

**MiM 2020-2021 Period 1**  
**2 credits**

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## **MARKETING MANAGEMENT**

### **Introduction**

As businesses become increasingly defined by networks of partnerships and by its customers, the role of marketing is changing accordingly. Rather than simply responding for sales, marketing encompasses making sure that every aspect of the business is focused on delivering superior value to customers. As such, marketing management as a distinct business activity will be responsible for being the expert on the customer and keeping the rest of the networked organization aware. The skill of marketing is the skill to monitor customers, competitors, and collaborators, and to find in each domain a better way to design and deploy the firm's capabilities to serve the customers profitably. In this way, marketing helps to set a firm's strategic direction.

Each level of strategy and each dimension of marketing must be developed in the context of the preceding level. The final implementation has to be founded in sound formulation at all levels. To complete the picture, marketing objectives and strategies have to be formulated taking into account the firm's core competencies as well as its resource limitations.

### **Objectives**

The objectives of this course are:

- To introduce key basic marketing concepts needed to deal with business problems such as segmentation, targeting, positioning, marketing mix, marketing services, pricing decisions, market orientation.
- To provide the marketing perspective in approaching business problems, including strategy development. We will do this by covering: (1) Market and opportunity analysis, and (2) Product, branding, and pricing decisions, and other marketing-related courses will enrich this list.
- To illustrate the range of marketing tasks in the organization, including the functional responsibilities of marketing managers. To refine decision-making, analytical skills, and the ability to debate ideas with the help of others.

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## Competences

### Basic Competences

- CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.
- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.
- CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

### General Competences

- CG1 - Listen, understand, and contrast the points of view of others to make an objective composition of a business situation. Communicate in a structured and persuasive way. (Interpersonal communication).
- CG2 - Work effectively in multicultural teams, assuming the leadership of a project when required. Integrate the value of diversity in the decision process and teamwork. (Ability to work in multicultural teams).
- CG3 - Critically evaluate the information and the context of a business situation to reach its own conclusions for making prudential decisions. (Critical thinking).
- CG4 - Acquire the self-knowledge and self-control necessary to work effectively in professional environments under pressure, understanding the motivations of others and the culture of the company. (Emotional intelligence).
- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of each person and the achievement of the common good. (Integrity)
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit)

### Specific Competences

- CE14 - Identify the mechanisms of team management that generate an environment of collaboration, communication, trust, and achievement of the common goal.
- CE15 - Understand the commercial process as a scheme to generate value, extract part of it corresponding to the company and make it sustainable over time.
- CE17 - Identify digital marketing tools to acquire customers and reinforce the value and brand of the company.

## Content

The course has two major delivery segments:

- General sessions: Case discussions according to the course outline detailed in the last pages of this document.
- Lectures: Two or three of the course sessions will be lectures. The objective of these sessions is to consolidate the different concepts raised during the case discussions. Remember, however, that this is a course in which experiential learning methods are the major way to construct an intimate understanding of the principles of marketing to have the confidence and skills to do the job.

In addition to cases, you will receive a few technical notes and papers containing frameworks that might guide and ease your analysis. Some additional readings will be handed out to you in class, but you are not required to prepare them for class discussion.

For some of the cases, you will be given a set of preparation questions. The objective of these questions is to guide your analysis helping you focus your period of individual study. Therefore, you are not required to answer the preparation questions in written form in order to prepare the case. These questions will be also available at the course's website.

## Evaluation

Grades in this course will be based on class participation (50%), a midterm report (20%) and a final exam (30%).

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.

