of the course.
- 2) Resolving case studies (15%): Solving problems in practical case studies.
- 3) Participation in class, discussion of news or other directed activities (10%): this section evaluates the active participation of students by solving issues, discussing news and providing current information on business issues
- 4) Written exam (50%)

To calculate the mark of the assignment according to the indicated weights, a minimum mark of 4/10 must be obtained in every part of the final exam. If a student does not obtain this minimum mark, they do not calculate the average and the mark of the subject will be the one obtained in the exam. Students will not be evaluated in case they do not present the final work and the practical cases or do not submit to the final exam

Calendar of evaluation activities

The dates of the evaluation activities (midterm exams, exercises in the classroom, assignments, ...) will be announced well in advance during the semester. The date of the final exam is scheduled in the assessment calendar of the Faculty.

"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity." Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB).

Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an Application for exams reschedule https://formularis.uab.cat/group/deganat_feie/application-for-exams-reschedule All students are required to perform the evaluation activities. In the case in which the student obtains an evaluation of the final exam of a minimum of 4/10, he / she will be able to add the notes of the continuous evaluation. If the course grade of the student is 5 or higher, the subject is considered surpassed and this will not be subject to a new evaluation. In the case of a grade lower than 5, the student may submit to the recovery test. In the case that the student does not complete a minimum grade of 4/10 in the final exam, the continuous assessment grade will not be added and the subject will have to be repeated. The lecturers will decide the type of the second chance exam. When the second exam grade is greater than 5, the final grade will be a PASS with a maximum numerical grade of 5. When the second exam grade is less than 5, the final grade will be a FAIL with a numerical grade equal to the grade achieved in the course grade (not the second chance exam grade). A student who does not perform any evaluative task is considered "not evaluable", therefore, a student who performs a continuous assessment component can no longer be qualified with a "not evaluable"

Grade revision process

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

Retake Process

"To be eligible to participate in the retake process, it is required for students to have been previously been evaluated for at least two thirds of the total evaluation activities of the subject." Section 3 of Article 112 ter. The recovery (UAB Academic Regulations). Additionally, it is required that the student to have achieved an average grade of the subject between 3.5 and 4.9 considering the minimum grade of the final exam of 4/10 The date of the retake exam will be posted in the calendar of evaluation activities of the Faculty. Students who take this exam and pass, will get a grade of 5 for the subject. If the student does not pass the retake, the grade will remain unchanged, and hence, student will fail the course.

Irregularities in evaluation activities

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, "in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0". Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).

The proposed evaluation activities may undergo some changes according to the restrictions imposed by the health authorities on on-campus courses."

2.1 COMPREHENSIVE EVALUATION (Art. 265 of the UAB Academic Regulations)

By requesting the comprehensive evaluation the student waives the option of continuous evaluation.

The comprehensive evaluation must be requested at the Academic Management (Gestió acadèmica) of the Campus where the degree/master's degree is taught. The request must be filed according to the procedure and the deadline established by the administrative calendar of the Faculty of Economics and Business.

Attendance :

- Student attendance is mandatory on the day of the comprehensive assessment. The date will be the same as that of the final exam of the semester as per the evaluation calendar published by the Faculty of Economics and Business and approved by the Faculty's Teaching and Academic Affairs Committee. The duration of the comprehensive assessment must be specified in the characteristics of such activity.
- 100% of the evaluation evidences must be handed in by the student on the day of the comprehensive assessment.
- The evaluation evidences carried out in person by the student on the same day of the comprehensive assessment must have a minimum weight of 70%.

The following information referring to the characteristics of the comprehensive assessment must be included.

Evidence Type (1)	Weight in the final assessment (%) (2)	Duration of the activity	Is the activity that corresponds to be carried out in person in the comprehensive evaluation?
Examen	50%	2 H	SI
Anàlisi de casos pràctics	25%	1,5 H	SI
Investigació Comercial	25%	1,5 H	SI
TOTAL	100%	5 H	

1. Descriptive title of each piece of evidence (exam, problem sets solving, case analysis, activity carried out using specific software that the student is expected to know,...)
2. Weight of the evidence in the final mark of the subject (specify the percentages of each evaluation evidence that the student must undertake)
3. For each piece of evidence: Is the activity that corresponds to this evaluation evidence to be carried out in person on the date scheduled for the comprehensive evaluation? (YES/NO)

Student must get a minimum score of 4/10 in each part of the assessment. Otherwise, will not be averaged and the student will not be eligible for the comprehensive evaluation.

2.2 RETAKE PROCEDURE :

"For the retake procedure, no distinction is made between students who have followed the continuous evaluation and those who have opted for the comprehensive evaluation. All will be re-assessed using the same test or evaluation evidence." If the final grade is between 3.5/10 and 4.9/10, the student will be entitled to recovery.

2.3 REVIEW OF THE FINAL QUALIFICATION:

"The review of the final qualification will follow the same procedure as for the continuous evaluation".

Bibliography

BASIC BIBLIOGRAPHY

UDIZ GERMAN: "Manual de Direcció Comercial i Marketing", Ed. Grudiz, (2019 - Last Edition)-Ebook

ANTONIO MATEO SANZ, : "Direcció Comercial", Ed. Ommpress, (2019 - Last Edition)

PÉREZ Fabián i SCHEFER Raymon,: "Direcció Comercial Avanzada: Del Análisis a la Propuesta de Valor", Ed. Cengage (2015 - Las Edition) - Ebook

COMPLEMENTARY BIBLIOGRAPHY

The teacher will provide the class with the list of complementary readings.

Software

Teaching and working activities do not need any particular informatic program. With a laptop or a tablet with office

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	2	Catalan/Spanish	first semester	morning-mixed
(PAUL) Classroom practices	4	English	first semester	morning-mixed
(PAUL) Classroom practices	21	Catalan/Spanish	first semester	morning-mixed
(PAUL) Classroom practices	41	English	first semester	morning-mixed
(PAUL) Classroom practices	52	Catalan/Spanish	first semester	afternoon
(PAUL) Classroom practices	60	Catalan/Spanish	second semester	morning-mixed
(PLAB) Practical laboratories	2	Catalan/Spanish	first semester	morning-mixed
(PLAB) Practical laboratories	4	English	first semester	morning-mixed
(PLAB) Practical laboratories	21	Catalan/Spanish	first semester	morning-mixed
(PLAB) Practical laboratories	41	English	first semester	morning-mixed
(PLAB) Practical laboratories	52	Catalan/Spanish	first semester	afternoon

(PLAB) Practical laboratories	60	Catalan/Spanish	second semester	morning-mixed
(TE) Theory	2	Catalan/Spanish	first semester	morning-mixed
(TE) Theory	4	English	first semester	morning-mixed
(TE) Theory	52	Catalan/Spanish	first semester	afternoon
(TE) Theory	60	Catalan/Spanish	second semester	morning-mixed