

**COMILLAS**

UNIVERSIDAD PONTIFICIA

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CIHS

Syllabus
2025 - 2026**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Marketing Management
Subject code	IBS-MBA-526
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [First year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria
Department	Departamento de Marketing
Coordinator	Luis Aguirre de Cárcer González-Quevedo (laguirredc@comillas.edu)
Course overview	Introduction to the main marketing concepts and techniques of the discipline, as well as its relationship with the strategic planning process of the company. It begins with the exploration around the marketing concept itself to deepen its strategic foundations: knowledge (market research, "consumer insights", etc.), market segmentation, competitive environment, and brand. Once these principles have been established, decision-making will be worked on in relation to the operation itself and the implementation in the market of the Marketing Plan. The purpose is to provide concepts, techniques, and analysis tools to understand how an organization relates to its markets and its current customers, and how it evaluates and plans for the future. Classes will be structured following the case method in order make the course a thoroughly practical

Teacher Information	
Teacher	
Name	Luis Aguirre de Cárcer González-Quevedo
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Teacher	
Name	Marta Herrera González
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree



- This course along with the rest of the Marketing courses included in the MBA, with which it is closely related, develops theoretical knowledge, technical skills and abilities needed to manage the marketing department of any company.
- Its inclusion in the first semester is due to several reasons. First, students are not required to have prior knowledge of business management during the first half of the course. This course, having a strategic content and orientation, provides students with a multidisciplinary view for business management and provides the necessary foundations for further courses on the Marketing field throughout the MBA.

Competencies - Objectives

Competences

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG04	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG08	Autonomous learning capacity in order to acquire more knowledge on knowledge on cognitive skills and relevant contents applied to professional and business activities.

ESPECÍFICAS

CE13	Capacity of designing and analysing a Marketing Plan, and of implanting it and evaluating its impact on company's performance making use of advanced digital techniques.
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THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

BLOCK 1: Introduction

Chapter 1: Marketing Concept and Function. Ethical Issues.

Chapter 2: Strategic and Operative Marketing

Chapter 3: Marketing Research



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BLOCK 2: Strategic Marketing Fundamentals

Chapter 4: Market Segmentation and Target Group Selection

Chapter 5: Brand Positioning

Chapter 6: Brand Strategy

BLOCK 3: Marketing Decisions

Chapter 7: Product Decisions

Chapter 8: Pricing Decisions

Chapter 9: Communication Decisions

Chapter 10: Distribution Decisions

BLOCK 4: Marketing Plan

TEACHING METHODOLOGY

General methodological aspects of the subject

Theoretical classes, in which the theoretical content of the subject will be exposed, through audiovisual resources and a guided debate of the concepts exposed will be encouraged.

Practical classes, in which business cases will be analyzed through individual and group work. This part will involve the study of specific cases, the documentation corresponding to them, the resolution of the questions raised by the teacher in relation to these cases, and the discussion on the readings of articles and suggested technical notes.

The objective pursued by the work methodology is that the student knows and is able to correctly apply the theories and tools involved in the subject. To achieve this, a sequential methodology will be applied that controls the student's learning in the different phases.

The work outside the classroom, both individual and collective, will serve for the student to apply the theoretical concepts and put them into practice. The cases and presentations will evaluate the degree of acquisition of the competences that are set as objectives.

USE OF ARTIFICIAL INTELLIGENCE (AI)

The use of Artificial Intelligence (AI) tools will be permitted in this course only under the specific conditions and guidelines set by the faculty. Their purpose must always be to enrich the learning process, foster critical thinking and enhance students' analytical and reasoning skills. Under no circumstances should AI be used as a substitute for personal reflection, individual reasoning or original work, which are essential to the development of the competences required in this course.

In-class Methodology: Activities

AF1. Interactive lectures



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AF2. Analysis and resolution of cases

AF3: Seminars with experts

AF3. Oral presentations

CG01, CG03, CG04,
CG05, CE13, CG08

Non-Presential Methodology: Activities

AF5. Individual study and further information gathering

AF6. Analytical reading of news and articles related to the subject

AF7. Preparation of individual assignments

AF8. Group work

AF9. Academic tutorials

CG01, CG03, CG04,
CG05, CE13, CG08

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS	
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively
16.00	14.00
NON-PRESENTIAL HOURS	
Analysis and resolution of cases and exercises, individually or collectively	Study and documentation
29.00	16.00
ECTS CREDITS: 3,0 (75,00 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
"Individual Exam" - Individual resolution of business case	X	20
"Public Oral Presentation" - Individual participation in the defense of business cases resolution	X	10
"Active student participation in the classroom" - student participation in class discussions on articles, technical notes, etc.	X	20



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"Evaluation of individual or collective Business Cases and tasks".	X	20
"Evaluation of individual or collective mono-graphic or research tasks". Group preparation and defense of a complete marketing Plan for an entrepreneurial proposal	X	30

Ratings

- Passing the subject requires a minimum of 5 in each of the evaluation concepts (final group case, individual cases, readings and attendance and participation). Students who fail to pass the subject in the first instance because they do not exceed any one of these elements, will have the opportunity to repeat the part that they have failed by means of a special individual work plan, agreed with the teacher, and based on an evaluable activity of a similar nature to that that was failed, within the academic course.
- Students who have obtained school dispensation will be evaluated through an individual final exam or by the resolution of a business case, at the teacher's discretion, and their final grade in the subject will be made up of 100% by this Rating. of 100% by this Rating.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

- Fundamentos de Marketing. 13^a edición, 2017. Philip Kotler, Gary Armstrong. Pearson - Prentice Hall, Madrid
- Marketing Management, 3^a edición, 2016. Philip Kotler, Kevin L. Keller. Pearson International Limited. UK
- Harvard Business Publishing materials: Cases, Simulations and Core Curriculum readings

Complementary Bibliography

- Positioning, The Battle for the Mind, Al Ries, Jack Trout. Mc Graw Hill, 2001
- Blue Ocean Strategy. W. Chan Kim, Renee Mauborgne, Harvard Business School Press (1 de enero de 2005)
- Apuntes Dirección de Marketing – Luis Aguirre de Cárcer / Marta Herrera González

<http://www.interbrand.com/es/best-global-brands/2013/Best-Global-Brands-2013.aspx>

- Marketing News, Marketing Directo, Anuncios, Distribución y Actualidad, CanalDis, Puro Marketing, Alimarket, Brandchannel