



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2026 - 2027

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Sales and retailing
Subject code	E000013641
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas (E-2) - en inglés [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Marketing
Coordinator	Victoria Labajo
Schedule	Tuesday & Thursday 10.00 to 12.30 h
Office hours	a concertar por email con el profesor
Course overview	In "Sales Management and Retail", you will acquire the essential training and skills required for B2B commercial management—from organizing, planning, and effectively leading sales teams to performance evaluation. You will learn innovative strategies for managing customer and sales channel relationships, both domestically and internationally, within the dynamic context of distribution that increasingly operates through e-commerce and omnichannel models. This course provides practical tools and applicable knowledge that will prepare you to face today's challenges for both brands and retailers, making you a more competent and versatile professional in the fields of marketing and commercial strategy.

Teacher Information	
Teacher	
Name	Alejandro Gómez Parra
Department	Departamento de Marketing
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
The course is designed as an in-depth exploration of the marketing knowledge acquired in the core courses within the discipline—particularly in Analytical Marketing—and is closely related to other electives in the area such as Innovation and Marketing in the Digital Age, and Social Media Marketing.



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Prerequisites

Marketing Fundamentals

Competencies - Objectives

Competences

CG2 Ability to manage information and data from diverse sources in order to carry out a critical analysis and accurate diagnosis of business reality.

- RA1 Based on information and data obtained from various sources, identifies business problems by determining their origin/causes.
- RA2 Is capable of carrying out the diagnostic process by giving and receiving feedback assertively, contributing to greater team integration and trust.

CG3 Ability to solve problems and make business decisions by appropriately selecting and applying relevant data analysis techniques.

- RA1 Efficiently identifies, gathers, and analyzes data from primary and secondary sources necessary for analyzing the company's competitive environment.
- RA2 Applies the necessary mathematical concepts and quantitative and qualitative data analysis techniques to solve business problems and support diagnosis and decision-making in the company.

CG4 Ability to lead people and teams in a positive way, promoting innovative business projects and responding to new business opportunities through creative solutions.

- RA1 Positively leads people and teams by generating innovative solutions to identified business problems and opportunities.
- RA2 Puts into practice creative strategies and tactics required in innovation processes, ensuring the participation of all team members and aiming to reach common goals and agreements.

CEOPT Understanding of the business role of the Sales function, the position of the Sales Manager, and sales teams, as well as the principles of customer and channel management, through a comprehension of the commercial strategies and objectives of retailers.

- RA1 Understands the key aspects of the course from the perspective of a managerial role in sales management, developing the necessary judgment to make decisions at this organizational level.
- RA2 Is capable of applying the most appropriate theory or method related to key aspects of sales teams, channel management, and customer management, in alignment with their respective strategies.
- RA3 Is able to conduct proper customer analysis based on channel and territory segmentation, and to develop B2B commercial plans based on win-win strategies.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

BLOCK I: Introduction

Topic 1. The Sales Function: Concepts and the Sales Management Environment

BLOCK II: Retail and Customer Management

Topic 2. Types of Sales Channels and Distribution Strategies

Topic 3. Business Models in Retail

Topic 4. Omnichannel Strategy



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Topic 5. Negotiation

Topic 6. The Marketing Mix in Retail

BLOCK III: Sales Team Management

Topic 7. Roles and Profiles within the Sales Team

Topic 8. Performance Evaluation in Sales Teams

TEACHING METHODOLOGY

General methodological aspects of the subject

The objective of the proposed methodology is for students to understand and correctly apply the theories and tools covered in the course. To achieve this, a sequential methodology will be implemented to monitor the student's learning throughout the different phases. The instructor will provide topic outlines, core and supplementary bibliographic references, and will present key concepts during lectures. Students are expected to manage various sources of information to develop their own study materials. Practical classroom activities will reinforce the acquisition of concepts, while tutorials and self-assessment activities will help monitor the development of materials and the understanding of concepts. Out-of-class assignments, both individual and group-based, will allow students to apply theoretical concepts in practice and demonstrate their problem-solving abilities. A final case study – serving as an exam – will jointly assess the acquisition of the course-specific competencies.

On-campus methodology: Activities

AF1. Lectures – CEOPT

AF2. Exercises and problem/case solving – CG02, CG03, CEOPT

AF3. Oral presentations of topics or assignments – CG04

AF4. Individual or group essays and research projects – CG02, CG03, CG04, CEOPT

AF5. Academic tutorials – CG03, CEOPT

Off-campus methodology: Activities

AF6. Individual and/or group study and guided reading – CG02, CEOPT

AF4. Individual or group essays and research projects – CG02, CG03, CG04

Policy on the Use of AI:

The use of Generative Artificial Intelligence (GAI) tools, such as ChatGPT or similar, is not permitted in activities that involve the generation of ideas, the design of commercial actions, or strategic decision-making, as such use compromises the ability of assessment systems to properly evaluate the acquisition of the course's core competencies.

However, complementary use of these tools may be allowed for formal aspects such as improving the structure and formatting of final deliverables, provided that such use is explicitly declared in the submitted work. This declaration must include the tool used and the prompts or instructions given. Under no circumstances should GAI tools replace the analysis, reflection, or problem-solving processes that are at the core of the course's learning objectives.

*This implies that the course is classified at **Level 3 (authorized use under special conditions)** according to the institutional **AI Assessment Scale (Perkins et al., 2024)**, meaning that students may use AI to assist with specific tasks such as writing, refinement, and evaluation of their work, provided that they: (a) critically assess and revise any AI-generated content, and (b) fully document the AI usage.*



SUMMARY STUDENT WORKING HOURS

ON-CAMPUS HOURS

- Lectures (theoretical and expository sessions): 30 hours
- Exercises and problem/case solving: 20 hours
- Oral presentations of topics or assignments: 10 hours

OFF-CAMPUS HOURS

- Individual and/or group study and guided reading: 20 hours
- Individual or group essays and research projects: 40 hours
- Exercises and problem/case solving: 20 hours
- Preparation of oral presentations: 10 hours

TOTAL: 150 hours (6 ECTS credits)

EVALUATION AND CRITERIA

Assessment Activities	Evaluation Criteria	Weight
Final Project Submission & Final Project Presentation	• Assimilation of key course concepts • Comprehension and relational thinking • Ability to construct arguments	50% (20+30%)
Case Studies and Continuous Assessment Activities	• Problem-solving and decision-making skills	40%
Attendance and Active Participation in the Course	• Contribution to class dynamics • Ability to listen, argue, and debate • Critical and self-critical thinking skills	10%

Ratings

In order to pass the course, students must obtain a minimum grade of 5 out of 10 in both the final project/case study (which holds exam-level value) and in the set of remaining continuous assessment components. In addition, regular class attendance is required. Otherwise, the grades will not be compensable, and the final grade recorded will be the lower of the two.

Students who do not pass the course but have passed one of the two parts will retain the passing grade for the extraordinary exam session and will only need to complete the failed part. In any case, students must contact the instructor before June 1st to receive a special work plan.

In the case of students in their third or subsequent exam attempts, or exchange students whose course is not officially recognized, 100% of the final grade will be based on the exam.

Misuse of ChatGPT or other GAI tools will be considered a serious offense, in accordance with the University's General Regulations, Article 168.2.e: "actions intended to falsify or defraud the academic performance evaluation systems." The consequences may include "temporary expulsion of up to three months or the prohibition to take exams in the next exam session following the imposition of the sanction, in one or more enrolled courses, [...] in addition to receiving a failing grade (0) in the affected course, [...] [and] being prohibited from taking the exam



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in the next session for that course."

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Class materials prepared by the instructors and made available to students on the course's Moodle platform.

Complementary Bibliography

- Jobber, D. y Lancaster, G. (11ª edición, 2019) Selling and Sales Management. Ed. Pearson, Routledge.
- Olmedo, J. Manual del director Comercial, dirigiendo equipos de venta. 2007. Ed. Gestión 2000
- Noonan, C.J. Sales Management (1st published 1998). Ed. Taylor & Francis, 2011
- Mc Donald, M. y Woodburn, D. (3ª Ed. 2011). Key Account Management, the definitive guide. Ed. Elsevier Science
- Lewis, R., & Dart, M. (2014). The new rules of retail: competing in the world's toughest marketplace. Ed. St. Martin's Press.
- Underhill, P. (2009). Why we buy: The science of shopping--updated and revised for the Internet, the global consumer, and beyond. Ed. Simon and Schuster.
- Fisher, M., & Raman, A. (2018). Using data and big data in retailing. Production and Operations Management, 27(9), 1665-1669.