Teaching Guide
SALES MANAGEMENT

4th COURSE 2nd SEMESTER
DEGREE: MARKETING AND COMMERCIAL MANAGEMENT
MODE: ATTENDANCE IS REQUIRED
ACADEMIC YEAR 2018/2019
FACULTY OF ECONOMICS AND BUSINESS SCIENCES
1. COURSE IDENTIFICATION

1.- SUBJECT:

Name: SALES MANAGEMENT
Code: c403
Course(s) in which subject is taught: 4th Semester: 2nd
Type: Mandatory ECTS: 6 Hours ECTS: 30
Language: Spanish Mode: Attendance is required
Degree in which the subject is taught: Marketing and Sales Management
Faculty in which the subject is taught: Economics and Business Sciences

2.- COURSE ORGANIZATION:

Department: Business Economics
Area of Knowledge: Marketing and Market Research

2. COURSE LECTURERS

1.- LECTURERS IDENTIFICATION:

Professor in charge CONTACT INFO
Name: Susan González Pérez
Tel (ext): 91.456.63.00 (Ext. 15370)
Email: susana.gonzalezperez@ceu.es
Office: 1.05B
2.- TUTORIAL ACTION:

For all questions relating to the subject, students can contact teaching staff via e-mail, telephone and during office tutorial times published in the student portal.

3. SUBJECT DESCRIPTION

The main goal of this subject is that the student can understand the skills that a Sales Director must develop for the performance of his daily activity.

This training is relevant because, in any company, an important part of the activity of a Sales Director is the sales force management.

4. COMPETENCES

1.- COMPETENCES:

<table>
<thead>
<tr>
<th>Code</th>
<th>Basic and General Competences:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB1</td>
<td>Students should demonstrate to possess and to understand knowledge in an area of study that forms part of the base general secondary education. It, while supported by advanced textbooks, also includes some issues that imply knowledge of the forefront of its field of study.</td>
</tr>
<tr>
<td>CB2</td>
<td>Students should know how to apply their knowledge to their work or vocation in a professional way and possess the skills that are usually demonstrated through the elaboration and defense of arguments and problem solving within their area of study.</td>
</tr>
<tr>
<td>CB3</td>
<td>Students should acquire the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific or ethical issues.</td>
</tr>
<tr>
<td>CG1</td>
<td>Ability for analytical and critical thinking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Specific Competences:</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE4</td>
<td>Ability to listen, negotiate, persuade and communicate effectively using traditional business tools such as the preparation and reporting of specific business situations, markets, competitors, trends and forecasts.</td>
</tr>
<tr>
<td>CE9</td>
<td>Ability to observe and adapt to the environment, maintaining a proactive attitude and proposing creative solutions to the new needs and market trends.</td>
</tr>
</tbody>
</table>

2.- LEARNING RESULTS:

<table>
<thead>
<tr>
<th>Code</th>
<th>Learning Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Understand the skills that a Sales Director must develop for his/her daily activity (situation analysis, commercial planning, organization, motivation, evaluation and control of sales force)</td>
</tr>
</tbody>
</table>
5. LEARNING ACTIVITIES

1.- DISTRIBUTION OF STUDENT WORK:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>On campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF2</td>
<td>Seminar</td>
<td>40</td>
</tr>
<tr>
<td>AF3</td>
<td>Group Seminar - Workshop</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>TOTAL On Campus Hours</td>
<td>60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Non campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF8</td>
<td>Individual Student Work</td>
<td>120</td>
</tr>
</tbody>
</table>

2.- DESCRIPTION OF LEARNING ACTIVITIES:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>AF2 (Seminar)</td>
<td>Learning activity mainly oriented to the competence of developing learning skills that allow students to assimilate concepts previously acquired, to connect economic theories and others from related / or secondary disciplines and different theoretical and methodological approaches; It allows a deeper study of each subject in a way that will be largely autonomous. The training activity also focuses on the students' ability to communicate their conclusions - and the reasoning behind them - to specialized and non-specialized audiences in a clear and unambiguous way; Based on teacher’s coordination, it prioritizes students participating and sharing the reasoning and sources of the study area.</td>
</tr>
<tr>
<td>AF3 (Workshop)</td>
<td>Learning activity mainly oriented to the competence of using the specific methodologies for the resolution of practical economist’s problems and / or the relevant computer technologies; It prioritizes the performance of the practical activities oriented to the data manipulation and selection of quantitative and / or qualitative information to get relevant conclusions.</td>
</tr>
<tr>
<td>AF8 (Student Individual Work)</td>
<td>Learning activity in which the student autonomously manages his / her learning through the study of the formative materials.</td>
</tr>
</tbody>
</table>
6. LEARNING ASSESSMENT

1.- CLASS ATTENDANCE:

Although assistance is not mandatory, it is strongly recommended to do so to take full advantage of the course.

2.- ASSESSMENT SYSTEM AND CRITERIA:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Peso</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE6</td>
<td>Individual activities</td>
<td>25%</td>
</tr>
<tr>
<td>SE7</td>
<td>Group activities</td>
<td>30%</td>
</tr>
<tr>
<td>SE12</td>
<td>Oral presentations</td>
<td>15%</td>
</tr>
<tr>
<td>SE3</td>
<td>Written exam with reasoning questions</td>
<td>20%</td>
</tr>
<tr>
<td>SE4</td>
<td>Written exam with exercises, problems, etc</td>
<td>10%</td>
</tr>
</tbody>
</table>

3.- ASSESSMENT CRITERIA DESCRIPTION:

**ORDINARY ASSESSMENT**

The student assessment in the ordinary assessment will consist in two parts:

1. CONTINUOUS ASSESSMENT

It will be held during the whole course and it will be possible to obtain, at most, 70% of the final grade (7.00 points). It will consist of the following tests:

   a) Individual activities (25%)
   The student will have to solve, in the date consigned to the effect in the group schedule, a practical case proposed by the professor.

   b) Group activities (30%)
   Elaboration of a group work on a topic/s proposed by the professor.

   c) Oral presentations (15%)
   Students must submit, following the instructions of the professor, the results obtained in the group work

For taking into consideration the grade obtained by the student in the continuous assessment, the student must obtain in the final exam a minimum grade of 4 points out of 10.

**IMPORTANT:**

Once the schedule of activities or face-to-face tests (exams, practices, exercises, presentations, etc.) has been established in advance, to guarantee a level playing field for all students, these tests will not be repeated for the student who did not attend them.
2. FINAL EXAM (30%)
The final exam will be take place on the date set in the ordinary assessment examination calendar of the Faculty.

It will be of written and will consist of questions of reasoning, exercises, problems, etc.

For the examination to be considered passed, each of the parts in which it is divided must be individually surpassed.

EXTRAORDINARY ASSESSMENT:
The student that does not surpass the global subject in the ordinary assessment will be evaluated in extraordinary assessment following these criteria:

a) If during the course, the continuous assessment corresponding to the individual assignments (25%), teamwork (30%) and oral presentation (15%) have been PASSED, the student will keep the obtained marks and will be only examined of remaining 50% following the same examination criteria of the ordinary assessment.

b) If the student does NOT passed the continuous assessment, either because he / she has not passed or because the corresponding tests have not been presented during the course, the extraordinary assessment will consist of papers (30%), oral presentation (15%), and Exam (55%) that may contain reasoning questions, problems, exercises and cases.

As in the ordinary assessment, for the examination to be considered passed, each of the parts in which it is divided must be surpassed individually.

7. COURSE PROGRAMME

1. COURSE PROGRAMME:

THEORETICAL:

1. THE ROLE OF SALES
   1.1 The current concept of marketing and personal sales
   1.2 The process of personal sales
   1.3 The sales force role in the developing of the ecommerce
   1.4 Sales Management: roles and functions

PART I: STRATEGIC ACTIVITIES OF SALES MANAGEMENT

2. THE ORGANIZATION OF THE SALES STRUCTURE
   2.1 Concept and development of sales structure
   2.2 The vertical structure
   2.3 The horizontal organization: the Product Manager
   2.4 Coordination with other functions of the company
   2.5 The role of the Sales Director and the salesperson

3. MANAGEMENT BY OBJECTIVES
   3.1 Forecasting
   3.2 Objectives settlement
   3.3 Sales Objectives
   3.4 Share of sales

4. THE ORGANIZATION OF THE SALES TERRITORY
   4.1 Concept of territory or zone
   4.2 The sales itineraries: the routes
   4.3 Designing the routes
   4.4 Methods and time: on-route productivity
### PART II: ACTIVITIES OF THE SALES MANAGEMENT

#### 5.- SALES FORCE MANAGEMENT
- 5.1 Sales force Selection
- 5.2 Sales force Training
- 5.3 Motivation
- 5.4 Salary remuneration

#### PART III: EVALUATION ACTIVITIES OF THE SALES MANAGEMENT

#### 6: SALES, SALES FORCE AND COSTS CONTROL
- 6.1 Sales management Dashboard
- 6.2 Management Key Performance Indicators (KPIs)
- 6.3 Sales volume control
- 6.4 Sales Force Behavior assessment
- 6.5 Financial figures and sales
- 6.6 Cost management and cost control
- 6.7 How to improve sales productivity.

#### PART IV: SALES FORCE AND NEGOTIATION

#### 7.- THE SALES FORCE
- 7.1 Typology of sale force
- 7.2 Sales force profile
- 7.3 Characteristics of the good communicator
- 7.4 Establish and develop of customer relationships.

#### 8.- THE TRADING INTERVIEW
- 8.1 Interview preparation
- 8.2 The Sales presentation
  - 8.2.1 Needs identification
  - 8.2.2 Solution selection
  - 8.2.3 Needs satisfaction
  - 8.2.4 Services

#### 9.- THE TRADING NEGOTIATION
- 9.1 The negotiation process
- 9.2 The objections management
- 9.3 The deal

- 10.1 The deal
  - 10.1.1 Recognition of purchase signs
  - 10.1.2 Closing techniques
  - 10.1.3 Sales confirmation
- 10.2 The client service
- 10.3 The complaint service

### 8. BIBLIOGRAPHY

#### 1.- BASIC BIBLIOGRAPHY:

#### 2.- ADDITIONAL BIBLIOGRAPHY:
9. BEHAVIORAL RULES

1.- RULES:

Failures in Academic Integrity (absence of citation of sources, plagiarism of work or misuse / prohibited of information during examinations) will imply the loss of Continuous assessment, without prejudice to the sanctioning actions that are established.