

# MARKETING MANAGEMENT

**IE University**

Professor: **Alvaro Navarro de Andres**

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Degree course: SECOND

Semester: 1º

Category: COMPULSORY

Number of credits: 5.0

Language: English

## PREREQUISITES

## SUBJECT DESCRIPTION

This course is conceived as the natural extension to the Marketing Fundamentals course that students, now in their second year of their BBA degree, took on their first year. If the previous course focused on Marketing Positioning and Strategy, this one is all about Implementation of that Strategy.

While the Fundamentals course revolved around Market Research and Consumer Behavior analysis as the tools to arrive at the correct Segmentation, Targeting and Positioning necessary to formulate a winning Marketing Mix, this Marketing Management course is about how to set that Marketing Mix in motion. Application of the appropriate marketing tools for each situation and putting Marketing to work towards the goals of the organizations, is the essence of this course.

## OBJECTIVES AND SKILLS

Marketing is a fundamentally practical endeavor based on solid theoretical foundations and a wide body of published research. This course will achieve the students' understanding of the theory by requiring that they put it into practice.

Its 25 sessions are structured observing the right balance between theory and practice and between Synchronous and Asynchronous sessions.

This course should allow students achieve the following learning objectives:

- To fully understand the elements of the Marketing Mix
- To acquire the capacity to see those elements as an integrated set of practical tools at the disposal of a marketing team which has a job to do inside the organization
- Understand the elements of the Marketing Mix as the tools and procedures that will allow the organization to Deliver Value to its customers and Capture Value from them.
- To go beyond the knowledge of Marketing Strategy into Marketing Implementation, and to see in practice how timing, metrics and control can mean the difference between success and failure for the business
- To venture beyond the traditional marketing tools and become familiar with the Digital Marketing tools available today.

## METHODOLOGY

To acquire the previously mentioned skills, the methodology will be as follows.

The Marketing Management course will consist of 16 Face-to-Face/Video Conference Synchronous sessions and 9 Asynchronous sessions based on Forums, Coaching and other Non-Class Learning Activities (Video-Exercises and Mini-Simulations using My Marketing Lab). It includes a Final Project (Marketing Plan with Document and oral Presentations), a Final Exam and graded Quizzes in several sessions.

You should roughly allocate and invest time/effort according to the outlined weight.

The conceptual part of the course is firmly based on 10 selected chapters from the seminal textbook by Kotler, Principles of Marketing, (also used in the Marketing Fundamentals course).

The textbook is complemented with a selection IE videos and professors' notes that will be made available to student through the campus online.

Students are required to prepare the readings and watch the selected videos in advance of the face to face sessions; these sessions will have the format of a discussion of the issues more than the traditional master class lecture. Consistently with this approach, the professor may follow the methodology of "flipped classroom". To encourage the pre-class preparation there may be a graded Quiz at the start of some sessions.

Throughout the course students will be required to use Person's My Marketing Lab Videos-Exercises, Mini-Simulations and Dynamic Study Modules as a way to reinforce marketing concepts. Videos and their corresponding exercises and the Mini-Sims will be graded.

For its practical part, the course will make use of 2 selected practical cases. To ensure a fruitful discussion of the case during the session, it is essential that all students read and analyze individually the case and are proactive in the discussion of its main elements.

The other pillar on the practical methodology is the writing and presentation, in teams, of a Marketing Plan. The students, in teams of 6 to 7 members, will be required to implement the Marketing Mix in the launch of a product or service they will decide. Teams will work under the supervision of the professor, who will act as a facilitator/coach of the teams' work, solving problems and suggesting how to use the available marketing tools during the split-team coaching sessions. The Marketing Plan Project has a weight of 40% of the total course evaluation. More details about this Marketing Plan project will be provided during the course.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	16.0 %	20 hours
Discussions	20.8 %	26 hours
Exercises	8.8 %	11 hours
Group work	24.0 %	30 hours
Other individual studying	30.4 %	38 hours
TOTAL	100.0 %	125 hours

## **EVALUATION CRITERIA:**

### Evaluation

#### A. CLASS PARTICIPATION 15% (Synchronous 8%; Asynchronous 7%)

Please note that this part of the evaluation includes your attendance and how much you participate in the discussion in class face to face, but also in the Discussion Forums that will take place. If you do not attend or you do not actively write in the forums, for whatever reason, you are forfeiting the opportunity to obtain the participation credit allotted to that session, and your participation will be diminished accordingly.

Main criteria for evaluating Class Participation are as follows:

Depth and Quality of Contribution: Quality of comments in terms of depth of insight, rigorous use of evidence, consistency of argument, and realism will be appreciated.

Moving Your Peers' Understanding Forward: Along with the content, the way of conveying your ideas will also be considered. Your way of presentation should be concise and clear, accompanied by a spirit of involvement in the discussion at hand.

Frequency: It is encouraged that you participate as much as you can, but the quality of your comment is more important.

In Discussion Board Forums the rule is not more than 2 posts per thread, and each post is no longer than 6 lines.

#### B.2. FINAL EXAM 30%

Very important: The student must reach a minimum score of 45% in the final exam to pass the course. If a student does not reach this cut-off score in the Final Exam all the other grades will NOT be considered towards the Total Average Grade of the student, and the student will automatically FAIL the course. A grade of less than 45% in the final exam implies that the student has not sufficiently acquired the knowledge of Marketing concepts and tools necessary to pass this course.

The final exam is compulsory and it will cover all topics discussed during the entire course, including the Cases. It will last 1hr 30 min and will be a common exam for all BBA Year 1 courses. Re-grade requests have to be submitted in writing explaining why you believe that your answer, as written, was incorrectly graded.

Please note that when you ask for a re-grade, since this considers again the whole exam, the final grade may be increased as well as decreased.

#### B.3 MyMarketingLab Video/Mini-Sims, Quizzes (Average) (15%)

Reading the chapters and cases before their corresponding session is an integral part of this course's methodology, and to encourage it, the professor may start sessions with a brief Quiz.

Students will also be required to execute the Video-Exercises and/or Mini-Simulations programmed as part of the Non-Class Learning Activities. These exercises will be open for 48 hours (24 hours before and 24 hours after the Asynchronous session is scheduled on campus). Failure to complete any of these online exercises in those available 48 hours will result in a 0 for that exercise.

The average grade will be calculated ignoring the lowest grade achieved in all the quizzes and online exercises, including if it is a 0 because the student was absent in the session of the quiz or did not complete the online exercise within the 48 hours available, regardless of the reasons why it happened.

#### C. MARKETING PLAN PROJECT 40%

This is the main project for this course and a very important part of the course.

##### C.1. ASSESSMENTS (Average) 10%

C.2. DOCUMENT (15%) It will consist of a formal document, in the form of an actionable and complete Marketing Plan. More precisely, the requirement is a 15-17 page, Times New Roman 12, 1.5 space, word document.

Detailed instructions about the project will be provided in class so the rules of the game are clear from the beginning. All grading elements will be clearly outlined.

C.3. PRESENTATION (10%) Each team will present an overview of their Marketing Plan to the class during sessions 23 and 24. It will consist on a 15 minute oral presentation of their work. All

members of the team must present. Further instructions will be given in advance. Presentations constitute an oral exam and attendance is compulsory. Only justified-by-the BBA absences will be accepted.

C4. PEER EVALUATION (5%) The presence of free-riders in teams is a problem we take VERY seriously at IE University. The willingness and ability to work in teams is highly regarded in the workplace and this class will help you to start working with this mindset. Teams as a whole will be responsible for their general management and teammates will be asked to provide a written evaluation of their peers to ensure all teams collaborate and work diligently to achieve the best possible results.

Attendance to Final Project sessions (Sessions 23 and 24) is compulsory to ensure a team effort and any unjustified absence will be penalized by decreasing the Final Project Grade by 50% unless this absence is justified and accepted at the discretion of the Professor.

Should there be any "serious" circumstance to consider, Professor will expect students to formally inform with plenty of time to take action. No last-minute excuses will be accepted.

Instructions on how to complete your Peer Evaluation will be given in advance.

Finally, a Total Weighted Average of 50% is required to pass the course.

<b>Criteria</b>	<b>Percentage</b>	<b>Comments</b>
Class/Remote Participation	15 %	
Assessments & Quizz Average	15 %	
Final Exam	30 %	
Marketing Plan	40 %	

## **PROFESSOR BIO**

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### **SENIOR DIGITAL BUSINESS EXECUTIVE & ENTREPRENEUR. INVESTOR, ADVISOR AND DIRECTOR.**

Alvaro Navarro earned his Bachelor in Economics cum laude from the University of Rochester, in New York, U.S.A., and his Executive MBA from the IE Business School in Madrid. He was Founder and Managing Director at Chiefs, S.L. a chain of online and off-line fashion stores. He is also founder of Otraguerra, SL, which under the brand Mata-Mua, operates a chain of telephony and technology stores. For 14 years he was an executive in several industrial and distribution companies, and he currently sits at the Board of Directors of Capelhi, S.A., a fashion distribution company. Professor Navarro is an angel investor in several startups. Professor Navarro teaches Management, Marketing and Entrepreneurship at IE University and IE Business School since 2009.