



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Marketing management
Subject code	FCEE-ADE-621
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas y Máster Universitario en Ingeniería Industrial [Sixth year] Grado en Administración y Dirección de Empresas y Máster Universitario en Ingeniería Industrial [Sixth year] Grado en Administración y Dirección de Empresas (E-2) [Third year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fifth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Third year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Third year] Grado en Psicología y Grado en Administración y Dirección de Empresas [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Marketing
Coordinator	M ^a del Pilar Melara San Román
Schedule	Consultar los diferentes horarios en la Intranet
Office hours	Consultar los diferentes horarios en la Intranet
Course overview	Analysis of the external marketing environment. Internal analysis (Segmentation, Positioning, Product, Brand, Customers, Communication). Development of the strategic plan. Implementation of the strategic plan: the annual marketing plan. Marketing control.

Teacher Information	
Teacher	
Name	María del Pilar Melara San Román
Department	Departamento de Marketing
Office	Alberto Aguilera 23 [OD-217]
EMail	pmelara@icade.comillas.edu
Phone	2236
Teacher	
Name	Alejandro Gómez Parra
Department	Departamento de Marketing
EMail	agparra@comillas.edu



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

Teacher	
Name	Alfonso Pedro Fernández del Hoyo
Department	Departamento de Marketing
Office	Alberto Aguilera 23 [OD-206]
EMail	fdelhoyo@icade.comillas.edu
Phone	2455
Teacher	
Name	Gloria Morcillo García
Department	Departamento de Marketing
EMail	gmorcillo@comillas.edu
Teacher	
Name	José Luis González Porras
Department	Departamento de Marketing
EMail	jlgporras@icade.comillas.edu
Teacher	
Name	Juan Ignacio Cuerda García-Junceda
Department	Departamento de Marketing
EMail	jicuerda@comillas.edu
Teacher	
Name	Luis Aguirre de Cárcer González-Quevedo
Department	Departamento de Marketing
EMail	laguirredc@comillas.edu
Teacher	
Name	María Olga Bocigas Solar
Department	Departamento de Marketing
Office	Alberto Aguilera 23 [OD-234]
EMail	bocigas@icade.comillas.edu
Phone	2253
Teacher	
Name	Ulpiano José Vázquez Martínez
Department	Departamento de Marketing
EMail	ujvazquez@icade.comillas.edu

SPECIFIC DATA OF THE SUBJECT



Contextualization of the subject

Contribution to the professional profile of the degree

The marketing function plays a key role within business organizations. For graduates in Business Administration, it is essential not only to understand marketing decision variables and methods for gathering information, but also to be able to design and implement a strategic marketing plan. To achieve this, students acquire a methodology and a systematic approach that enable them to apply the sequential process of planning effectively.

Competencies - Objectives

Competences

GENERALES

CG1	Adquirir una base de conocimientos sólida y relevante sobre la disciplina científica y empresarial	
	RA1	Identifica, define y explora las problemáticas concretas del área de estudio de manera lógica y coherente dentro de un marco analítico adecuado.
CG2	Capacidad de gestionar información y datos provenientes de fuentes diversas para hacer un análisis crítico y un correcto diagnóstico de la realidad empresarial.	
	RA1	A partir de la información y datos obtenidos de fuentes diversas, identifica problemas empresariales determinando, el origen/las causas de los mismos
	RA2	Es capaz de realizar dicho proceso de diagnóstico dando y recibiendo feed-back de forma asertiva, que ayude a incrementar la integración y la confianza en los equipos de trabajo.
CG3	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos	
	RA1	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa
	RA2	Aplica los conceptos matemáticos y técnicas cuantitativas y cualitativas de análisis de datos necesarios para la resolución de problemas empresariales y apoyar el diagnóstico y toma de decisiones en la empresa.
CG4	Capacidad para liderar de manera positiva personas y equipos de trabajo que, impulsen proyectos empresariales innovadores dando respuesta así, a las nuevas oportunidades de negocio, mediante soluciones creativas	
	RA1	Lidera positivamente personas y equipos de trabajo generando soluciones innovadoras para los problemas y oportunidades empresariales detectadas. RA2 Pone en práctica estrategias y tácticas creativas requeridas en los procesos de innovación, en las que participan todos los miembros del equipo, tratando siempre de alcanzar acuerdos y objetivos comunes.
CG5	Desarrollar habilidades interpersonales que refuercen el aprendizaje de un trabajo autónomo, bien organizado y planificado y que esté orientado a la acción y a la calidad.	



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

	RA1	Desarrolla habilidades académicas, interpersonales e instrumentales necesarias para la investigación independiente, relacionando los conocimientos adquiridos con las distintas aplicaciones profesionales o prácticas reales.
ESPECÍFICAS		
CE24		CE24 Saber elaborar un Plan Estratégico de Marketing y desarrollar su puesta en marcha a partir del conocimiento y comprensión de conceptos básicos y herramientas utilizados en la Dirección Estratégica de Marketing
	RA1	Conoce las diferentes etapas de elaboración de un Plan Estratégico de Marketing
	RA2	Aplica correctamente las herramientas de análisis necesarias en cada una de las etapas
	RA3	Extrae conclusiones estratégicas después de cada análisis

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

Topic 1: Introduction

Concept and objectives of Strategic Marketing.
Foundations of Marketing Strategy.
Strategic Marketing vs. Operational Marketing.
Survival matrix.
Product-Market pair (PM) and Strategic Business Unit (SBU).

Topic 2: Segmentation

Concept and objectives of market segmentation.
Stages of the segmentation process.
Segmentation strategies: targeting.

Topic 3: Positioning

The product and its dimensions.
Concept of positioning.
Positioning process.
Bases for positioning.
Positioning techniques.

Topic 4: The Product

The product as a strategic variable.
Product portfolio management.
Product strategies.

Topic 5: The Brand

Concept of brand.
Evolution of the brand concept.
Components of the brand.
Brand decisions.



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2025 - 2026

Analysis and strategies of the brand portfolio.

Topic 6: Customers

The relevance of the fourth "P": Distribution.

Commercial distribution.

Stages in channel design.

Topic 7: Price

The importance and role of price in the marketing mix.

Price and the 4Cs model.

Basic pricing concepts.

Price action matrix.

Topic 8: Communication

Communication as a strategic variable in marketing.

The future of communication: one-to-many, one-to-one, one-to-few.

The new media landscape.

Topic 9: Diagnosis

SWOT analysis.

Competitiveness: competitive advantage.

Diagnosis.

Topic 10: Strategic Marketing Plan

Setting objectives.

Defining and selecting strategies.

Designing the Strategic Marketing Plan.

Topic 11: Implementing the Strategic Plan

The marketing plan.

Process of implementing the strategic plan.

Marketing control.

👉 He adaptado algunos términos para darles un giro más natural en inglés:

Unidad Estratégica de Negocio → **Strategic Business Unit (SBU)**, que es el término estándar.

Confección del Plan → **Designing the Strategic Marketing Plan** en lugar de *drafting* o *preparing*, para sonar más académico.

Matriz DAFO → **SWOT analysis**, manteniendo el acrónimo internacional.

Distribución comercial → **Commercial distribution**, que encaja bien en este contexto.

¿Quieres que te lo prepare también en **formato corrido** (como en el bloque anterior) o dejamos estos en **listado de contenidos** como syllabus?

Tú dijiste:

Cambio Topic por Chapter y numera, dentro de cada uno con dos dígitos: el del capítulo y el del epígrafe



ChatGPT Plus

Perfecto, Pilar 🙏. He cambiado **Topic** → **Chapter** y numerado los epígrafes con dos dígitos (capítulo.epígrafe) para que quede mucho más claro y estructurado, como suele pedirse en documentos académicos.

English version (fluid):

Chapter 1: Introduction

- 1.1 Concept and objectives of Strategic Marketing
- 1.2 Foundations of Marketing Strategy
- 1.3 Strategic Marketing vs. Operational Marketing
- 1.4 Survival matrix
- 1.5 Product–Market pair (PM) and Strategic Business Unit (SBU)

Chapter 2: Segmentation

- 2.1 Concept and objectives of market segmentation
- 2.2 Stages of the segmentation process
- 2.3 Segmentation strategies: targeting

Chapter 3: Positioning

- 3.1 The product and its dimensions
- 3.2 Concept of positioning
- 3.3 Positioning process
- 3.4 Bases for positioning
- 3.5 Positioning techniques

Chapter 4: The Product

- 4.1 The product as a strategic variable
- 4.2 Product portfolio management
- 4.3 Product strategies

Chapter 5: The Brand

- 5.1 Concept of brand
- 5.2 Evolution of the brand concept
- 5.3 Components of the brand
- 5.4 Brand decisions
- 5.5 Analysis and strategies of the brand portfolio

Chapter 6: Customers

- 6.1 The relevance of the fourth “P”: Distribution
- 6.2 Commercial distribution
- 6.3 Stages in channel design

Chapter 7: Price

- 7.1 The importance and role of price in the marketing mix
- 7.2 Price and the 4Cs model
- 7.3 Basic pricing concepts



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

7.4 Price action matrix

Chapter 8: Communication

8.1 Communication as a strategic variable in marketing

8.2 The future of communication: one-to-many, one-to-one, one-to-few

8.3 The new media landscape

Chapter 9: Diagnosis

9.1 SWOT analysis

9.2 Competitiveness: competitive advantage

9.3 Diagnosis

Chapter 10: Strategic Marketing Plan

10.1 Setting objectives

10.2 Defining and selecting strategies

10.3 Designing the Strategic Marketing Plan

Chapter 11: Implementing the Strategic Plan

11.1 The marketing plan

11.2 Process of implementing the strategic plan

11.3 Marketing control

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures: Students are expected to complete a prior reading of the material to be developed in class. The corresponding information will be provided in the course schedule.

CG1, CG2

Individual challenges: After the lecture, the professor may ask students to respond to a set of theoretical and practical questions aimed at assessing their level of understanding of the material presented.

CG1, CG3

Guided projects: Students, working in groups, will develop throughout the course—and in parallel with the lectures—the strategic marketing plan for a product–market pair. The purpose is to apply the concepts learned to a situation analogous to reality and to make informed decisions.

CG4, CG5, CE24

Non-Presential Methodology: Activities

Preparation of course materials

CG1, CG2

Supervised project: This involves both preparing the session to be carried out in class and, afterwards, completing the task by incorporating the aspects that were reviewed and corrected during the session.

CG4, CG5, CE24

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS



Lecciones de carácter expositivo	Exposición pública de temas o trabajos	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos
16.00	10.00	15.00	15.00
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Exposición pública de temas o trabajos	Trabajos monográficos y de investigación, individuales o colectivos	Ejercicios y resolución de casos y de problemas
40.00	10.00	20.00	25.00
ECTS CREDITS: 6,0 (151,00 hours)			

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Exam: To be taken on the dates established for this purpose by the Academic Dean's Office.	Content	50 %
In-class challenges: Activities carried out during the lectures.	Instructions related to the subject under study	10 %
Team project and in-class presentation	The description of each assignment is provided in Moodle.	35 %
Questions and answers related to the topic under study.	Relevance and interest of the contribution.	5 %

Ratings

To pass the course, students must obtain a minimum grade of 5.0 in each of the two components (theory and practice).

For students enrolled in a third or subsequent attempt, passing the course will require completing the exam on the program contents during the official examination session, as well as carrying out a set of individual practical exercises. In this case, students must request the assigned exercises and the special work plan from the professor during the first days of the course.

For exchange students who do not have the course validated, 100% of the final grade will be determined by the exam result.

Note: The improper use of ChatGPT or any other generative artificial intelligence (GAI) will be considered a serious offense in accordance with the University's General Regulations, Article 168.2.e, as: "actions aimed at falsifying or defrauding the systems of academic performance evaluation." The consequences include "temporary expulsion of up to three months or prohibition from sitting the next examination session".



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2025 - 2026

following the imposition of the sanction, in one or several of the subjects in which the student is enrolled, [...] in addition to receiving a failing grade (0) in the respective subject, [...] [and] being prohibited from taking the exam for that subject in the following session."

In this regard, the use of ChatGPT or any other GAI will be deemed improper (and therefore prohibited) in the context of the final project and case studies of the course, as such use would seriously undermine the capacity of these evaluation systems to assess whether the student has acquired the competencies specific to the subject.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

LAMBIN, J.J., GALLUCCI, C. Y SICURELLO, C. , Dirección de Marketing. Gestión estratégica y operativa del mercado, Mc Graw Hill, 2009.

Mullins, J., Walker, O. , Boyd, H. , Larreche, J. C., Administración de Marketing, Mc Graw Hill, 5ª. Ed

Complementary Bibliography

Mullins, J., Walker, O. , Marketing Management: A Strategic Decision-Making Approach, McGraw-Hill Higher Education; 8ª Ed.

Kotler, P. Keller, K.L., Marketing Management, Prentice–Hall, 16ª Ed.

Wilson, R.M.S. Strategic Marketing Management, Butterward Heineman, 5ª Ed.