TEACHING GUIDE - 2026-2027

Marketing Warfare Strategies

UGRA_016155

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

Course Goals

1. Understand the fundamental concepts of warfare and their application to marketing.
2. Analyze competitive environments using warfare principles.
3. Develop strategic marketing plans inspired by military tactics.
4. Implement tactical marketing actions for competitive advantage.
5. Ethical Considerations and Corporate Social Responsibility of marketing warfare

Previous knowledge

Previous knowledge is not essential. Videos will be provided beforehand to ensure basic concepts.

Prerequisits

Previous knowledge is not essential. Videos will be provided beforehand to ensure basic concepts.

Teaching methodology

The course uses multiple methodologies, including Kahoot quizzes, case studies, examples, lectures, exercises, and assigned readings, microsimulators.
As this is a discussion-based course, students are expected to participate actively in class. Sharing experiences and perspectives enriches the learning experience for all participants and contributes to more dynamic and engaging sessions.
For case study discussions, students should come to class prepared to participate actively in the analysis and debate of each case. Class participation is evaluated based on the quality of contributions, particularly the ability to apply critical thinking to the issues and challenges presented in each case.

Description

Course

The program aims to train students for highly competitive environments RATHER

contribution to program

THAN for ideal environments or stable conditions with rational actors.

Short description

This course provides a holistic understanding of how the principles of warfare can be applied to competitive marketing scenarios.

Bibliography

Sun Tzu, The Art of War, 978-1721195091 (Book)

Al Ries and Jack Trout, Marketing Warfare, McGraw Hill, 9780070527263 (Book)

Philip Kotler, Marketing Management, Pearson, 0132102927 (Book)

Michael E. Porter, Competitive Strategy (Book)

Activities

In-class discussions and debates

Analytical exercises

Role-play exercises and simulations

Case study analyses

Content

#	Topic
1	Introduction to Warfare Marketing • Overview of course objectives and structure. • History and evolution of warfare strategies. • Basic principles of warfare marketing.
2	The Art of War and Marketing • Sun Tzu's "The Art of War" and its relevance to marketing. • Key concepts: strategy, tactics, and positioning.
3	Understanding the Competitive Landscape • Market analysis and competitive intelligence. • Competitor profiling and benchmarking. • BATNA
4	Strategic Planning • Formulating marketing strategies using warfare principles. • Offensive, defensive, flanking, and guerrilla marketing strategies.
5	Ethical Considerations and Corporate Social Responsibility • Ethical issues in competitive marketing. • Corporate social responsibility (CSR) and its impact on strategy. • Balancing competitive actions with ethical standards.

Assessment

Tool	Assessment tool	Category	Weight %
Written and/or oral exams	Final Exam	Ordinary round	40.00%
In-class analysis and discussion of issues	Microcase discussions in class	Ordinary round	25.00%

Tool	Assessment tool	Category	Weight %
Other	Weekly assignments based on readings and case studies	Ordinary round	25.00%
Peer evaluation	Score received from other warriors	Ordinary round	10.00%
Written and/or oral exams	Exam retake	Retake	100.00%

PROGRAMS

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)
- BBA20 Year 1 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 4 (Optative)
- BBA23 Year 3 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 3 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD20 Year 5 (Optative)
- GBD20 Year 4 (Optative)