esade

Decisions in Marketing

UGRA_002048

Departments	Department of Marketing
Teaching Languages	English, Spanish, Catalan
ECTS	4
Teacher responsible	Carles Torrecilla Gumbau - carles.torrecilla@esade.edu

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Course Goals

1. Students will learn to make marketing decisions based on the risk-profitability binomial.

2. They will learn which strategy is, in principle, the most appropriate for any given time, and be able to know when they are not applying it.

3. They will learn to create their own analysis and decision-making tools based on aims and premises.

4. They will develop a global mindset and perspective.

5. They will further develop their teamwork and communication skills as well as their ability to persuade others.

6. They will expand their critical and analytical-thinking skills.

Previous knowledge

Previous year marketing subject provides the base of marketing knowledge needed to face "decisions in Marketing" strategic approach

Prerequisits

Having completed Marketing Foundations.

Teaching methodology

The course follows a tailored methodology called Microcontent Triple Loop Station Methodology (M3LP), designed to create a dynamic, engaging, and multi-angle learning experience:

Microcontent: Students learn through short, focused content pieces that answer specific questions or leave a lasting impression—ideal for building understanding step by step.

Triple Loop Learning: Emphasizes learning how to learn. Students will reflect not just on what they learn, but how they learn, adapting their thinking, strategies, and values throughout the process.

Station Teaching: The course is divided into three rotating learning stations, each led by a different professor with a distinct teaching style and expertise. Students engage with the same content through complementary methods.

Each station offers a unique perspective:

Think as a CMO (Prof. Mauro Ribó / Carles Torrecilla): Based on a flipped

classroom model. Students are expected to complete online multimedia content before class. Sessions focus on clarifying concepts, discussing real examples, and answering pre-submitted questions.

Act as a CMO (Prof. Alexis Mavrommatis): Focuses on learning by doing through the Socratic and case study methods. Students engage in strategic thinking, identify knowledge gaps, evaluate alternatives, and take decisive action.

Be a CMO (Prof. Gerard Costa): Uses experiential learning through the Markstrat simulation, where students move from strategy design to tactical decision-making, applying their learning in a realistic, competitive environment.

Description

Course contribution to program

Marketing Decisions further develops the educational content learned in Marketing Foundations. Having mastered the basic marketing tools and concepts in the first course, students will now go on to learn marketing strategies. To illustrate this in terms of chess, Marketing Foundations teaches how each piece can be moved, while Marketing Decisions teaches students the most typical moves (checkmate, openings, etc.).

Short description

Decisions in Marketing helps students to develop a real strategic mindset from the marketing perspective, combining 3 methodologies in the same subject:

1. Think as a CMO. The necessary theory is available for students on Moodle and they will work on it before each session, so class time can be dedicated so solve questions and discuss examples.

2. Act as a CMO. Case methodology will be used in class to practice what has been learned in the theory part and gain critical thinking skills.

3. Be a CMO. Students will compete in the marketplace using Markstrat simulator, making decisions and seeing the results in dynamic environment.

Bibliography

, Electronic copies of the required readings will be available to the course participants in the web page of the course. (Document)

Lambin, Jean-Jacques and Schuiling, Isabelle, Market-Driven Management. Strategic and Operational Marketing, Palgrave MacMillan (Book)

Activities

In-class discussions and debates
Flipped-class methodology. Students will have access to e-content before the session. Dedicates to solve doubts and discuss classic and new examples

Practical exercises with professional software

Organized in different groups, students will compete in the marketplace during the different sessions, making important decisions about the chosen strategy and seeing the results in a dynamic environment

Case study analyses
In some of the sessions, Faculty will use the case methodology to discuss real situations deeper, connected to what students have learned in the Theory part, and add extra tools to learn how to act as a CMO

Content

#	Topic
1	Key decisions that define the strategic framework · Strategic Thinking & Binomial Mktg · Market definitions & Budgets
2	Decisions cadence in the strategic setup and development · External Analysis · Solutions Life Cycle
3	Elements to consider to make robust and coherent decisions · Internal Analysis & Diagnostic · Strategy: Segments Targets Positioning
4	Interconnection of decisions and results in the marketplace · Competing in the market. Warfare strategies · New business models · Cases

Assessment

Tool	Assessment tool	Category	Weight %
Written and/or oral exams	Final Individual Exam	Ordinary round	40.00%
Participation in program activities	Participation, online platform, exercises	Ordinary round	30.00%
Group project	Markstrat. Final result in terms of Share Price Index achieved.	Ordinary round	30.00%
Written and/or oral exams	Retake exam	Retake	50.00%
Other	Previous Grade on Participation, Cases & Markstrat	Retake	50.00%

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA20 Year 3 (Mandatory)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA23 Year 3 (Mandatory)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI21 Year 3 (Mandatory)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI23 Year 3 (Mandatory)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD20 Year 3 (Mandatory)

GBD23-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD23 Year 3 (Mandatory)