



| Teaching Guide      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                                                                                                                   |           |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------|-----------|
| Identifying Data    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                                                                                                                   | 2015/16   |
| Subject (*)         | Distribución Comercial                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Code   |                                                                                                                   | 611G02030 |
| Study programme     | Grao en Administración e Dirección de Empresas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                                                                                                   |           |
| Descriptors         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                                                                                                                   |           |
| Cycle               | Period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Year   | Type                                                                                                              | Credits   |
| Graduate            | 2nd four-month period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Third  | Obligatoria                                                                                                       | 6         |
| Language            | SpanishEnglish                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                                                                                                   |           |
| Teaching method     | Face-to-face                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |                                                                                                                   |           |
| Prerequisites       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                                                                                                                   |           |
| Department          | Análise Económica e Administración de Empresas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                                                                                                   |           |
| Coordinador         | Rey García, Marta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | E-mail | marta.reyg@udc.es                                                                                                 |           |
| Lecturers           | Naya Mosquera, José Luis<br>Orosa Gonzalez, Jose Javier<br>Ramos Pedreira, Antonio<br>Rey García, Marta<br>Salido Andrés, Noelia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | E-mail | jose.luis.naya@udc.es<br>javier.rosa@udc.es<br>antonio.ramos@udc.es<br>marta.reyg@udc.es<br>noelia.sandres@udc.es |           |
| Web                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |                                                                                                                   |           |
| General description | The general goal of this course is to introduce students to the practical aspects of the retailing sector, with a focus on the strategic management of this marketing area, and on the opportunities it entails for the competitive advantage of organizations and for the satisfaction of their clients. In order to fulfill it, the theoretical and institutional framework, the trends coming from internationalization and the introduction of new information and communication technologies, and the expectations of stakeholders for a more sustainable supply chain management, will be first introduced. In such context, the operations and dynamics of different types of commercial channels, intermediaries and formats; the relevance of merchandising and retail logistics; and the ethical implications and legal framework of retail, will be discussed. |        |                                                                                                                   |           |

| Study programme competences |                                                                                                                                                                                                                                                                                       |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Code                        | Study programme competences                                                                                                                                                                                                                                                           |
| A1                          | Manage an enterprise or small organization, understanding their competitive and institutional position and identifying their strengths and weaknesses                                                                                                                                 |
| A2                          | Integrate in any functional area of micro-firms or SMEs and perform fluently any management task commissioned                                                                                                                                                                         |
| A3                          | Evaluate and foreseeing, from relevant data, the development of a company.                                                                                                                                                                                                            |
| A4                          | Elaborate advisory reports on specific situations of companies and markets                                                                                                                                                                                                            |
| A5                          | Write projects about specific functional areas (e.g. management, marketing, financial) of the company                                                                                                                                                                                 |
| A6                          | Identify the relevant sources of economic information and to interpret the content.                                                                                                                                                                                                   |
| A8                          | Derive, based on from basic information, relevant data unrecognizable by non-professionals.                                                                                                                                                                                           |
| A9                          | Use frequently the information and communication technology (ICT) throughout their professional activity.                                                                                                                                                                             |
| A11                         | To analyze the problems of the firm based on management technical tools and professional criteria                                                                                                                                                                                     |
| A12                         | Communicate fluently in their environment and work by teams                                                                                                                                                                                                                           |
| B1                          | CB1-The students must demonstrate knowledge and understanding in a field of study that part of the basis of general secondary education, although it is supported by advanced textbooks, and also includes some aspects that imply knowledge of the forefront of their field of study |
| B2                          | CB2 - The students can apply their knowledge to their work or vocation in a professional way and have competences typically demonstrated by means of the elaboration and defense of arguments and solving problems within their area of work                                          |
| B3                          | CB3- The students have the ability to gather and interpret relevant data (usually within their field of study) to issue evaluations that include reflection on relevant social, scientific or ethical                                                                                 |
| B4                          | CB4-Communicate information, ideas, problems and solutions to an audience both skilled and unskilled                                                                                                                                                                                  |
| B5                          | CB5-Develop skills needed to undertake further studies learning with a high degree of autonomy                                                                                                                                                                                        |
| B6                          | CG1-Perform duties of management, advice and evaluation in business organizations                                                                                                                                                                                                     |



|     |                                                                                                                                                                                                                                  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| B7  | CG2-Know how to use the concepts and techniques used in the various functional areas of the company and understand the relationships between them and with the overall objectives of the organization                            |
| B8  | CG3- Know how to make decisions, and, in general, assume leadership roles.                                                                                                                                                       |
| B9  | CG4-Learn to identify and anticipate opportunities, allocate resources, organize information, select and motivate people, make decisions under conditions of - uncertainty, achieve the proposed objectives and evaluate results |
| B10 | CG5-Respect the fundamental and equal rights for men and women, promoting respect of human rights and the principles of equal opportunities, non-discrimination and universal accessibility for people with disabilities.        |
| C1  | Express correctly, both orally and in writing, in the official languages of the autonomous region                                                                                                                                |
| C4  | To be trained for the exercise of citizenship open, educated, critical, committed, democratic, capable of analyzing reality and diagnose problems, formulate and implement knowledge-based solutions oriented to the common good |
| C5  | Understand the importance of entrepreneurial culture and know the means and resources available to entrepreneurs                                                                                                                 |
| C6  | Assess critically the knowledge, technology and information available to solve the problems and take valuable decisions                                                                                                          |
| C7  | Assume as professionals and citizens the importance of learning throughout life.                                                                                                                                                 |
| C8  | Assess the importance of research, innovation and technological development in the economic and cultural progress of society.                                                                                                    |

| Learning outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |     |                             |    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----------------------------|----|
| Learning outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |     | Study programme competences |    |
| <ul style="list-style-type: none"> <li>- To value the importance of placement in general and retailing in particular from a strategic perspective, as a source of competitive advantage for all types of organizations, including the services sector.</li> <li>- To understand the current situation and future trends of retailing, with a special focus on concentration and internationalization processes, on the impact of new information and communication technologies, and on sustainable supply chain management.</li> <li>- To understand the implications of the choices for different types of supply chain strategies, retail channels and the role played by commercial intermediaries.</li> <li>- To understand the implications for both customers and retailers of the different types of commercial formats.</li> <li>- To acquire knowledge of the commercial tools, including personal sales, available for building a successful retailing strategy.</li> <li>- To analyse assortment decisions, distributor brand strategies, retail pricing strategies, logistics decisions and merchandising decisions in a retailing context.</li> <li>- To acquire knowledge about the legal environment surrounding retail at a European, national and regional level and to understand the ethical implications of retailing strategies.</li> </ul> | A1  | B1                          | C1 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A2  | B2                          | C4 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A3  | B3                          | C5 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A4  | B4                          | C6 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A5  | B5                          | C7 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A6  | B6                          | C8 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A8  | B7                          |    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A9  | B8                          |    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A11 | B9                          |    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | A12 | B10                         |    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |                             |    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |                             |    |

| Contents                                               |                                                                  |
|--------------------------------------------------------|------------------------------------------------------------------|
| Topic                                                  | Sub-topic                                                        |
| TEMA 1: THEORETICAL AND CONCEPTUAL FRAMEWORK OF RETAIL | Basic bibliography and information sources                       |
|                                                        | Key concepts                                                     |
|                                                        | Retailing functions                                              |
|                                                        | History of contemporary retailing                                |
|                                                        | The role of retailing in economy and society                     |
|                                                        | Global trends in retailing                                       |
| TEMA 2: DESIGNING AND SELECTING DISTRIBUTION CHANNELS  | Distribution channels: definition, functions, types              |
|                                                        | Advantages and disadvantages of intermediaries                   |
|                                                        | Designing and choosing a channel: goals, stages and alternatives |



|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TEMA 3: CHANNEL DYNAMICS                                                 | <p>Distribution channel flows</p> <p>A typology of distribution channels according to the degree of integration</p> <p>Advantages and disadvantages of global sourcing and vertical integration</p> <p>Alternative manufacturer and vendor strategies, conflict and collaboration, manufacturer brands and private labels</p>                                                                                                                                            |
| TEMA 4: COMMERCIAL INTERMEDIARIES AND FORMATS                            | <p>Assortment decisions</p> <p>Types of commercial intermediaries: a reminder</p> <p>Definition of commercial formats</p> <p>Formats associated with ownership forms (and degree of channel integration)</p> <p>Retailing strategies</p> <p>Formats Associated with the retailer strategy mix</p> <p>Evolution and trends in retailing formats</p> <p>Retail life cycle and format reinvention</p>                                                                       |
| TEMA 5: MERCHANDISING                                                    | <p>Introduction, concept and types</p> <p>Elaborating a merchandise plan</p> <ul style="list-style-type: none"> <li>- Merchandise selection and structure</li> <li>- Assortment plans</li> <li>- Merchandise management performance evaluation</li> </ul> <p>Establishing retail image</p> <ul style="list-style-type: none"> <li>- Placement and store layout</li> <li>- Visual merchandising</li> <li>- communication mix</li> <li>- Promotional strategies</li> </ul> |
| TEMA 6. SUPPLY CHAIN MANAGEMENT AND LOGISTICS IN RETAIL                  | <p>Supply chain management areas and key performance indicators</p> <p>Managing retailing logistics: collaboration between retailers and vendors; inventory, warehouse and transportation management</p> <p>Strategic relevance of SCM: global examples</p> <p>Information and merchandise flows: commercial coding systems</p> <p>Advantages and disadvantages of outsourcing logistics and using distribution centers</p>                                              |
| TEMA 7. CORPORATE SOCIAL RESPONSIBILITY AND LEGAL FRAMEWORK OF RETAILING | <p>Corporate social responsibility of retailers</p> <p>Sustainable supply chain management and ethical sourcing</p> <p>Basic legal framework: European norms for reverse logistics, food security and product traceability</p>                                                                                                                                                                                                                                           |

| Planning                                                                                                                        |                                         |                      |                               |             |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------|-------------------------------|-------------|
| Methodologies / tests                                                                                                           | Competencies                            | Ordinary class hours | Student's personal work hours | Total hours |
| Case study                                                                                                                      | A12 B8 C8                               | 25                   | 50                            | 75          |
| Seminar                                                                                                                         | C4 C5 C6 C7                             | 4                    | 0                             | 4           |
| Multiple-choice questions                                                                                                       | A4 A5 B4 B6 B9 B10<br>C1                | 1                    | 0                             | 1           |
| Guest lecture / keynote speech                                                                                                  | A1 A2 A3 A6 A8 A9<br>A11 B1 B2 B3 B5 B7 | 17                   | 51                            | 68          |
| Personalized attention                                                                                                          |                                         | 2                    | 0                             | 2           |
| (*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students. |                                         |                      |                               |             |

| Methodologies |             |
|---------------|-------------|
| Methodologies | Description |



|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Case study                     | <p>Different learning materials will be used (cases, audiovisuals, readings); both in the classroom in order to complement theoretical and theoretical-practical teaching (individual practical assignments), and outside the classroom in order for students to prepare the group practical assignments that are subject to continuous evaluation.</p> <p>The professor responsible for coordinating the course will elaborate a weekly planning for students to prepare the practical assignments in advance, and to follow up on them. Participation in all sessions of the course, group practical assignments included, is strongly recommended.</p> |
| Seminar                        | Questions about the course in general and about the group practical assignments in particular will be solved in small tutoring groups (max. 15 students)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Multiple-choice questions      | A test examination will be held, a multiple choice type where only one option is correct and incorrect answers entail a penalty.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Guest lecture / keynote speech | <p>The fundamentals of the course will be explained in the classroom utilizing audiovisual aids, guided discussions, cases and other interactive methodologies.</p> <p>The professor responsible for coordinating the course will elaborate a weekly planning for students to prepare the lectures in advance, and to follow up on them. Participation in all sessions of the course, individual practical assignments included, is strongly recommended.</p>                                                                                                                                                                                             |

## Personalized attention

| Methodologies         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Case study<br>Seminar | <p>Personalized attention will be provided in order to solve for specific questions about course contents, to recommend additional sources of information in order to enhance case preparation, and to follow up on the group practical assignments with small student groups. Furthermore, the seminars may be used to discuss relevant questions individually, beyond collaborative learning.</p> <p>The cases and other learning materials required to facilitate students' follow up of interactive sessions and the course calendar will be detailed/uploaded in the virtual platform of the UDC. Materials will be discussed in the classroom in an interactive way. Cases will be assigned to student groups so that they are firstly presented in the classroom by the responsible group, and then discussed with all students attending the course. It is strongly recommended that all students prepare the materials in advance and participate in the session. Furthermore it is strongly recommended that students utilize tutoring hours in order to solve their questions about the assignments that are subject to continuous evaluation in a personalized way.</p> |

## Assessment

| Methodologies | Competencies | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Qualification |
|---------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Case study    | A12 B8 C8    | The grade corresponding to continuous evaluation (worth 30% of final grade) comes from the grade obtained by each student participating in the group practical assignment, prepared in teams outside the classroom according to the guidelines provided by the coordinating professor, and presented in the classroom in a plenary session. This practical assignment deals with cases or recommended readings, complemented with other relevant sources of information. Tutoring will be provided for this assignment. | 30            |



|                           |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |    |
|---------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Multiple-choice questions | A4 A5 B4 B6 B9 B10<br>C1 | <p>A multiple-choice type of test exam, where only one option is correct, will be taken. Wrong answers entail a penalty. It is strictly necessary to pass the exam (with a grade equal or superior to 5, in a 0-10 grading system) in order to pass the course.</p> <p>All materials and contents addressed in the classroom, either in the lectures or in the theoretical and/or practical sessions, in the discussion of individual assignments or in the presentation of group assignments, are subject to be asked about in the exam.</p> <p>It is important that students prepare individually for the exam utilizing all materials available in the virtual platform (visual aids, individual assignments, suggested readings, legislation), and the notes they took in the classroom in order to better understand the real examples used to illustrate course contents.</p> <p>It is key that students complement these materials with the individual revision of suggested textbooks, in order to clarify any remaining question.</p> | 70 |
|---------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|

## Assessment comments

The grade of "Not present", according to the norms passed by the School's governing council, will only be given to students who only participated in course activities worth under 20% of the final grade. The grade obtained by students who pass a portion of the course with a mixed exam (partial exam), will be valid only for the ongoing academic year. If a student in such situation fails to pass the complete course in either June (1st opportunity) or July (2nd opportunity), his/her final grade will be "Fail", implying that he/she will have to re-take the whole course during incoming academic years.

Students wishing to improve their final test exam grade will be able to do so only after applying to the professor and securing her authorization. Students taking the anticipated December opportunity will be subject to the same criteria as those applying to second opportunity (i.e. exam is worth 70% and continuous evaluation is worth 30%). According to the norms passed by the School's governing council, it is forbidden to access the classroom with any device allowing for data transmission and/or warehousing when any of the evaluations is taking place.

## Sources of information

|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Basic         | <p>Vázquez Casielles, R., Trespalacios Gutiérrez, J.A. (2006): Estrategias de distribución comercial. Diseño del canal de distribución y relación entre fabricantes y detallistas, Thomson Paraninfo, Madrid ( Vázquez Casielles et al. (coord.) (2010) Distribución Comercial y Comportamiento del Consumidor, Cátedra Fundación Ramón Areces de Distribución Comercial ( Vázquez Casielles et al. (coord.) (2011): Estrategias competitivas en canales de distribución comercial tradicional versus on-line ( Díez de Castro, Enrique y Navarro García, Antonio: ?Naturaleza de la distribución comercial? Díez de Castro, E.C., Landa Bercebal, F.J., Navarro García, A. (2006): Merchandising. Teoría y práctica, Pirámide, Madrid. Logística / Soret Los Santos, Ignacio (2010): Logística y operaciones en la empresa, ESIC, Madrid</p> |
| Complementary | <p>López Fernández, Rodrigo (2004): Logística comercial, Thomson Paraninfo, Madrid. Informes anuales de Deloitte "Global Powers of Retailing" Boletín económico del ICE (Información Comercial Española), monográficos sobre ?La distribución comercial en España? <a href="http://www.revistasice.com">www.revistasice.com</a> Asociación Española de Codificación Comercial (AECOC) <a href="http://www.aecoc.es">www.aecoc.es</a> Federación Galega de Comercio <a href="http://www.comerciogalicia.com/index.php">http://www.comerciogalicia.com/index.php</a> Revista Distribución Actualidad <a href="http://www.distribucionactualidad.com">www.distribucionactualidad.com</a> Revista Distribución y Consumo y otras publicaciones de MERCASA <a href="http://www.mercasa.es">www.mercasa.es</a></p>                                  |

## Recommendations

### Subjects that it is recommended to have taken before

Introducción ao Marketing/611G02015

### Subjects that are recommended to be taken simultaneously

### Subjects that continue the syllabus



|                |
|----------------|
|                |
| Other comments |
|                |

(\*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.