

# Hybrid Professional Master's Degree Sales and Commercial Management





## Hybrid Professional Master's Degree Sales and Commercial Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Technological University

Credits: 60 + 5 ECTS

Teaching Hours: 1,620 h.

Website: [www.techtute.com/us/school-of-business/hybrid-professional-master-degree/hybrid-professional-master-degree-sales-commercial-management](http://www.techtute.com/us/school-of-business/hybrid-professional-master-degree/hybrid-professional-master-degree-sales-commercial-management)

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# 01

# Introduction

Globalization has brought about a major transformation in the commercial sphere. Therefore, new technologies have favored the growth of some sectors, while others have had to adapt to digitalization at great speed. In this scenario, the existing competitiveness remains high, so the professional managers responsible for the commercial and sales area must keep abreast of developments in their sector and the different strategies successfully employed today. For this reason, TECH has created this program that provides a theoretical framework 100% online and flexible, combined with a practical stay of 3 weeks in a company with extensive experience in the realization of digital and offline business planning. All this is always surrounded by the best specialists, which will lead you to progress in your field of work.





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*Companies demand highly specialized executives, which is why TECH offers programs tailored to your needs and interests. Enroll now”*

Due to the development of new technologies, commerce has undergone unprecedented changes. In addition, advances in communications have provided companies with new tools for product control and analysis in a new scenario oriented toward online sales.

For all these reasons, the sector is looking for professionals capable of managing sales and marketing departments from an integral perspective and with a global outlook. Given this reality, TECH has designed this Hybrid Professional Master's Degree in Sales and Commercial Management aimed at developing a strategic and global vision of the company, focusing on senior business management to assume new responsibilities in a changing environment.

For this purpose, the professional will have a 100% online advanced syllabus, which can be accessed whenever they wish and from any electronic device with an Internet connection. In this way, you will be able to delve into leadership skills in a changing environment, the main developments in logistics and economic management, or the integration of digital channels in commercial strategy.

Once this theoretical phase is completed, the professional will enter a 3-week practical stay, where they will be able to test *in situ* the main commercial strategies developed by specialized companies with extensive experience in the business sector. In this way, and tutored during this period by a professional, you will be able to achieve your progression objectives in a first-class environment.

TECH offers, in this way, an excellent opportunity to climb up the career ladder in the field of Sales and Commercial Management through a degree that adapts to the real needs of professionals in this field.

This **Hybrid Professional Master's Degree in Sales and Commercial Management** contains the most complete and up-to-date educational program on the market.

The most important features include:

- ◆ The development of more than 100 case studies presented by experts in Sales and Commercial Management
- ◆ The graphic, schematic and practical contents with which they are conceived, gather specific information on those disciplines that are essential for professional practice
- ◆ Comprehensive systematized action plans in the business field
- ◆ The interactive learning system based on algorithms for making decisions on the situations posed
- ◆ Practical guides for the use of the main tools applicable to commercial management
- ◆ Special emphasis on the most innovative methodologies for the application of leadership techniques in business
- ◆ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an Internet connection
- ◆ The possibility of an internship in leading companies in the sector



*Join now this Hybrid Professional Master's Degree, and you will start to grow within your company towards a management position"*

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*This Hybrid Professional Master's Degree will equip you with the tools and skills you need to perform in the complex environment of global production and commercial logistics. Get updated and guided by great professionals in the sector”*

In this Master's program, of a professionalizing nature and blended learning modality, the program is aimed at updating business professionals who develop their functions in commercial companies and require a high qualification level. The contents are based on the latest scientific evidence and oriented in an educational way to integrate theoretical knowledge into sales and commercial practice, and the theoretical-practical elements will facilitate the updating of knowledge and will allow decision-making in the establishment of commercial strategies.

Thanks to its multimedia content developed with the latest educational technology, it will allow the professional a situated and contextual learning, that is to say, a simulated environment that will provide an immersive learning programmed to prepare for real situations. This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, the student will be assisted by an innovative interactive video system created by renowned experts.

*Learn from the best professionals. Opt for this Hybrid Professional Master's Degree and boost your career opportunities in the Sales and Commercial area.*

*With this Hybrid Professional Master's Degree, you will be able to specialize in Sales and Commercial Management and learn about the latest digital advances in this field.*



# 02

## Why Study this Hybrid Professional Master's Degree?

In recent years, globalization has made trade logistics much more complex, although apparently much simpler for consumers' online purchases of products: a transformation scenario that implies an advanced knowledge of leadership, market operation, or commercial organization. For this reason, TECH offers this program an updated vision, which distinguishes itself from the rest of the academic offerings by meeting the real needs of professionals in the sector. This is why it provides an advanced syllabus combined with an intensive 3-week stay in a leading company in the commercial sector. A theoretical-practical academic path, where you will always be guided by excellent professionals specialized in the Commercial and Sales field.







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*TECH is the only university that offers you the possibility of entering into companies that develop the most powerful commercial strategies using the latest technology”*

### **1. Updating from the latest technology available**

Undoubtedly, the digital world has revolutionized commerce in recent decades: a transformation that requires professionals in the area of Sales and Sales Management to update and thoroughly control the main tools used. With this objective in mind, TECH has created this university program, which offers professionals the opportunity to keep abreast of the latest technological developments in the commercial field and in marketing strategies.

### **2. Gaining In-Depth Knowledge from the Experience of Top Specialists**

One of the strengths of this Hybrid Professional Master's Degree is the excellent team of professionals who teach it. Therefore, from the beginning, the professional will have a faculty specialized in the Commercial and Sales field at his disposal. In addition, during the practical stay in a reference company, you will be able to apply the concepts covered in the syllabus in a specialized business environment and be surrounded by the best experts.

### **3. Entering first-class environments**

A determining factor for the professional who develops this program is the deployment of their skills in a top-level business environment. You will be able to boost your career thanks to TECH's rigorous selection of all the centers available for your internship. In this way, you will be able to integrate the most innovative and cutting-edge working methods and procedures into your daily work.





#### **4. Combining the Best Theory with State-of-the-Art Practice**

Currently, TECH is firmly committed to responding to the real demands of professionals who wish to combine their work and personal responsibilities with a quality university program. For this reason, this program has been created, which perfectly combines online and flexible theory with a face-to-face and 100% practical stay in a prestigious company.

#### **5. Expanding the Boundaries of Knowledge**

With this program, TECH provides a global and expanding perspective to the professionals who take this Hybrid Professional Master's Degree. This program is focused on providing the most valuable and recent information in the field of commerce in order to boost a career in the field of Sales and Commercial Management. A unique opportunity, that only offers you the largest online university in the world.



*You will have full practical immersion  
at the center of your choice"*

# 03 Objectives

The blended program of this program will provide future managers with the opportunity to develop a series of fundamental skills to lead the sales and commercial department of a company. Therefore, they will need to know aspects related to commercial transactions in order to make their way in a competitive sector. In this way, they will be able to acquire the profile of *Sales Chief*, one of the most demanded positions in the area.





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*International experience, ethical commitment, and business acumen are some of the most sought-after characteristics in executives in the digital age”*



## General Objective

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- ◆ This program is designed to strengthen management and leadership skills, as well as to develop new skills and abilities that will be essential in your professional environment. This will lead the graduate to make global decisions with an innovative perspective and an international vision



*You will acquire the essential skills to strategically manage the commercial activity of the most important organizations in the business panorama”*





## Specific Objectives

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- ◆ Define the latest trends and developments in business management
- ◆ Develop, lead and execute more effective, customer-focused sales strategies that offer personalized value propositions
- ◆ Develop strategies to make decisions in a complex and unstable environment, evaluating their impact on the company
- ◆ Develop strategies to lead organizations and sales teams in times of change
- ◆ Establish the most appropriate programs to select, train, incentivize, control, and develop the sales force
- ◆ Develop the ability to detect, analyze and solve and problem solving
- ◆ Explain the company from a global point of view, as well as the responsibility and the new role of commercial managers
- ◆ Develop the essential skills to manage the organizations commercial activity strategically
- ◆ Design innovative strategies and policies to improve commercial management and efficiency
- ◆ Formulate and implement commercial policies as growth strategies that adapt the company to changes in the national and international environment
- ◆ Acquire leadership skills to lead sales and marketing teams successfully
- ◆ Understand the whole process of the company's logistics and operations chain
- ◆ Organize and manage sales teams
- ◆ Carry out international sales and marketing strategies
- ◆ Integrate the different digital tools in the business strategy
- ◆ Conduct market research to understand the competition and develop differentiating strategies

# 04 Skills

After passing the assessments on the Hybrid Professional Master's Degree in Sales and Commercial Management, the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative teaching methodology. This will allow you to enter the job market or complete the business project you have had in mind for some time.





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*At TECH you will be able to acquire the necessary skills to develop professionally in commercial management”*

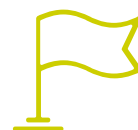


## General Skills

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- ◆ Apply specific leadership skills in sales and commercial management
- ◆ Manage multicultural teams appropriately
- ◆ Analyze the profitability of investment projects and value creation
- ◆ Analyze the financial impact of decisions taken in the management area
- ◆ Apply quantitative and qualitative research methods and techniques
- ◆ Have a deep knowledge of marketing techniques
- ◆ Carry out a correct commercial organization and sales strategy
- ◆ Control the company's commercial activity
- ◆ Conduct commercial audits
- ◆ Apply coaching techniques in sales actions





## Specific Skills

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- ◆ Develop the leadership skills needed to manage multicultural teams properly
- ◆ Analyze the profitability of investment projects and value creation
- ◆ Analyze the financial impact of decisions taken in the management area
- ◆ Apply quantitative and qualitative research methods and techniques
- ◆ Possess in-depth knowledge of marketing techniques
- ◆ Apply marketing techniques oriented to an international market
- ◆ Carry out a correct commercial organization and sales strategy
- ◆ Control the company's commercial activity
- ◆ Conduct commercial audits
- ◆ Apply *coaching* techniques in sales actions
- ◆ Perform all the planning of a sales campaign



*Thanks to TECH", boost your commercial capabilities and plan your next sales campaign with greater precision"*

# 05

# Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest reputation. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and fieldwork. In addition, these specialists play a leading role within the university qualification, as they are in charge of selecting the most up-to-date and innovative content to be included in the syllabus. In addition, they participate in the elaboration of numerous multimedia resources of high pedagogical rigor.





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*The teaching materials of this program, elaborated by these specialists, have contents that are completely applicable to your professional experiences”*

## International Guest Director

Glen Lally is a leading transformational executive with an established career in Silicon Valley, where he has advised technology giants such as Amazon, Cisco, Google, SAP and LinkedIn. Specializing in performance analytics, transformational leadership and digitalization, he has been dedicated to empowering the ability of large organizations to adapt and excel in an ever-changing business environment. In addition, his expertise spans sales enablement, competency modeling and performance consulting, which has enabled him to guide companies towards innovation and success.

Likewise, throughout his career, he has accumulated vast experience in more than 20 countries, performing in key areas such as leadership, talent development, coaching, organizational and digital transformation. He has also held the role of General Director of Sales Enablement at AWS, which has given him the opportunity to lead different techniques for more than 40,000 professionals in cloud services and technologies.

He has also been recognized internationally for his ability to drive business success through digital transformation solutions. In fact, his focus on leading organizational change and his ability to adapt to different business cultures have been instrumental in his ability to excel globally. In turn, his work has been essential in adapting companies to new market demands.

In this way, in his professional career, Glen Lally has contributed to numerous investigations on transformational leadership, sales enablement and digital transformation. His experience and expertise are reflected in his practical approach and the effective solutions he has implemented for world-class organizations, especially in the field of talent development, making a significant difference in the way companies address their challenges and opportunities.



## Mr. Lally, Glen

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- General Director of Sales Enablement at AWS, Seattle, United States
- Board Member at Brighter Children
- Advisor to the Executive Team at SalesDirector.ai
- Global Vice Chair - Sales Enablement at Cisco
- Master's Degree in Computer Science
- Executive Program in Leadership: The Effective Use of Power

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*Thanks to TECH, you will be able to learn with the best professionals in the world”*

## International Guest Director

Dr. Aric Rindfleisch is a leading international authority in the field of Marketing and innovation. In addition, his dedication to research in key areas such as 3D printing, new product development and consumer values is noteworthy.

He has held senior roles such as President of Marketing and Executive Director at Illinois MakerLab, the world's first Business School 3D Printing Lab. Here, he has focused on providing professors and students with the knowledge and resources needed to be at the forefront of the emerging Maker Movement, teaching users how to design, manufacture and market physical objects.

His professional career has been marked by exceptional dedication and extensive experience in a variety of areas. For example, he has worked in Account Management at J. Walter Thompson Japan, an experience that has given him a deep understanding of the business world and market dynamics. He has also practiced in Hospital Administration at Connecticut Valley Hospital, where he has acquired very useful skills in management and leadership.

But his contribution extends beyond research, as he has played important roles in publishing, serving on the editorial board and as editor of renowned journals related to Marketing, consumer psychology and supply chain management. His excellence in teaching has also been recognized with several awards, including being named to The Princeton Review's list of "Top 300 Professors" in America.

Undoubtedly, Dr. Rindfleisch has left an indelible mark on the global community. In fact, he has published numerous articles in internationally renowned academic journals, addressing relevant and current topics in the field of Marketing.





## Dr. Rindfleisch, Aric

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- President of Marketing and Chief Executive Officer at Illinois MakerLab, Urbana-Champaign, United States
- Assistant Advertising Account Manager at J. Walter Thompson Japan
- Hospital Administration Assistant at Connecticut Valley Hospital, Connecticut, U.S.A.
- Ph.D., University of Wisconsin-Madison, U.S.A
- M.B.A. from Cornell University
- Bachelor of Science degree from Connecticut State University
- Associate Editor:
  - Journal of Supply Chain Management
  - Journal of Product Innovation Management
- Editorial Board Member at:
  - Journal of the Academy of Marketing Science
  - Journal of Consumer Psychology
  - Journal of Public Policy and Marketing
  - Marketing Letters
  - Academy of Marketing Sciences Marketing Science Review

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*Thanks to TECH, you will be able to learn with the best professionals in the world”*

# 06 Educational Plan

The program designed for the Hybrid Professional Master's Degree in Sales and Commercial Management brings together all the aspects that large companies have begun to demand in their management positions. Therefore, all the content is designed to promote the development of managerial skills that allow decision-making with greater rigor in uncertain environments. In addition, it will prepare the student to face new work and personal challenges.





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*Develop the skills you need to succeed  
in your daily work and advance in your  
profession in a short period of time”*

## Module 1. Management and Leadership

- 1.1. General Management
  - 1.1.1. Integrating Functional Strategies into the Global Business Strategies
  - 1.1.2. Management Policy and Processes
  - 1.1.3. Society and Enterprise
- 1.2. Strategic Management
  - 1.2.1. Establish the Strategic Position: Mission, Vision and Values
  - 1.2.2. Developing New Businesses
  - 1.2.3. Growing and Consolidating Companies
- 1.3. Competitive Strategy
  - 1.3.1. Market Analysis
  - 1.3.2. Sustainable Competitive Advantage
  - 1.3.3. Return on Investment
- 1.4. Corporate Strategy
  - 1.4.1. Driving Corporate Strategy
  - 1.4.2. Pacing Corporate Strategy
  - 1.4.3. Framing Corporate Strategy
- 1.5. Planning and Strategy
  - 1.5.1. The Relevance of Strategic Direction in the Management Control Process
  - 1.5.2. Analysis of the Environment and the Organization
  - 1.5.3. Lean Management
- 1.6. Talent Management
  - 1.6.1. Managing Human Capital
  - 1.6.2. Environment, Strategy, and Metrics
  - 1.6.3. Innovation in People Management

- 1.7. Management and Leadership Development
  - 1.7.1. Leadership and Leadership Styles
  - 1.7.2. Motivation
  - 1.7.3. Emotional Intelligence
  - 1.7.4. Skills and Abilities of the Leader 2.0.
  - 1.7.5. Efficient Meetings
- 1.8. Change Management
  - 1.8.1. Performance Analysis
  - 1.8.2. Leading Change. Resistance to Change
  - 1.8.3. Managing Change Processes
  - 1.8.4. Managing Multicultural Teams

## Module 2. Logistics and Economic Management

- 2.1. Financial Diagnosis
  - 2.1.1. Indicators for Analyzing Financial Statements
  - 2.1.2. Profitability Analysis
  - 2.1.3. Economic and Financial Profitability of a Company
- 2.2. Economic Analysis of Decisions
  - 2.2.1. Budget Control
  - 2.2.2. Competitive Analysis. Comparative Analysis
  - 2.2.3. Decision-Making. Business Investment or Divestment
- 2.3. Investment Valuation and Portfolio Management
  - 2.3.1. Profitability of Investment Projects and Value Creation
  - 2.3.2. Models for Evaluating Investment Projects
  - 2.3.3. Sensitivity Analysis, Scenario Development, and Decision Trees
- 2.4. Purchasing Logistics Management
  - 2.4.1. Stocks Management
  - 2.4.2. Warehouse Management
  - 2.4.3. Purchasing and Procurement Management

- 2.5. Supply Chain Management
  - 2.5.1. Costs and Efficiency of the Operations Chain
  - 2.5.2. Change in Demand Patterns
  - 2.5.3. Change in Operations Strategy
- 2.6. Logistical Processes
  - 2.6.1. Organization and Management by Processes
  - 2.6.2. Procurement, Production, Distribution
  - 2.6.3. Quality, Quality Costs, and Tools
  - 2.6.4. After-Sales Service
- 2.7. Logistics and Customers
  - 2.7.1. Demand Analysis and Forecasting
  - 2.7.2. Sales Forecasting and Planning
  - 2.7.3. Collaborative Planning, Forecasting and Replacement
- 2.8. International Logistics
  - 2.8.1. Customs, Export and Import processes
  - 2.8.2. Methods and Means of International Payment
  - 2.8.3. International Logistics Platforms

### Module 3. Commercial Management

- 3.1. Commercial Negotiation
  - 3.1.1. Emotional Intelligence in Negotiation and Sales
  - 3.1.2. Self-Motivation and Empathy
  - 3.1.3. Developing Negotiation Abilities
- 3.2. Fundamentals of Commercial Management
  - 3.2.1. Internal and External Analysis. SWOT Analysis
  - 3.2.2. Sector and Competitive Analysis
  - 3.2.3. CANVAS Model
- 3.3. Decision-Making in Commercial Management
  - 3.3.1. Commercial Strategy and Competitive Strategy
  - 3.3.2. Decision Making Models
  - 3.3.3. Analytical and Decision-Making Tools

- 3.4. Sales Network Management
  - 3.4.1. Sales Campaign Planning
  - 3.4.2. Networks Serving Commercial Activity
  - 3.4.3. Salesperson Recruitment and Training Policies
  - 3.4.4. Sales Management
- 3.5. Implementing the Commercial Function
  - 3.5.1. Commercial Contract
  - 3.5.2. Controlling Commercial Activity
  - 3.5.3. The Commercial Agent's Code of Ethics
- 3.6. Financial and Budgetary Management
  - 3.6.1. Balanced Scorecard
  - 3.6.2. Control of the Annual Sales Plan
  - 3.6.3. Financial Impact of Strategic Decisions

### Module 4. Market Research

- 4.1. New Competitive Environment
  - 4.1.1. Technological Innovation and Economic Impact
  - 4.1.2. Knowledge Society
  - 4.1.3. The New Consumer Profile
- 4.2. Quantitative Research Methods and Techniques
  - 4.2.1. Variables and Measurement Scales
  - 4.2.2. Information Sources
  - 4.2.3. Sampling Techniques
  - 4.2.4. The Treatment and Analysis of Data
- 4.3. Qualitative Research Methods and Techniques
  - 4.3.1. Direct Techniques: Focus Group
  - 4.3.2. Anthropological Techniques
  - 4.3.3. Indirect Techniques
  - 4.3.4. The Two Face Mirror and The Delphi Method

- 4.4. Online Market Research
  - 4.4.1. Quantitative Research Tools in Online Markets
  - 4.4.2. Dynamic Qualitative Customer Research Tools
  - 4.4.3. Analyzing and Interpreting the Data Obtained
- 4.5. Market Segmentation
  - 4.5.1. Market Typologies
  - 4.5.2. Concept and Analysis of the Demand
  - 4.5.3. Segmentation and Criteria
  - 4.5.4. Defining the Target Audience
- 4.6. Types of Buying Behavior
  - 4.6.1. Complex Behavior
  - 4.6.2. Dissonance Reducing Behavior
  - 4.6.3. Variety Seeking Behavior
  - 4.6.4. Habitual Purchasing Behavior
- 4.7. Information Systems in Commercial Management
  - 4.7.1. Conceptual Approaches to Business Management Information Systems
  - 4.7.2. Data Warehouse and Data Mining
  - 4.7.3. Geographical Information Systems
- 4.8. Research Project Management
  - 4.8.1. Information Analysis Tools
  - 4.8.2. Developing an Expectation Management Plan
  - 4.8.3. Assessing the Feasibility of Projects
- 4.9. Marketing Intelligence Applied to Commercial Management
  - 4.9.1. Big Data
  - 4.9.2. User Experience
  - 4.9.3. Applying Techniques
- 4.10. Online Agencies, Media and Channels
  - 4.10.1. Integral, Creative and Online Agencies
  - 4.10.2. Traditional and New Media
  - 4.10.3. Online Channels
  - 4.10.4. Other Digital Players



## Module 5. Sales Campaign Planning

- 5.1. Customer Portfolio Analysis
  - 5.1.1. Customer Planning
  - 5.1.2. Customer Classification
- 5.2. Commercial Segmentation
  - 5.2.1. Analysis of Distribution Channels, Sales Areas and Products
  - 5.2.2. Preparing Commercial Areas
  - 5.2.3. Implementing the Visiting Plan
- 5.3. Selecting Target Customers (CRM)
  - 5.3.1. Designing an e-CRM
  - 5.3.2. Implications and Limitations of the Personal Data Protection Law
  - 5.3.3. Orientation towards the Consumer
  - 5.3.4. 1 to 1 Planning
- 5.4. Key Account Management
  - 5.4.1. Identifying Key Accounts
  - 5.4.2. Benefits and Risks for Key Account Managers
  - 5.4.3. Sales and Key Account Management
  - 5.4.4. KAM Strategic Action Phases
- 5.5. Sales Projections
  - 5.5.1. Business Forecast and Sales Forecast
  - 5.5.2. Sales Forecasting Methods
  - 5.5.3. Practical Applications of Sales Forecasting
- 5.6. Setting Sales Objectives
  - 5.6.1. Coherence of Corporate, Commercial and Sales Objectives
  - 5.6.2. Programming Objectives and Detailed Budgets
  - 5.6.3. Distributing Objectives by Business Activity Units
  - 5.6.4. Sales and Participation Objectives

- 5.7. Sales Quota and Setting the Sales Quota
  - 5.7.1. Activity Quotas
  - 5.7.2. Volume and Profitability Quotas
  - 5.7.3. Participation Quotas
  - 5.7.4. Economic and Financial Quotas
  - 5.7.5. Seasonality and Quotas
- 5.8. Contingency Plan
  - 5.8.1. Information Systems and Sales Control
  - 5.8.2. Control Panels
  - 5.8.3. Corrective Measures and Contingency Plans

## Module 6. Commercial and Sales Team Organization

- 6.1. Commercial Organization
  - 6.1.1. Introduction to Commercial Organization
  - 6.1.2. Typical Commercial Structures
  - 6.1.3. Delegations Organization
  - 6.1.4. Developing Commercial Organizational Models
- 6.2. Sales Network Organization
  - 6.2.1. Department Organization Chart
  - 6.2.2. Designing Sales Networks
  - 6.2.3. Multichannel Reality
- 6.3. Internal Market Analysis
  - 6.3.1. Service Chain Definition
  - 6.3.2. Quality of Service Analysis
  - 6.3.3. Product Benchmarking
  - 6.3.4. Key Business Success Factors
- 6.4. Sales Strategy
  - 6.4.1. Sales Methods
  - 6.4.2. Acquisition Strategies
  - 6.4.3. Service Strategies
- 6.5. Go-To-Market Strategy
  - 6.5.1. Channel Management
  - 6.5.2. Competitive Advantage
  - 6.5.3. Sales Force

- 6.6. Controlling Commercial Activity
  - 6.6.1. Main Ratios and Control Methods
  - 6.6.2. Supervision Tools
  - 6.6.3. Balanced Scorecard Methodology
- 6.7. After-Sales Service Organization
  - 6.7.1. After-Sales Actions
  - 6.7.2. Relationships with the Customer
  - 6.7.3. Self-Analysis and Improvement
- 6.8. Commercial Audit
  - 6.8.1. Possible Lines of Intervention
  - 6.8.2. Express Commercial Auditing
  - 6.8.3. Strategic Team Assessment
  - 6.8.4. Marketing Policy Assessment

## **Module 7. Selecting, Training, and Coaching the Sales Network**

- 7.1. Managing Human Capital
  - 7.1.1. Intellectual Capital. The Intangible Asset of Knowledge
  - 7.1.2. Talent Acquisition
  - 7.1.3. Preventing the Loss of Human Resources
- 7.2. Selecting Sales Teams
  - 7.2.1. Recruitment Actions
  - 7.2.2. Salesperson Profiles
  - 7.2.3. Interview
  - 7.2.4. Welcome Plan
- 7.3. Training High-Level Salespeople
  - 7.3.1. Training Plan
  - 7.3.2. Salesperson Characteristics and Duties
  - 7.3.3. Training and Managing High-Performing Teams
- 7.4. Training Management
  - 7.4.1. Learning Theories
  - 7.4.2. Talent Detection and Retention
  - 7.4.3. Gamification and Talent Management
  - 7.4.4. Training and Professional Obsolescence

- 7.5. Personal Coaching and Emotional Intelligence
  - 7.5.1. Emotional Intelligence Applied to Sales Techniques
  - 7.5.2. Assertiveness, Empathy, and Active Listening
  - 7.5.3. Self-Esteem and Emotional Language
  - 7.5.4. Multiple intelligences
- 7.6. Motivation
  - 7.6.1. The Nature of Motivation
  - 7.6.2. Expectations Theory
  - 7.6.3. Needs Theory
  - 7.6.4. Motivation and Financial Compensation
- 7.7. Compensation of Sales Networks
  - 7.7.1. Compensation Systems
  - 7.7.2. Incentive and Compensation Systems
  - 7.7.3. Distribution of Salary Concepts
- 7.8. Compensation and Non-Economic Benefits
  - 7.8.1. Quality of Life in the Workplace Programs
  - 7.8.2. Expansion and Enrichment of the Job
  - 7.8.3. Flexible Schedules and Job Sharing

## **Module 8. Commercial Activity Process**

- 8.1. Development of the Sales Process
  - 8.1.1. Methodology in the Sales Process
  - 8.1.2. Attracting Attention and Argumentation
  - 8.1.3. Objections and Demonstration
- 8.2. Preparing the Commercial Visit
  - 8.2.1. Studying the Customers File
  - 8.2.2. Setting Customer Sales Targets
  - 8.2.3. Preparing the Interview
- 8.3. Conducting the Commercial Visit
  - 8.3.1. Customer Presentation
  - 8.3.2. Determining Needs
  - 8.3.3. Argumentation



- 8.4. Psychology and Sales Techniques
  - 8.4.1. Notions of Psychology Applied to Sales
  - 8.4.2. Techniques to Improve Verbal and Non-Verbal Communication
  - 8.4.3. Factors that Influence Consumer Behavior
- 8.5. Negotiation and Closing the Sale
  - 8.5.1. Negotiation Phases
  - 8.5.2. Negotiation Tactics
  - 8.5.3. Closing and Customer Commitment
  - 8.5.4. Commercial Visit Analysis
- 8.6. The Loyalty Process
  - 8.6.1. In-depth Knowledge of the Client
  - 8.6.2. The Commercial Process to be Carried Out with the Customer
  - 8.6.3. The Value that the Customer Has for the Company

## Module 9. Customer Relationship Management

- 9.1. Knowing the Market and the Consumer
  - 9.1.1. Open Innovation
  - 9.1.2. Competitive Intelligence
  - 9.1.3. Sharing Economy
- 9.2. CRM and Relational Marketing
  - 9.2.1. Business Philosophy or Strategic Orientation
  - 9.2.2. Customer Identification and Differentiation
  - 9.2.3. The Company and its Stakeholders
  - 9.2.4. Clienting Clienteling
- 9.3. Database Marketing and Customer Relationship Management
  - 9.3.1. Database Marketing Applications
  - 9.3.2. Laws and Regulations
  - 9.3.3. Information Sources, Storage, and Processing
- 9.4. Consumer Psychology and Behavior
  - 9.4.1. The Study of Consumer Behavior
  - 9.4.2. Internal and External Consumer Factors
  - 9.4.3. Consumer Decision Process
  - 9.4.4. Consumerism, Society, Marketing, and Ethics

- 9.5. Areas of CRM Management
  - 9.5.1. Customer Service
  - 9.5.2. Managing the Sales Force
  - 9.5.3. Customer Service
- 9.6. Consumer Centric Marketing
  - 9.6.1. Segmentation
  - 9.6.2. Profitability Analysis
  - 9.6.3. Customer Loyalty Strategies
- 9.7. CRM Management Techniques
  - 9.7.1. Direct Marketing
  - 9.7.2. Multichannel Integration
  - 9.7.3. Viral Marketing
- 9.8. Advantages and Risks of Implementing CRM
  - 9.8.1. CRM, Sales and Costs
  - 9.8.2. Customer Satisfaction and Loyalty
  - 9.8.3. Technology Implementation
  - 9.8.4. Strategic and Management Errors

## Module 10. Integrating Digital Channels into the Commercial Strategy

- 10.1. Digital e-Commerce Management
  - 10.1.1. New e-Commerce Business Models
  - 10.1.2. Planning and Developing an e-Commerce Strategic Plan
  - 10.1.3. Technological Structure in e-Commerce
- 10.2. Implementing Trade Techniques
  - 10.2.1. Social Media and Integration in the E-Commerce Plan
  - 10.2.2. Multichannel Strategy
  - 10.2.3. Personalizing Dashboards
- 10.3. Digital Pricing
  - 10.3.1. Online Payment Methods and Payment Gateways
  - 10.3.2. Electronic Promotions
  - 10.3.3. Digital Price Timing
  - 10.3.4. e-Auctions

- 10.4. From e-Commerce to m-Commerce and s-Commerce
  - 10.4.1. e-Marketplace Business Models
  - 10.4.2. s-Commerce and Brand Experience
  - 10.4.3. Purchase via Mobile Devices
- 10.5. Customer Intelligence: from e-CRM to s-CRM
  - 10.5.1. Integrating the Consumer in the Value Chain
  - 10.5.2. Online Research and Loyalty Techniques
  - 10.5.3. Planning a Customer Relationship Management Strategy
- 10.6. Virtual Community Management
  - 10.6.1. Changes in Communication Paradigms
  - 10.6.2. Business Intelligence and Consumers 2.0
  - 10.6.3. Managing Networks and Communities
  - 10.6.4. Social Media Content Management
  - 10.6.5. Monitoring, Analytics, and Results in Social Media
- 10.7. Social Media Plan
  - 10.7.1. Designing a Social Media Plan
  - 10.7.2. Defining the Strategy to Be Followed in Each Medium
  - 10.7.3. Contingency Protocol in Case of Crisis
- 10.8. Web Analytics and Social Media Intelligence
  - 10.8.1. Setting Objectives and KPIs
  - 10.8.2. Digital Marketing ROI
  - 10.8.3. Viewing and Interpreting Dashboards

## Module 11. Commerce and International Marketing

- 11.1. International Market Research
  - 11.1.1. Emerging Markets Marketing
  - 11.1.2. SWOT Analysis
  - 11.1.3. What, How and Where to Export
  - 11.1.4. International Marketing-Mix Strategies
- 11.2. International Segmentation
  - 11.2.1. Criteria for Market Segmentation at the International Level
  - 11.2.2. Market Niches
  - 11.2.3. International Segmentation Strategies





- 11.3. International Positioning
  - 11.3.1. Branding in International Markets
  - 11.3.2. Positioning Strategies in International Markets
  - 11.3.3. Global, Regional and Local Brands
- 11.4. Product Strategies in International Markets
  - 11.4.1. Product Modification, Adaptation and Diversification
  - 11.4.2. Global Standardized Products
  - 11.4.3. The Product Portfolio
- 11.5. Prices and Exports
  - 11.5.1. Export Prices Calculation
  - 11.5.2. Incoterms
  - 11.5.3. International Price Strategy
- 11.6. Quality in International Commerce
  - 11.6.1. Quality and International Commerce
  - 11.6.2. Standards and Certifications
  - 11.6.3. CE Marking
- 11.7. International Promotion
  - 11.7.1. The International Promotion MIX
  - 11.7.2. Advertizing
  - 11.7.3. International Fairs
  - 11.7.4. Country Branding
- 11.8. Distribution through International Channels
  - 11.8.1. Channel and Trade Marketing
  - 11.8.2. Export Consortiums
  - 11.8.3. Types of Exports and Foreign Trade



*Boost your career path with holistic teaching, allowing you to advance theoretically and practically”*

07

# Clinical Internship

After passing the online theoretical modality, the professional will be ready to start their internship in a prestigious company. In this way, you will have the opportunity to test your skills and knowledge, preparing yourself to face any future situation.



“

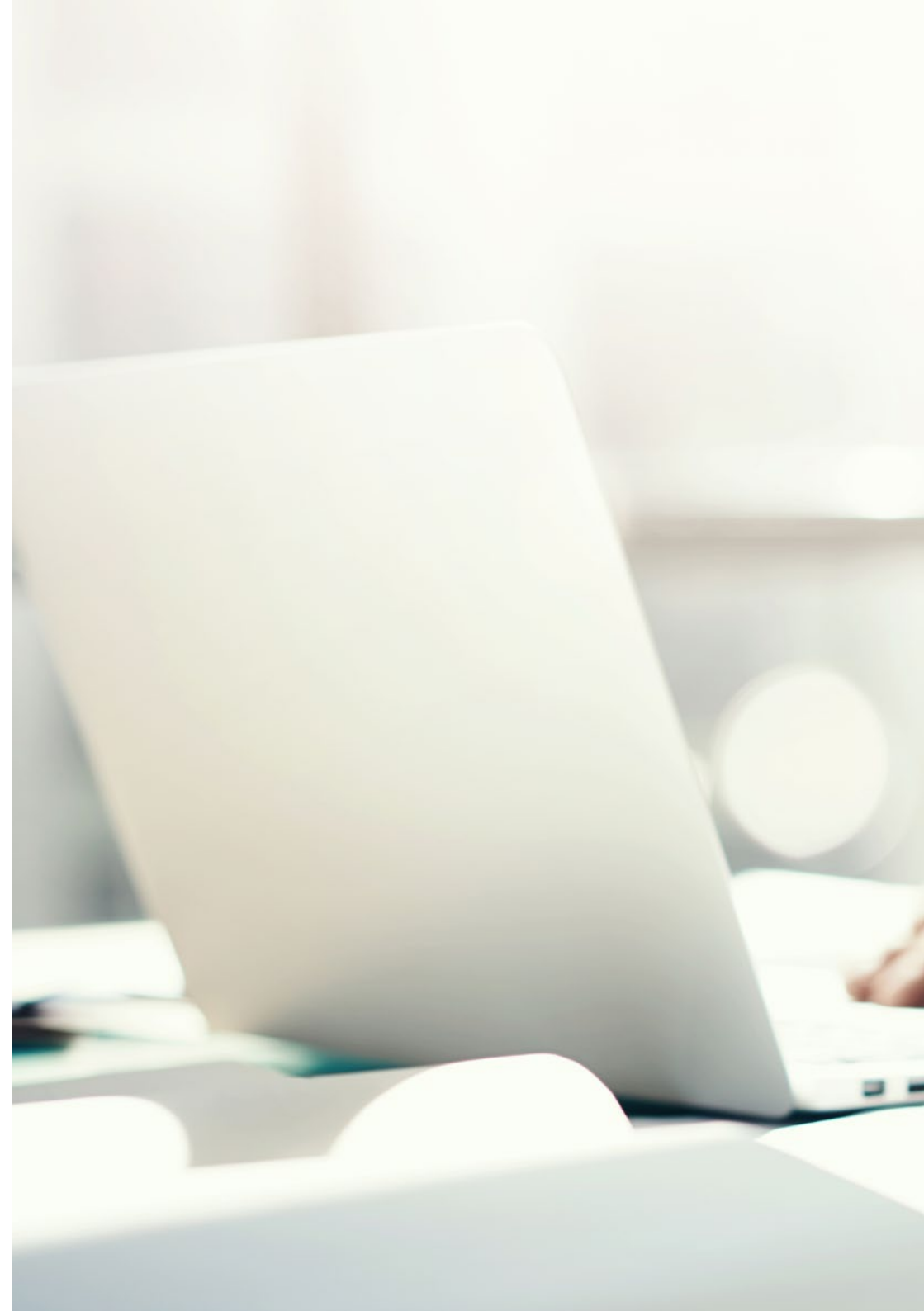
*You will be at the forefront in the development of the sales process thanks to this Hybrid Professional Master's Degree in Sales and Commercial Management”*

Undoubtedly, the practical phase will put the finishing touch to an academic journey, which ends with this intensive stay. Therefore, this Sales and Commercial Management program includes a 3-week internship in a prestigious company in this sector. Therefore, from Monday to Friday, and on consecutive days, the graduate will be together with professionals specialized in this area to be able to see first-hand the most relevant advances in the planning and implementation of commercial strategies.

All this in a unique setting, surrounded by the best specialists and a first-class business environment. In this way, the professional will have an active role, carrying out activities focused on collaboration in the development of actions focused on logistics, human capital management, or the implementation of commercial visit plans.

TECH offers an effective experience that provides a real answer to professionals who wish to prosper in their field through a practice that will show you what the daily work of the staff in charge of leading the important commercial and sales management is like from a local, national, and international perspective. A new way to enhance the competencies of professionals.

The internship will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of teachers and other training partners that facilitate teamwork and multidisciplinary integration as transversal competencies for Sales and Commercial Management praxis (learning to be and learning to relate).





The procedures described below will be the basis of the practical part of the training, and their implementation will be subject to the center's own availability and workload, the proposed activities being the following:

Module	Practical Activity
<b>Logistics and Economic Management</b>	Analyze the competition with a comparative analysis
	Collaborate in the purchasing logistics department's management of stocks, warehousing, and procurement
	Provide support in post-sales service
	Performing demand analysis and forecasting for logistics
	Contribute to sales planning
<b>Commercial Management</b>	Perform SWOT, sector, and competitive analysis
	Collaborate in the planning of the sales campaign
	Perform Control of Commercial Activity
	Provide support in Control of the Annual Sales Plan
<b>Commercial and Sales Team Organization</b>	Collaborate in the organization of the sales network by departmental organization chart
	Performing quality of service analysis
	Apply strategies for attraction and sales services
	Implement the use of supervisory tools in the control of commercial activity
	Carry out the balanced scorecard method and after-sales actions
<b>Integrating Digital Channels into the Commercial Strategy</b>	Be part of the team that develops the planning and development of an e-commerce strategic plan
	Contribute to Planning a Customer Relationship Management Strategy
	Monitor and analyze the social media results of the commercial strategy
	Collaborate in the Designing a Social Media Plan
<b>Commercial Activity Process</b>	Prepare a commercial visit after conducting a customer study and preparing the interview
	carries out strategies for Negotiation and Closing the Sale
	Apply notions of psychology in the sales process
	Perform final analysis of the sales visit

## Civil Liability Insurance

This institution's main concern is to guarantee the safety of the trainees and other collaborating agents involved in the internship process at the company. Among the measures dedicated to achieve this is the response to any incident that may occur during the entire teaching-learning process.

To this end, this entity commits to purchasing a civil liability insurance policy to cover any eventuality that may arise during the course of the internship at the center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship program at the center.





## General Conditions for Practical Training

The general terms and conditions of the internship program agreement shall be as follows:

**1. TUTOR:** During the Hybrid Professional Master's Degree, students will be assigned with two tutors who will accompany them throughout the process, answering any doubts and questions that may arise. On the one hand, there will be a professional tutor belonging to the internship center who will have the purpose of guiding and supporting the student at all times. On the other hand, they will also be assigned with an academic tutor whose mission will be to coordinate and help the students during the whole process, solving doubts and facilitating everything they may need. In this way, the student will be accompanied and will be able to discuss any doubts that may arise, both clinical and academic.

**2. DURATION:** The internship program will have a duration of three continuous weeks, in 8-hour days, 5 days a week. The days of attendance and the schedule will be the responsibility of the center and the professional will be informed well in advance so that they can make the appropriate arrangements.

**3. ABSENCE:** If the students does not show up on the start date of the Hybrid Professional Master's Degree, they will lose the right to it, without the possibility of reimbursement or change of dates. Absence for more than two days from the internship, without justification or a medical reason, will result in the professional's withdrawal from the internship, therefore, automatic termination of the internship. Any problems that may arise during the course of the internship must be urgently reported to the academic tutor.

**4. CERTIFICATION:** Professionals who pass the Hybrid Professional Master's Degree will receive a certificate accrediting their stay at the center.

**5. EMPLOYMENT RELATIONSHIP:** the Hybrid Professional Master's Degree shall not constitute an employment relationship of any kind.

**6. PRIOR EDUCATION:** Some centers may require a certificate of prior education for the Hybrid Professional Master's Degree. In these cases, it will be necessary to submit it to the TECH internship department so that the assignment of the chosen center can be confirmed.

**7. DOES NOT INCLUDE:** The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed.

However, students may consult with their academic tutor for any questions or recommendations in this regard. The academic tutor will provide the student with all the necessary information to facilitate the procedures in any case.

08

# Where Can I Do the Clinical Internship?

In its commitment to offer students a unique experience in the development of their skills, TECH offers them the opportunity to put into practice the theoretical knowledge they have learned about Sales and Commercial Management in a specialized company. This way, they specialize alongside the best professionals experienced, propelling their career to the top of this field. In addition, our institution adapts to the needs and preferences of the student, allowing them to choose the destination that best suits their needs.





“

*Learn from the best professionals. Take advantage of this practical training and boost your job opportunities”*

# tech 44 | Where Can I Do the Clinical Internship?



Students can take the practical part of this Hybrid Professional Master's Degree at the following centers:



## Dorsia Santa Engracia

Country: Spain  
City: Madrid

Address: Calle de Sta Engracia, 153, 28003 Madrid

Clinic specialized in Aesthetic Medicine and Plastic and Reconstructive Surgery.

### Related internship programs:

- Sales and Commercial Management
- Aesthetic Medicine



## OVB Donostia

Country: Spain  
City: Gipuzkoa.

Address: Calle Portuetxe 37, 1- Oficina 8, San Sebastián, 20018

OVB Spain, founded in 2002, focuses on comprehensive, long-term financial planning, mainly oriented to the private client.

### Related internship programs:

- Sales and Commercial Management



## ultimafiesta.com

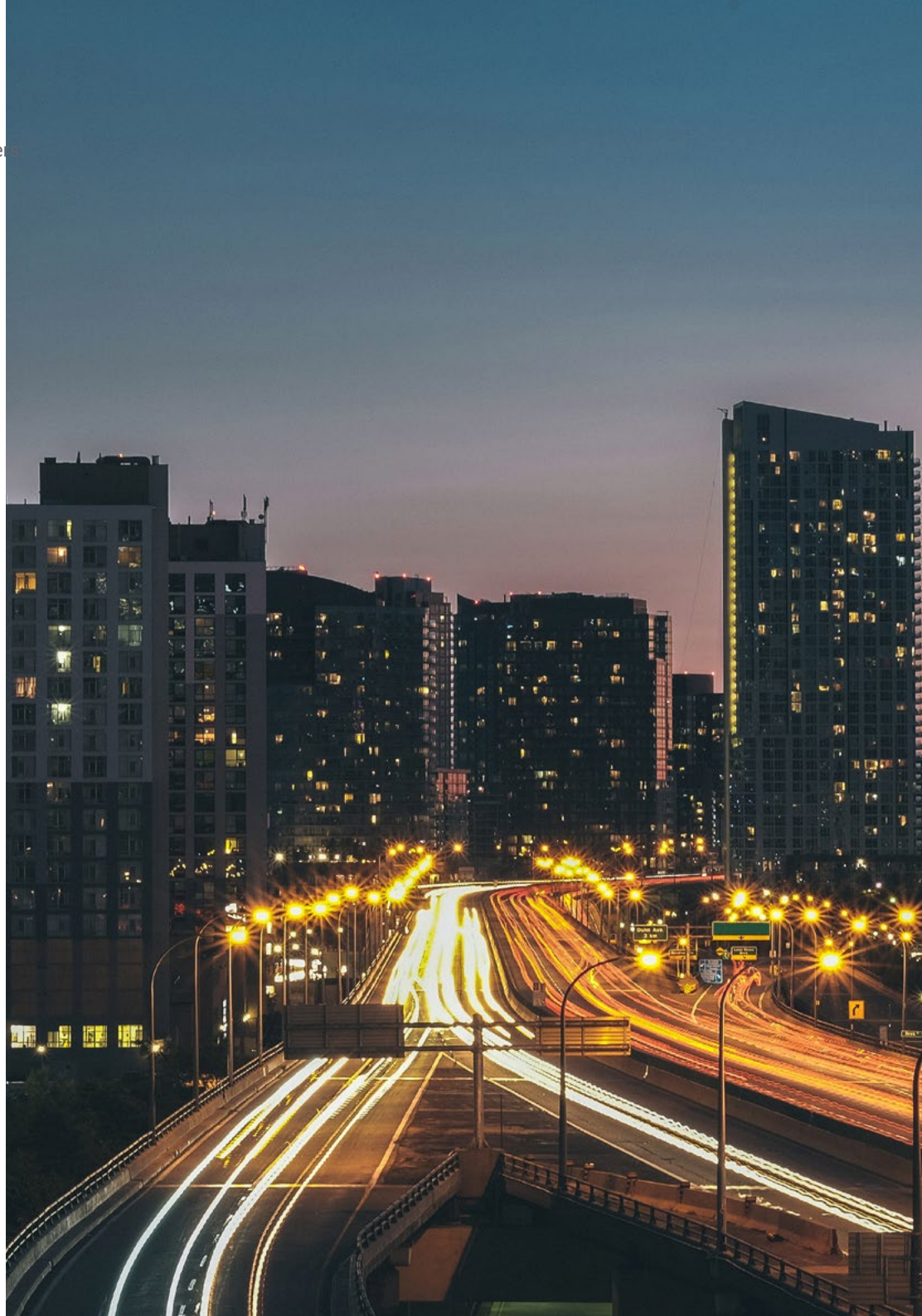
Country: Spain  
City: León

Address: El Río, 9, 24359 Seisón de la Vega

People who want to dignify and celebrate life at the moment of death.

### Related internship programs:

- Organizing Events
- Sales and Commercial Management





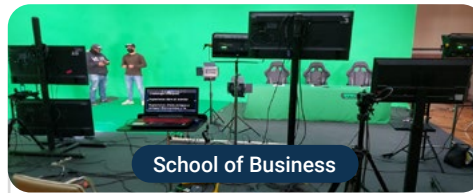
### Innovación Gráfica

Country: Mexico  
City: Mexico City

Address: Calle Juan de Dios Peza N° 115, Col Obrera, CP. 06800, CDMX

Entity specialized in marketing and commercial architecture.

- Related internship programs:**
- Sales and Commercial Management
  - MBA in Digital Marketing



### Gaming Partners

Country: Mexico  
City: Mexico City

Address: Poniente 75 Col. 16 de septiembre Alcaldía Miguel Hidalgo

Company specialized in gaming marketing and videogame development.

- Related internship programs:**
- People Management
  - Sales and Commercial Management



### Coppel

Country: Mexico  
City: Sinaloa

Address: República 2855 Los Alamos, Col. Recursos Hidráulicos 80105 Culiacán Rosales, Sinaloa

Company specialized in financial and advisory services.

- Related internship programs:**
- MBA in Digital Marketing
  - Graphic Design



### CBM Innovación en Estrategias SAS

Country: Mexico  
City: Mexico City

Address: Cda. 16 de Septiembre 4, Centro, 56100 Texcoco, Edo. de Méx.

Entity specialized in digital and offline commercial promotion

- Related internship programs:**
- MBA in Digital Marketing
  - MBA in Business Intelligence Management



### Frsko Marketing

Country: Mexico  
City: Mexico City

Address: Av. Marina Nacional 385-Piso 6, Oficina 610, Verónica Anzúres, Miguel Hidalgo, 11370 , CDMX, México

Company specialized in Digital Marketing, branding, and communication.

- Related internship programs:**
- MBA in Marketing Management (CMO, Chief Marketing Officer)
  - Sales and Commercial Management



### Veterinaria UCLE

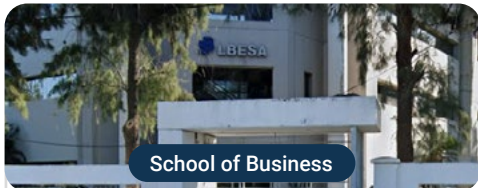
Country: Argentina  
City: Córdoba

Address: Maestro Vidal 1600, X5001 Córdoba, Argentina

Veterinary center specialized in hospitalization and emergencies

**Related internship programs:**

- Sales and Marketing Management
- Veterinary Surgery in Small Animals



### Lo Bruno Estructuras S.A.

Country: Argentina  
City: Santiago del Estero

Address: Fray L. Beltrán y 1º Teniente Ardiles. Parque Industrial- La Banda, Santiago del Estero

Company specialized in the manufacture of construction materials

**Related internship programs:**

- Sales and Commercial Management
- Infrastructure and Civil Engineering





### Web Experto

Country	City
Argentina	Santa Fe

Address: Lamadrid 470 Nave 1 1° piso  
Oficina 17, Rosario, Santa Fe

Digital management and web orientation company

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**Related internship programs:**

- Sales and Commercial Management
- MBA in Digital Marketing



### Clínica Veterinaria Panda

Country	City
Argentina	Autonomous City of Buenos Aires

Address: Ruiz Huidobro 4771 Saavedra,  
Ciudad de Buenos Aires

Clínica Veterinaria Panda with 25 years of experience and five locations in Buenos Aires.

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**Related internship programs:**

- Small Animal Internal Medicine
- Veterinary Emergencies in Small Animals

09

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.







“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

“

*At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world”*



*This program prepares you to face business challenges in uncertain environments and achieve business success.*



*Our program prepares you to face new challenges in uncertain environments and achieve success in your career.*

## A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

**“** *You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments”*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

*Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.*

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.



This program offers the best educational material, prepared with professionals in mind:



### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



### Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



### Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



### Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



# 10 Certificate

The Hybrid Professional Master's Degree in Sales and Commercial Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate issued by TECH Global University..





“

*Successfully complete this program  
and receive your university qualification  
without having to travel or fill out  
laborious paperwork"*

This program will allow you to obtain your **Hybrid Professional Master's Degree diploma in Sales and Commercial Management** endorsed by **TECH Global University**, the world's largest online university.

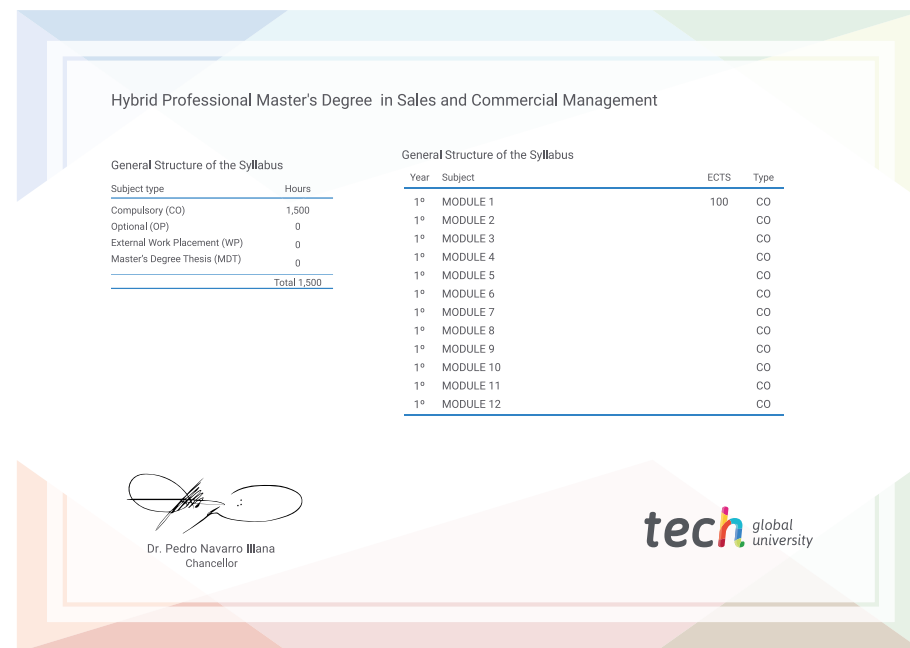
**TECH Global University** is an official European University publicly recognized by the Government of Andorra (*official bulletin*). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Hybrid Professional Master's Degree in Sales and Commercial Management**

ECTS: **60 + 5**

Official N° of Hours: **1,620 h.**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost.

future  
health confidence people  
education information tutors  
guarantee accreditation teaching  
institutions technology learning  
community commitment  
personalized service innovation  
knowledge present quality  
development languages  
classroom



## Hybrid Professional Master's Degree Sales and Commercial Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Technological University

Credits: 60 + 5 ECTS

Teaching Hours: 1,620 h.

# Hybrid Professional Master's Degree Sales and Commercial Management