

Business and marketing planning process in organizations

Master's degree in: Marketing Management

Subject: Management and direction in the organization

Credits: 6 ECTS

Program: Master in Marketing and Sales Management

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

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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1. Presentation

Before formulating strategies, organizations need to make a correct diagnosis of the business situation through an internal and external analysis. The Internal Analysis must examine the constraints that may affect the development of the project within the company itself; while the external analysis must analyze the environment and the market. A market in which it is increasingly important to have a vision that integrates the principles of sustainability according to the SDGs (UN Sustainable Development Goals) because only those companies able to consider the sustainable imperative according to their analysis PESTEL can aspire to build lasting relationships with their customers and with society.

Marketers should be able to evaluate all these factors and, through an objective diagnosis, determine how these determinants can affect the main strategies.

This diagnosis can be carried out in various ways. However, the most useful, practical, and widespread tool is undoubtedly the SWOT matrix (Weaknesses, Threats, Strengths, and Opportunities).

Once this analysis is done, it is necessary to develop a business strategy. However, before developing it, is necessary to know its levels, as well as the different methods of strategic analysis that consider not only the organization itself but also the environment in which this opera and its stakeholders. Many examples -- of both successes and business failures - give the subject a practical character.

By the end, the student will have acquired the basic knowledge to understand how the competitive structure of the organization can expand or restrict the strategic options of the company. In short, the subject is essential to have a comprehensive vision of the strategic policy of the company.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

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|-------|--|
| 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 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 decisions.
- 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.

2.3. Competences

- RAT 17 The graduate will be able to provide innovative, creative, and entrepreneurial solutions in professional situations.
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental, and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 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 21 The graduate will be able to design the organizational structure of the marketing and sales departments according to the criteria of profitability, efficiency, commitment, and continuous improvement.
- RAT 23 The graduate will know how to create strategies for the marketing mix, consistent with the company's policy and objectives and consider competitors' strategies.

3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 2 The graduate will be able to correctly use strategic marketing to detect opportunities that help the company meet the needs of consumers optimally and efficiently than other competitors, through the analysis of case studies.
- RAM 4 The graduate will be able to accurately validate commercial, marketing, and communication decisions in their professional activity within the organization by performing practical simulation cases.
- RAM 5 The graduate will be able to correctly identify how the external and internal determinants that condition the achievement of the objectives and strategies of the organization through the realization of challenges and practical cases.
- RAM 6 The graduate will be able to design in a precise way a basic and integral process of investigation of a market, for the adoption of the strategies more adapted to the reality of the organization by presenting projects or written exercises.
- RAM 8 The holder/a may propose business decisions based on the information validated by the organization through the study of statistical measurement tools and data collection.

4. Contents

- **Topic 1:** Determinants of Marketing
 - Introduction to the concepts of Strategic Planning, Marketing and Diagnosis
 - Internal and external factors of the company:
 - Company's analysis
 - Strategic approach with a sustainable perspective
 - Analysis of resources and value chain
 - Micro and macro factors
 - Competitors, customers, and consumers
- **Topic 2:** Corporate strategy
 - Corporate strategy in a sustainable environment
 - Choosing the strategy
 - Implantation of the strategy

5. Methodology

	Collaborative work	Online debates practical cases	Discussions of 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 reports or work	Presentation of

6. Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

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

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

- David, F. Strategic management: concepts and cases. Pearson Education, 2007.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regner, P. Exploring Strategy, 10e. Pearson Education Ltd., 2014.
- Kaplan, R.S. & Norton, D.P. Transforming the Balanced Scorecard from Performance Measurement to Strategic Management. American Accounting Association, 15-1, March 2001, pp. 87-104.
- Kotler, P. et al., Marketing Management, 16e Global edition. Pearson, 2021.