

**COMILLAS**

UNIVERSIDAD PONTIFICIA

ICAI

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CIHS

Syllabus**2025 - 2026****TECHNICAL SHEET OF THE SUBJECT****Data of the subject**

Subject name	Commercial Management
Subject code	E000011596
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Credits	3,0 ECTS
Type	Optativa
Department	Departamento de Marketing
Coordinator	Alejandro Gómez Parra
Office hours	Make an appointment by e-mail
Course overview	Update of the concept of sales management. Focus on two complementary dimensions: on the one hand, the positive management of commercial teams (motivation, communication, training, supervision and remuneration); on the other hand, customer management (customers segmentation, channels and territories). Emphasis on the commercial distribution system, addressing specifically: commercial channels, wholesale and retail trade, integration of distribution channels and distribution strategies.

Teacher Information**Teacher**

Name	Alejandro Gómez Parra
Department	Departamento de Marketing
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SPECIFIC DATA OF THE SUBJECT**Contextualization of the subject****Contribution to the professional profile of the degree**

The course is presented as a deepening of the knowledge of the marketing and commercial area acquired in Marketing Management and in relation to the rest of the electives of its itinerary. acquired in the Marketing Management course and in relation to the rest of the electives of its itinerary.

It trains the student to understand the role of commercial structures and profiles and their appropriate direction and management in the current changing and globalized environment, and the importance of knowing customers in depth and handling the necessary tools to achieve the commercial objectives set by the organization.

It is expected that the student at the end of this course will have a deep knowledge and understanding of commercial management, so that he/she will be able to management, in such a way that he/she will be able to contextualize and interpret relevant information and will be able to make coherent decisions on the to make coherent decisions on the distribution channel and strategies and on the management of commercial teams in organizations.

It is also expected that the student will have developed the ability to solve problems and make decisions, as well as the the application of the theories and methods of the subject, the ability to listen, debate and argue, as well as the capacity to listening, debate and



argumentation, as well as critical and self-critical capacity, in the context of the commercial area. commercial area.

Prerequisites

Course Marketing Management

Competencies - Objectives

Competences

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG04	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

Unit 1: INTRODUCTION

Topic 1. Relevance and context of Distribution and Sales Management

Unit 2: CHANNELS AND CUSTOMERS MANAGEMENT

Topic 2. Concepts and strategies. Channels and distribution strategies

Topic 3. Channels and customer organisation.

Topic 4. Strategic Sales Planning: The KAM

Unit 3: SALES TEAM MANAGEMENT

Topic 5. Sales team organisation: Positive sales management, training, communications

Topic 6. Sales team planning: Job selection and career plans

Topic 7. Sales team control: Evaluation and salesman remuneration

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

AF1. Interactive lectures



AF2. Analysis and resolution of cases
AF3. Oral presentations of cases or exercises that will be also evaluated.

Policy on the Use of AI:

The use of Generative Artificial Intelligence (GAI) tools, such as ChatGPT or similar, is not permitted in activities that involve the generation of ideas, the design of commercial actions, or strategic decision-making, as such use compromises the ability of assessment systems to properly evaluate the acquisition of the course's core competencies. However, complementary use of these tools may be allowed for formal aspects such as improving the structure and formatting of final deliverables, provided that such use is explicitly declared in the submitted work. This declaration must include the tool used and the prompts or instructions given. Under no circumstances should GAI tools replace the analysis, reflection, or problem-solving processes that are at the core of the course's learning objectives.

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

CG01, CG03, CG04

Non-Presential Methodology: Activities

AF4. Individual study and further information gathering
AF5. Analytical reading of news and articles related to the subject
AF6. Preparation of individual or group assignments

CG01, CG03, CG04

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively	
12.00	18.00	
NON-PRESENTIAL HOURS		
Study and documentation	Analysis and resolution of cases and exercises, individually or collectively	Monographic and research work, individual or group work
15.00	15.00	15.00
ECTS CREDITS: 3,0 (75,00 hours)		

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
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Final activity-based exam	Comprehension, capacity to relate different concepts, capacity to build arguments, to debate	50
Evaluation of cases and assignments (individual or in groups)	Problem solving, and decision making, team work	30
Attendance and participation in class discussions	Listening, ability to build arguments and to debate, ability to be critical and to self-assess	20

Ratings

To pass the course students have to achieve a minimum grade of 5, in both, the exam and the rest of the assessment activities mentioned above and comply with a regular attendance to classes.

Re-sits.

Those students not having achieved such a minimum grade in any of the assessment activities on the average session, and in order to pass the Course, will have to work on a special individual assignment designed by the professor and based on activities of similar nature as the one not having passed.

Attendance exemption:

Those students in an attendance exemption situation will be evaluated on the basis of their performance in the following elements: Final activity-based exam: 50% of final grade; and Evaluation of individual cases and assignments: 50% of final grade.

The improper use of ChatGPT or another generative AI will be considered as a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions tending to falsify or defraud the academic performance evaluation systems. The consequences of this will be "temporary expulsion of up to three months or the prohibition of taking the exam in the next call for the imposition of the sanction, in one or several subjects in which the student is enrolled, [...] apart from his/her put the qualification of suspense (0) in the respective subject, [...] [and] the prohibition of taking the exam for that subject in the next sitting".

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

- Noonan, Chris (2007). Sales Management, Butterworth-Heinemann
- Vázquez Casielles, Rodolfo y Trespalacios Gutiérrez, Juan Antonio (Coordinadores) (2006). Estrategias de Distribución Comercial, 2006. Editorial Thomson, Madrid

Complementary Bibliography

- Havaladar, Krishna K. & Cavale, V.M. (2001). Sales and Distribution Management. Text and Cases. 2a ed., TMH
- Weinberg, Mike (2013). Sales Management. Simplified. AMACOM.
- Olmedo, José Ángel. (2005) Manual del director Comercial, dirigiendo equipos de venta. Ed. Gestión 2000
- Mc Donald, Malcolm y Woodburn, Diana (2011). Key Account Management, the definitive guide. 3a Ed. Elsevier Science



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2025 - 2026

- Díez de Castro, Enrique Carlos (coordinador) (2004): Distribución Comercial, 3a edición, Editorial McGraw-Hill/Interamericana, Madrid.
- Puellas, José Antonio; Gómez, Mónica y Puellas, María (2011). Marcas de distribuidor: Concepto, evolución, protagonistas y adaptación a los ciclos económicos, Ediciones Pirámide, Madrid.
- Labajo, Victoria. Trade Marketing. La gestión eficiente de las relaciones entre fabricante y distribuidor (2007). Ediciones Pirámide, Madrid.