

**COURSE DATA****Data Subject**

Code	40109
Name	Sales management
Cycle	Master's degree
ECTS Credits	5.0
Academic year	2020 - 2021

Study (s)

Degree	Center	Acad. year	Period
2114 - M.D. in Marketing and Market Research	Faculty of Economics	1	Second term

Subject-matter

Degree	Subject-matter	Character
2114 - M.D. in Marketing and Market Research	2 - Specialty in distribution	Optional

Coordination

Name	Department
CANALES RONDA, PEDRO	43 - Marketing and Market Research

SUMMARY

In the subject Sales Management, students are given a complete training on the specific knowledge related to the field of personal sales and sales management. The scope of personal sales is analysed from a perspective of building relationships of association with the client; as well as the importance of communication and negotiation as key elements that allow it to enter into the general process of selling. Developing the required knowledge for the performance of the responsibilities of the direction, evaluation and control of sellers, as well as the personal and group skills and the development of a sales planning work that deals with the elaboration of the vendor manual and the aspects related to the management of sales teams. In the first part "introduction to sales and sales management", an approximation is made to the field of personal sales and sales management; aspects related to ethics in this field are analysed; and advocates the need for a relational approach in the sale. In the second part, "the direction of the sales team" deals with the most relevant concepts related to sales management, such as guidelines, procedures and recommendations for proper planning, organization, motivation and control of the sales force. It incorporates the most innovative contributions and the most current tools used in professional practice such as the use of the Internet in the selection of personnel. In the third part, "the personal sale", focuses its attention on the personal sale; and this from a relational prism. Thus, once the relationship approach has been introduced within the scope of the sale, the relational sales process is developed, consisting of the stages of starting, developing and maintaining the



relationship, collecting the most novel strategies and tactics used by the salespeople in your work: from the SPIN method, the adaptive sales approach, or the customer service strategies. The objective of this subject is to provide students with a complete training on specific knowledge regarding the field of personal sales and sales management, all from a perspective of building partnership relations with the client.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

No enrolment restrictions have been specified with other subjects of the curriculum.

In relation to other subjects of the same degree, no enrolment restrictions have been specified with other subjects of the curriculum. The previous knowledge is that of access to the Master

OUTCOMES

2114 - M.D. in Marketing and Market Research

- Saber aplicar los conocimientos adquiridos y ser capaces de resolver problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.
- Poseer las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.
- Ser capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.
- Saber comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.
- Saber trabajar en equipo con eficacia y eficiencia.
- Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.
- Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.



- Be able to integrate new technologies in their professional and/or research work.
- Know how to write and prepare presentations to present and defend them later.
- Ser capaces de analizar de forma crítica tanto su trabajo como el de su compañeros.
- Ser capaces de establecer los procesos de recogida de información y el tipo de datos necesarios para llevar a cabo la planificación en marketing.
- Ser capaces de organizar y planificar las actividades de un departamento de marketing en el ámbito empresarial.
- Saber presentar en público los objetivos del plan de marketing y responder a las críticas de otros, mediante juicios argumentados y defenderse con rigor y tolerancia.
- Ser capaces de seleccionar y desarrollar en su defecto herramientas de análisis del mercado.
- Diseñar estrategias de marketing.
- Ser capaces de tomar decisiones, desarrollar acciones y resolver problemas en marketing.
- Diseñar mecanismos de control sobre las decisiones de marketing e investigación comercial e implementar posibles medidas correctoras.
- Realizar una adecuada segmentación y selección del público objetivo.
- Ser capaces de definir la estrategia de posicionamiento.
- Diseñar un plan de marketing.
- Redactar documentos e informes en marketing e investigación comercial.
- Presentar documentos e informes en marketing e investigación comercial.
- Saber realizar las labores propias de su profesión, tanto en empresas privadas como en organismos públicos.

LEARNING OUTCOMES

- 1.-Select and correctly use different sources of information in both traditional and electronic formats.
- 2.-Handle and correctly interpret quantitative and qualitative data to convert them into useful information for decision making in distribution.
- 3.-Prepare documents and reports presented in a written text in a comprehensible organized, documented and illustrated.
- 4.-Articulate an oral, structured, coherent speech, with good diction and use of technical vocabulary.
- 5.-Argue and counter-argue.
- 6.- Select and organize a human team in the commercial area of a company.

DESCRIPTION OF CONTENTS



1. FIRST PART. INTRODUCTION TO THE SALE AND TO THE ADDRESS OF SALES

ITEM 1. APPROACH TO THE FIELD OF PERSONAL SALE AND SALES MANAGEMENT

- 1.1. The current environment of the sale: starting principles
- 1.2. The sales function within the company
- 1.3. Types of sale
- 1.4. The activities of the seller
- 1.5. The sales director and sales management

ITEM 2: ETHICS IN SALE

- 2.1 Importance of ethics in the world of personal sales
- 2.2 How to differentiate the ethical from the unethical in the personal sale
- 2.3 The making of unethical decisions in the sale: explanation of the process carried out by the seller
- 2.4 Actions by the sales director to prevent unethical behaviour
- 2.5 What to do about sellers unethical behaviour

2. SECOND PART. THE DIRECTION OF THE SALES TEAM

THEME 3: PLANNING AND ORGANIZATION OF THE SALES FORCE

- 3.1 Definition of objectives and sales forecast
- 3.2 Size and organization of the sales force
- 3.3 Design of the sales territory
- 3.4 Sales budget and setting of sales quotas

ITEM 4: RECRUITMENT AND SELECTION OF THE SALES FORCE

- 4.1 The process of recruiting and selecting sellers
- 4.2 Analysis and planning of the recruitment and selection of sellers
- 4.3 Sellers recruitment action
- 4.4 Selection procedures

ITEM 5: TRAINING OF SELLERS

- 5.1 The vendor training process
- 5.2 Training planning
- 5.3 Design and execution of training
- 5.4 Evaluation of training

ITEM 6: THE MOTIVATION AND REMUNERATION OF SALES PERSONNEL

- 6.1. Previous aspects of motivation
- 6.2. Adaptation of motivational policies to the characteristics of sellers
- 6.3. Steps in the development of the compensation plan
- 6.4. Fixed remuneration
- 6.5. Variable remuneration

ITEM 7: EVALUATION AND CONTROL OF THE SALES PROGRAM

- 7.1. Aspects in the evaluation of sellers
- 7.2. Evaluation of results and activities
- 7.3. Procedures of action before bad results of sellers

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theoretical and practical classes	36,50	100
Theory classes	0,00	100
Attendance at events and external activities	7,50	0
Development of group work	12,50	0
Readings supplementary material	6,00	0
Preparation of evaluation activities	17,50	0
Preparing lectures	22,50	0
Preparation of practical classes and problem	22,50	0
TOTAL	125,00	

TEACHING METHODOLOGY

1. Theoretical classes participatory master class
2. Discussion of articles (readings)
3. Seminars
4. Project development
5. Expert conferences
6. Working group

The proposed methodology can be developed both in person and remotely if the circumstances require it.

EVALUATION

Individual work 40%

Teamwork 50%

Assistance and participation 10%

If necessary, the weight of academic assignments may be increased, to adjust to possible teaching situations until reaching 100% of the grade.

REFERENCES**Basic**

- Román, S. y Küster, I. (2014). Gestión de la venta personal y los equipos comerciales. Editorial Paraninfo: Madrid.



- Artal, M. (2017). Dirección de ventas. Organización del departamento de ventas y gestión de vendedores. Madrid: ESIC Editorial, 15 edición

Additional

- Cámara, D. y Sanz, M. (2001). Dirección de ventas. Vender y fidelizar en el nuevo milenio. Madrid:Prentice Hall.
- Churchill, G.A. Jr., Ford, N.M., Walter, O.C., Jr., Johnston, M.W. y Tanner, J.F., J.r. (2000), Sales Force Management, Sixth Edition, McGraw-Hill.
- Díez de Castro, E., Navarro, A. y Peral, B. (2003), Dirección de la Fuerza de Ventas, Esic, Madrid.
- Jobber, D. y Lancaster, G. (2003). Selling and Sales Management. Prentice Hall: Essex, 6th edition.
- Johnston, M.W. y Marshall, G.W. (2004), Administración de Ventas. McGraw-Hill Interamericana, 7ª edición.
- Küster, I. (2002). La venta relacional. Madrid: Editorial Esic.
- Küster, I. y Román, S. (2006). Venta personal y dirección de ventas. La fidelización del cliente. Editorial Thomson: Madrid.
- Manning, G.L. y Reece, B.L. (2004), Selling Today. Creating Customer Value. 9ª Ed. Prentice Hall.
- Rodríguez del Bosque, I. (2001). Comunicación comercial: casos prácticos. Madrid: Biblioteca Civitas Economía y Empresa.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

The teaching of the 2020-2021 academic year to which this Teaching Guide refers is scheduled in face-to-face mode.

If at any time, during the course, for justified and supervening reasons it could not be carried out as planned, the responsible teaching staff will communicate more specific and detailed information about the changes that should be made through the Virtual Classroom of the subject.

Given the possibility of quarantine of some students or confinement of the population, the possibility of teaching distance learning by synchronous methods is contemplated, allowing the full development of the program. The appropriate measures will be taken if necessary, to facilitate access to the training sessions of any student who has to observe quarantine unexpectedly throughout the course.