

## Final master's thesis

**Master's degree in:** Marketing Management

**Subject:** Fina master's thesis

**Credits:** 12 ECTS

**Program:** Master in Marketing and Sales Management

**Modality:** On-campus Full-Time / Hybrid-Learning

**Semester:** Second

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

## Index

1. Presentation .....	3
1.1. Description .....	3
1.2. Objectives .....	3
1.3. Groups .....	3
2. Program's learning outcomes .....	4
2.1. Knowledge .....	4
2.2. Skills .....	4
2.3. Competence .....	5
3. Subject's learning outcomes .....	6
4. Formal attributes .....	7
4.1. Written document .....	7
4.2. Oral presentation .....	7
5. Recommended structure .....	7
5.1. Written document .....	7
5.2. Oral Presentation .....	8
5.3. Tentative index .....	8
6. Methodology .....	10
7. Grading system .....	11
8. Intellectual property .....	12
9. Tutoring .....	12
9.1. Types of tutoring .....	12
9.2. Tutors .....	13
10. Confidentiality .....	13
11. Observations .....	14
12. Bibliography .....	14

## 1. Presentation

### 1.1. Description

The master's thesis will consist of preparing a project based on the commercial or sales direction of a company, linking the knowledge acquired with current innovative proposals, and evaluating its feasibility of real implementation.

It can also be done from the application of any of the courses of the curriculum in business reality or direct application to a company. The theme ranges from using specific tools, digital applications, research, and innovation.

### 1.2. Objectives

During the master's program, students will be constantly motivated to work as a team and now more than ever during the master's Thesis. Working together for the duration of the program, the group faces the challenges of real teamwork, trying to blend their talents and personalities into an effective unit. A master's thesis is also an academic project challenge and will be, in any case, the most important activity of the program, and it has a greater scope.

The main objective of the master's thesis is to apply the knowledge acquired throughout the program and to have the ability to solve problems in new or little-known environments within larger (or multidisciplinary) contexts related to his area of study. Likewise, the student must be able to integrate knowledge and face the complexity of making judgments from information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to applying their knowledge and judgments.

It is expected that the student, through the master's Thesis, can communicate their conclusions -and the ultimate knowledge and reasons that support them- to specialized and non-specialist audiences in an unambiguous way. In short, the final work of the master is the realization of an original and unique group project, capstone, or study, under the supervision of a director, in which the knowledge acquired during the master's studies is applied and integrated. The final work of the master will conclude with the presentation of the report of the work carried out in public defense before a court appointed for this purpose.

### 1.3. Groups

The regulation of the master's final thesis establishes that this will be carried out in teams of three students.

## 2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

### 2.1. Knowledge

- RAT 1 The graduate will be able to see how the results of market research affect product design, marketing, and communication.
- RAT 2 The graduate will be able to identify the links between planning, industrial and commercial strategies, and the benefits they bring to the company.
- RAT 3 The graduate will be able to relate the complexity of the economic and social phenomena typical of the welfare society to technology, globalization, and sustainability.
- RAT 4 The graduate will be able to justify market research from a managerial perspective inspired by the value of consumer knowledge.
- RAT 5 The graduate will be able to describe marketing and sales policies as a guide for the business activity, considering the company's culture, policies, and objectives.

### 2.2. Skills

- RAT 6 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish, and a third language, particularly English.
- RAT 7 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 8 The graduate will be able to develop traditional and online commercial marketing and communication strategies, in line with the business strategy.
- RAT 9 The graduate will know how to anticipate market evolution through the use of quantitative and predictive tools with a strategic approach focused on opportunity and threat identification.
- RAT 10 The graduate will be able to analyze the operating accounts of the different strategic business units of a company to make an objective diagnosis for commercial and marketing decision.
- RAT 11 The graduate will be able to design the company's image, identity, and culture strategy, according to corporate and marketing objectives, in both traditional and online sales channels.

- RAT 12 The graduate will be able to interpret the analysis of data and information, with a critical view of the results.
- RAT 13 The graduate will know how to select concrete communication actions considering the stakeholders' characteristics and their profitability.
- RAT 14 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 15 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 16 The graduate will be able to apply the gender perspective in the professional tasks.

### 2.3. Competence

- RAT 17 The graduate will know how to design traditional and online commercial and marketing strategies consisting of a thorough analysis of the macro and micro environment elements.
- RAT 18 The graduate will be able to design the organizational structure of the marketing and sales departments according to criteria of profitability, efficiency, commitment and continuous improvement.
- RAT 19 The graduate will be able to design the strategic to integrate the company's commercial and marketing activity in its different functional areas.
- RAT 20 The graduate will know how to create strategies for the marketing mix, consistent with the company's policy and objectives and taking into account competitors' strategies.
- RAT 21 The graduate will be able to formulate sales forecasts, by anticipating trends and discontinuities, to meet the established objectives.
- RAT 22 The graduate will be able to design business plans focused on increasing the value of the company's customers, taking advantage of the company's digital dimension.
- RAT 23 The graduate will be able to design corporate social responsibility policies that will contribute to the improvement of the company's image and competitiveness, with social balance sheets aligned with the company's mission and vision.
- RAT 24 The graduate will be able to formulate a business strategy that considers the stakeholders' interests and needs to build trusting relationships.
- RAT 25 The graduate will be able to develop internal and external communication plans aligned with the corporate strategy to reinforce the positioning of the company in the market, the perception of value by customers and the employees' commitment.
- RAT 26 The graduate will be able to develop in a global way the process of segmentation, targeting and strategic positioning to meet the marketing objectives established by the company.

- RAT 27 The graduate will be able to design a CRM not only as a tool for recording strategic business activity but also for implementing a commercial strategy of knowledge and improvement of the activity.
- RAT 28 The graduate will be able to develop the key elements of business communication as marketing support to meet the objectives set by the company.
- RAT 29 The graduate will be able to devise the brand image as a seal of corporate identity for a better positioning of the company against its competitors.
- RAT 30 The graduate will be able to restructure the dynamism of the digital ecosystem, market trends, and its relationship with the environment to improve the results of the company
- RAT 31 The graduate will integrate the needs of users and the company from all phases and processes for the consolidation of internal knowledge of the sector and user loyalty.

### 3. Subject's learning outcomes

The subject-related learning outcomes for this course are the following:

- RAM 1 The graduate will be able to research and apply the theoretical knowledge acquired to the development of a real case of company creation / internationalization / research.
- RAM 2 The graduate will be able to adequately apply secondary / primary research techniques and, where appropriate, quantitative / qualitative research.
- RAM 3 The graduate will know how to use information and data as key elements for decision-making and identify, formulate and solve business / research problems.
- RAM 4 The graduate will be able to solve problems and make decisions at the strategic, tactical and operational levels of a business organization, taking into account the interrelation between the different functional and business areas.
- RAM 5 The graduate will be able to apply interpersonal listening, negotiation, persuasion, and work skills in multidisciplinary teams for effective execution in different tasks and the assumption of leadership responsibilities in a work group.
- RAM 6 The graduate will be able to apply critical thinking about knowledge about business organizations, their external context and their administration and management process.
- RAM 7 Graduates will be able to apply their cognitive skills independently to professional and business activities.
- RAM 8 Graduates will be able to compare the acquisition, structuring, analysis and visualization of data and information, as well as critically assess the results of such management.

## 4. Formal attributes

### 4.1. Written document

The master's thesis will consist of the preparation of a Word document in PDF format. The delivery of the final document will be done in open format to be able to make the last revision by the tutor, and once the corrections are made you should also upload a copy in PDF through the Virtual Classroom.

The deadline for submitting both documents is indicated in the course calendar. If on that date the document accrediting the master's thesis is not uploaded, students will not have the final grade

### 4.2. Oral presentation

The presentation will be made in a PowerPoint or similar format that helps explain the project.

The defense of the TFM must be carried out in a public session through the presentation and oral defense of its content before an evaluation committee that, at least, must be made up of two professors who preferably teach in the Master's Degree or in the Center, and who have a university degree related to the field of TFM. In order to pass the TFM it will be necessary for the student to obtain a minimum of 5 out of 10 in the grade derived from the presentation and oral defense of the work.

Although the work is group work, its defense is individual and separate. Each student has ten minutes to make their presentation. The visual support must be different for each member of the group. Once the presentation has been made, the panel will ask the questions it deems appropriate to each student for at least 5 minutes. After the court's deliberation, the student individually enters the classroom again and is informed whether or not he or she has passed the master's thesis.

## 5. Recommended structure

### 5.1. Written document

The TFM must be identified with the following information:

- Title of work or project
- Author/authors (participants)
- Program and group
- Year of completion
- Universitat de Lleida – EAE Business School

This identification shall be reflected in the following:

- Cover page

- First page, after the cover and before the index
- In addition, the title will be included as a header or footer in ordinary text sheets.

Proposal for the page design:

- Font and size:
  - o Document management: Georgia 11, Normal.
  - o Titles: Georgia 15, Bold.
  - o Subtitles: Georgia 12, bold.
  - o Footer: Georgia 10, Normal
- Margins and spaces:
  - o Left: De 3 a 4 cm.
  - o Right: De 2 a 3 cm.
  - o Upper: De 2,5 a 3 cm.
  - o Lower: De 2,5 a 3 cm.
  - o Spacing: 1,5 spaces.
  - o Space between paragraphs: 2 spaces.
  - o Alignment: Aligned.
  - o Page number: Bottom right.

## 5.2. Oral Presentation

The use of PowerPoint presentations is recommended, and Prezi is discouraged. The presentation used in the defense shall, as a minimum, contain:

- o Introduction.
- o Objectives and strategies.
- o Main results.
- o Main conclusions

## 5.3. Tentative index

Although the index is indicative and is at the discretion of the group that structure to use, all works must include the following sections or justify previously with the tutor, not including them. The tentative index is as follows:

1. Introduction
2. Executive Summary
3. Entrepreneurial team
4. Background of the company
  - 4.1. History of the company
  - 4.2. Business philosophy

- 4.3. Current company problems
- 5. External analysis
  - 5.1. Analysis of the macroenvironment
  - 5.2. Analysis of the microenvironment
- 6. Internal analysis
- 7. SWOT analysis
- 8. CAME analysis
- 9. Objectives of the project
- 10. Strategic plan
  - 10.1. Segmentation
  - 10.2. Positioning
  - 10.3. Strategies
- 11. Marketing plan
  - 11.1. Product
  - 11.2. Price
  - 11.3. Distribution
  - 11.4. Promotion
- 12. Timeline of actions
- 13. Economic and financial analysis
  - 13.1. Marketing budget
  - 13.2. Projection of sales
  - 13.3. Projection of financial statements
- 14. Financial feasibility and contingency plan
- 15. Sustainability plan
- 16. Conclusions
- 17. Bibliography
- 18. Annexes



Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

## 7. Grading system

The tutor will evaluate the partial submissions during the development period of the master's thesis, as well as the final document. The submission and its corresponding feedback will be conducted through the virtual classroom of the course, using evaluation rubrics.

The evaluation panel, composed of a chairperson, a secretary, and a member, will deliberate on the final grade for the master's thesis behind closed doors and will inform the student whether the oral presentation has been passed with a "pass" or "fail."

For the final grade of the master's thesis, the weighting of the evaluation elements is as follows:

Activity	Weight
Partial submissions	18 %
Final submission	27%
Oral defense	55 %

There will be 3 partial submissions, each weighing 6% of the final grade.

Both the partial submissions and the final submission will be evaluated using their corresponding rubrics.

According to the regulations governing the Master's Final Project (TFM), the supervisor will have the authority to assign an individualized assessment to each member of the group, both in the planning and in the development of the work.

The final grade will be available a few days after the defense, following its publication in the virtual classroom.

Plagiarism is a fraudulent activity, the commission of which can lead to severe sanctions, both academic and legal. Academic honesty is one of the pillars that supports the School's educational commitment, and the members of its teaching community are especially aware and prepared to detect such actions. Given the frequent difficulty in conceptualizing plagiarism, it has been deemed necessary to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of others' work or creations, passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism may consist of the unauthorized total or partial copying of someone else's work or the presentation of the copy as an original work, thereby impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as your own, whether the copy is total or partial.
- Paraphrasing a text, altering it slightly to disguise it, but without citing sources.
- Buying or obtaining a work and presenting it as your own.
- Basing a new work on someone else's idea or phrase without citing the original author.

As established in Article 10 of the Academic Code of Conduct for EAE Barcelona students, without prejudice to the academic sanctions resulting from its enforcement, the Academic Committee will take legal action if plagiarism violates applicable intellectual property laws.

## 8. Intellectual property

The intellectual property belongs to the student or students who have participated in its elaboration. The electronic document supporting the master's thesis will be deposited in the corresponding repository in the Documentation and Resource Center of EAE Business School. For the possible consultation of the final work of the master, each member of the group that prepares the work must leave in writing their agreement on the form available for that purpose. Reproduction in whole or in part of this document by any means is prohibited.

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## 9. Tutoring

### 9.1. Types of tutoring

The tutoring can be:

- **Plenary tutorials:**

The professor in charge of the three plenary sessions that are held for the entire class group during the academic year will present the guidelines for the preparation and presentation of the master's thesis. They are mandatory attendance in the modality taught.

- **Group tutorials:**

Group tutorials will be taught by the assigned tutor. They may be carried out at the request of the tutor himself or of the members of the group. A minimum of three is recommended before public exhibition of the work.

Group tutorials will be coordinated between the representative of the Working Group and the assigned TFM Tutor and may be carried out outside of school hours, in person or virtually. When the request is made by the students, the dates of the tutorials will be set based on the tutor's availability and with one week's prior email notice. To speed up the process, we invite you to prioritize email communication with your tutor for any questions.

In these work meetings, the students will present to the tutor the progress made with the project and the doubts they have. The tutor will be a support element throughout the project, although it should not in any case replace the initiative, effort and self-learning of the students as occurs in professional reality.

- **Voluntary tutorials:**

Students may request tutoring, which will be set based on the tutor's availability and with one week's prior email notice. To speed up the process, we invite you to prioritize email communication with your tutor for any questions.

## 9.2. Tutors

The tutor for the projects of the entire class group coordinates with the coordinator of the master's thesis for the program. If the opinion or support of an expert is needed, the tutor may consult the faculty. Students are not authorized to consult the faculty on their own initiative.

## 10. Confidentiality

If the team members consider that, due to its nature, or the sources of information used for its realization, or because it derives from the results of their work, the possibility of requesting the registration of a patent, utility model, industrial design, brand or trade name, the TFM must be carried out, defended or deposited confidentially, they will report this to the academic coordinator of their program through the corresponding form. The Academic Coordination area will forward this form to the knowledge area

department responsible for final degree and master's degree projects, and to the Documentation and Resources Center.

The exhibition of said works will be carried out behind closed doors.

Organizations, companies or institutions that have contributed to the completion of a TFM through making sources of information that they consider confidential available to students may require the signing of a confidentiality agreement.

## 11. Observations

Failure to submit the master's Thesis implies not obtaining the final degree of the program, even if all the subjects are correctly valued.

Any work that is wholly or partially considered a copy of other previous works or that is made from false data will imply a negative rating of the project and not be able to obtain the title of the program. In the case of using quotations or approaches from previous manuals or works, the name of the author and his bibliographic reference must be indicated in the text itself or at the foot of the page.

Confidential data on undertakings or studies carried out may be avoided. Confidentiality can also be maintained by changing the names of companies or opinions collected for the project.

The final project note may be the same or different for members of the same project team. If it is considered that the different levels of contribution are not identical, different assessments may be given, even if the project is the same.

## 12. Bibliography

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