

## Subject card

|                                             |                                                                                                                                                                                                                                                                    |                                                          |                                         |                                     |         |                                                                                              |     |
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| Subject name and code                       | Marketing Management, PG_00178438                                                                                                                                                                                                                                  |                                                          |                                         |                                     |         |                                                                                              |     |
| Field of study                              | Management                                                                                                                                                                                                                                                         |                                                          |                                         |                                     |         |                                                                                              |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                                                                                                       |                                                          | Academic year of realisation of subject |                                     |         | 2026/2027                                                                                    |     |
| Education level                             | Bachelor's studies                                                                                                                                                                                                                                                 |                                                          | Subject group                           |                                     |         | Optional subject group<br>Subject group related to scientific research in the field of study |     |
| Mode of study                               | part-time studies                                                                                                                                                                                                                                                  |                                                          | Mode of delivery                        |                                     |         | at the university                                                                            |     |
| Year of study                               | 2                                                                                                                                                                                                                                                                  |                                                          | Language of instruction                 |                                     |         | Polish                                                                                       |     |
| Semester of study                           | 4                                                                                                                                                                                                                                                                  |                                                          | ECTS credits                            |                                     |         | 7.0                                                                                          |     |
| Learning profile                            | academic                                                                                                                                                                                                                                                           |                                                          | Assessment form                         |                                     |         | exam                                                                                         |     |
| Conducting unit                             |                                                                                                                                                                                                                                                                    |                                                          |                                         |                                     |         |                                                                                              |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                                                                                 |                                                          | dr Wioleta Dryl                         |                                     |         |                                                                                              |     |
|                                             | Teachers                                                                                                                                                                                                                                                           |                                                          |                                         |                                     |         |                                                                                              |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                                                                        | Lecture                                                  | Tutorial                                | Laboratory                          | Project | Seminar                                                                                      | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                              | 16.0                                                     | 16.0                                    | 8.0                                 | 0.0     | 0.0                                                                                          | 40  |
|                                             | E-learning hours included: 0.0                                                                                                                                                                                                                                     |                                                          |                                         |                                     |         |                                                                                              |     |
| Learning activity and number of study hours | Learning activity                                                                                                                                                                                                                                                  | Participation in didactic classes included in study plan |                                         | Participation in consultation hours |         | Self-study                                                                                   | SUM |
|                                             | Number of study hours                                                                                                                                                                                                                                              | 40                                                       |                                         | 2.0                                 |         | 133.0                                                                                        | 175 |
| Subject objectives                          | The aim of the course "Marketing Management" is to provide students with advanced knowledge and practical skills necessary for planning, implementing, analyzing, and controlling marketing activities in organizations operating in a dynamic market environment. |                                                          |                                         |                                     |         |                                                                                              |     |

| Learning outcomes | Course outcome                                                                                                                                                                                                                                                                        | Subject outcome                                                                                                                                                                                                                                                                                                                        | Method of verification                  |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                   | [ZARZL3_W08] The student has advanced knowledge and understanding of management processes' objectives and specifics, their relationship with other processes in the organization, and the accompanying challenges and dilemmas in a changing environment.                             | The student has knowledge and understanding of the objectives and specifics of marketing management processes, identifies their links to other organizational processes (such as production, logistics, and finance), and describes typical challenges and dilemmas associated with these processes in a dynamic market environment.   | [SW4] test/exam - oral or written       |
|                   | [ZARZL3_U07] The student can prepare written papers, presentations, and oral speeches on management issues.                                                                                                                                                                           | The student prepares a written paper and creates and delivers an oral presentation on a selected topic in the field of marketing management, using appropriate terminology, data, and practical examples.                                                                                                                              | [SU2] presentation/project/paper/report |
|                   | [ZARZL3_U02] The student can identify problems related to the organization's functioning, its processes, and its relations with the environment and propose adequate solutions.                                                                                                       | The student identifies marketing problems related to the organization's relationships with the market environment, analyzes the conditions and causes of these problems, and proposes appropriate marketing actions aligned with the organization's objectives to address them.                                                        | [SU2] presentation/project/paper/report |
|                   | [ZARZL3_W03] The student has advanced knowledge and understanding of the nature and dynamics of the organization's relationship with stakeholders, the phenomena, processes, and interrelationships occurring in the organization's environment, and their impact on its functioning. | The student has knowledge and understanding of the nature and dynamics of marketing relationships between the organization and key stakeholders, identifies and describes phenomena and processes occurring in the organization's market environment, and explains their impact on marketing decisions and organizational functioning. | [SW4] test/exam - oral or written       |

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| Subject contents                | <p><b>Lecture:</b></p> <ol style="list-style-type: none"> <li>Marketing as a management process – stages of marketing management: analysis, planning, organizing, implementation, and control; the role of marketing in the business model</li> <li>Marketing situation assessment – analysis of the market, customers, competition, trends, and company resources and performance; SWOT/TOWS, benchmarking, portfolio analysis – introductory overview</li> <li>Marketing objectives and KPIs – hierarchy of objectives: strategic, tactical, and operational; SMART criteria; sales, market, communication, relationship, and financial KPIs</li> <li>Marketing strategies – growth, competitive, segmentation, positioning, and competitive advantage strategies; market entry and market development strategies</li> <li>Product and brand portfolio management – portfolio decisions, the role of brands, cannibalization, brand extensions, repositioning, and offering lifecycle management</li> <li>Marketing plan – plan structure: situation analysis, objectives, segments, strategy, marketing mix instruments, schedule, budget, responsibilities, and control</li> <li>Marketing budgeting – budget-setting methods, resource allocation, cost-benefit relationship, ROI, and trade-offs between short-term and long-term activities</li> <li>Organization and implementation of marketing activities – marketing department structures; collaboration with agencies, sales, controlling, and management; scheduling and task responsibility</li> <li>Marketing control and corrective actions – marketing audit, annual control, profitability control, strategic control, KPI dashboards, and organizational learning</li> <li>Contemporary marketing management challenges – digitalization, AI in marketing, data ethics, sustainable marketing, reputation management, communication crises, and brand resilience</li> </ol> <p><b>Exercises:</b></p> <ol style="list-style-type: none"> <li>The role of marketing in company management – a case study: how marketing decisions impact sales, costs, reputation, and company growth</li> <li>Situation analysis – preparing a SWOT/TOWS analysis, as well as an assessment of competition and trends for a selected company</li> <li>Objectives and KPIs – formulating SMART goals and selecting appropriate metrics</li> <li>Strategy selection – comparing alternative marketing strategies and choosing the most suitable one</li> <li>Positioning and value proposition – developing a positioning map, value proposition, and key differentiators</li> <li>Marketing plan – outlining the plan structure and assigning tasks within the project team</li> <li>Budget and schedule – preparing the activity budget and timeline, and assigning responsibilities</li> <li>Risks and control – identifying implementation risks, organizational barriers, and early warning indicators</li> <li>Project audit – peer review of team projects focusing on the coherence of the diagnosis, strategy, activities, and KPIs</li> <li>Management presentation – presenting the marketing plan to the group in the form of a recommendation to the board</li> </ol> <p><b>Laboratories:</b></p> <ol style="list-style-type: none"> <li>Data analysis for marketing diagnosis – spreadsheet work: sales data, segments, channels, competition, trends; preparing simple tables and charts</li> <li>Segments, positioning, and market potential – creating a positioning map and assessing segment attractiveness based on specific criteria</li> <li>Budgeting and action scenarios – preparing marketing budget variants and simulating the consequences of cutting or increasing expenditure</li> <li>KPI dashboard – building a simple dashboard: objective, metric, data source, measurement frequency, and person responsible</li> <li>Finalizing the plan and recommendations – assembling plan components into a coherent document or management presentation; quality check of the rationale</li> </ol> |                   |                               |
| Prerequisites and co-requisites |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |                               |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Passing threshold | Percentage of the final grade |
|                                 | Test                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 51.0%             | 50.0%                         |
|                                 | Completion of a final assignment – presentation/project/paper/report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 51.0%             | 50.0%                         |
| Recommended reading             | <p>Basic literature</p> <p>Armstrong G. P. Kotler, Marketing. Wprowadzenie, wyd. Nieoczywiste, 2022.</p> <p>Otto J., Sułkowski Ł., Metody zarządzania marketingowego, Difin 2014.</p> <p>Red. G. Rosa, Zarządzanie marketingowe, CH Beck 2012.</p> <p>Pomykalski A., Zarządzanie i planowanie marketingowe, WN PWN 2005.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                   |                               |

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|                                                                | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                             | <p>Kozielski R. i in., Wskaźniki marketingowe, Wolters Kluwer Business, 2016.</p> <p>Dryl W. Audyt marketingowy, CeDEWu 2020.</p> <p>Dryl W., Dryl T., Kęprowska U., Nowe 4P marketingu, CeDeWu Warszawa 2023.</p> |
|                                                                | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                 | <p>Basic</p> <p><a href="https://www.researchgate.net/publication/302929464_Macierz_BCG">https://www.researchgate.net/publication/302929464_Macierz_BCG</a> - BCG matrix</p>                                       |
| Example issues/<br>example questions/<br>tasks being completed | <p>Conduct a PESTEL analysis of a selected organization and identify the most important opportunities and threats.</p> <p>Compare two different approaches to market segmentation: demographic and behavioral. Which one is more useful in a premium strategy?</p> <p>What are the risks associated with incorrect brand positioning? Indicate the consequences and possible corrective actions.</p> |                                                                                                                                                                                                                    |
| Work placement                                                 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                    |

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