

COURSE INFORMATION SHEET

Course Information	
Course Title	Sales Management
Code	E000008088
Type	Business Administration Bachelor Degree.
Year	4º E-2, E-2bi & E-4
Level	European BBA
Semester	1st
ECTS Credits	6
Type	Optional
Department	Marketing Department
Coordinator	Victoria Labajo
	The course is organized in three blocks (Units) around the sales function. First Unit explains the Sales function and the role of the Commercial Director, deepening in the development of its functions, the environment in which it works and daily problems. Secondly, the management of Channels and Clients, focusing the study on channel segmentation tools, as well as the realization of business plans in B2B environments based on win-win strategies. The third block deals with Management of the Commercial Team -based on positive management- with its particularities over other groups within the company.

Lecturers information	
Lecturer	
Name	Pedro Rubio Hidalgo (Spanish)
Department	Marketing
Field	Commercial Management
Room	---
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Telephone number	
Tutorial hours	Available by e-mail
Lecturer	
Name	Alejandro Gómez Parra (English)
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Field	Commercial Management
Room	---
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Tutorial hours	Available by e-mail

DETAILED INFORMATION ABOUT THE COURSE

Context of the course	
Contribution to the professional profile of the degree	
<p>This course aims to develop theoretical knowledge and marketing foundations provided in the courses "Introduction to Marketing" and "Marketing Management" along with the optional courses included in the track "Marketing" of the BBA Degree.</p> <p>It provides students with a deep understanding of commercial structures and roles and their appropriate management in the changing and globalized competition arena. The course focuses on the relevance of a deeper knowledge of clients along with an adequate use of those tools oriented to reach the company's commercial goals.</p>	
Prerequisites	
Marketing Fundamentals	

Skills		
Generic Skills of the course		
CG02	Problem-solving & decision making capacity	
	RA1	Identifies and clearly define the problem and its different causes
	RA2	Recognizes alternatives and decision difficulties in real cases, raising relevant solutions
CG03	Organization and planning abilities	
	RA1	Identifies and organize temporarily the tasks necessary to carry out their learning activities, complying with the established deadlines for the delivery of activities
	RA2	Is able to establish priorities and select materials in the realization of tasks according to the demands of the study program
CG09	Ability to listen, argue and debate	
	RA1	Comes up with individually a particular idea or perspective before an issue or issue and establish criteria for making personal judgments
	RA2	Is able to defend what he/she thinks, regardless of acceptance that may have the idea
CG10	Leadership and teamwork capacity	
	RA1	Participates actively in group work sharing information, knowledge and experiences
	RA2	Handles the keys to encourage the development of effective meetings
	RA3	Shares responsibility for the work of the group and submit to the direction of others
CG11	Critical and self-criticism ability	
	RA1	Uses an adequate level of analysis and exercises a critical assessment of theories and research methods
CG14	Capacity for learning and working independently	

	RA1	Reads, synthesizes and critically understands bibliographic reference materials, as well as of materials that present research results, memories, texts of professional supervision, and other applied materials
	RA2	Develops necessary skills for independent research
CG15	Flexibility and adaptability to change	
	RA1	Applies knowledge and proven ways of acting in known situations to others that are new and unexpected
	RA2	Understands that the new is an opportunity for improvement and is inherent to the professional life
Specific Competencies of the subject area		
CEOPT 04	Knowledge of the business role of the Sales function and the figure of the Director Commercial, as well as commercial teams and customers	
	RA1	Knows the key aspects of the subject from the perspective of a position of responsibility in sales management by developing the necessary criteria for the decision making at this organizational level
	RA2	Is able to apply the most appropriate theory or method in relation to each of the relevant aspects with the team and the clients
	RA3	Is able to perform an adequate customer analysis based on the segmentation by channels and territories and to develop business plans in B2B environments in win-win strategies

THEMATIC UNITS AND CONTENT

Contents – Thematic Units
Unit 1: INTRODUCTION
Topic 1. The Sales Management role. Relevance and context.
Unit 2: CHANNELS AND CUSTOMERS MANAGEMENT
Topic 2. Organization. Clients and competitors
Topic 3. Strategic Sales Planning. National and global channels and account plans.
Topic 4. Performance control. P&L accounts and strategic alliances.
Unit 3: SALES TEAM MANAGEMENT
Topic 5. Sales team organization. Positive sales management, training, communications and role definition.
Topic 6. Sales team planning. Job selection and career plans
Topic 7. Sales team control. Supervision, evaluation and salesman remuneration

TEACHING APPROACH AND STRATEGIES

General learning and teaching approach of the course
The objective pursued by the work methodology is that the student knows and is capable of applying correctly the theories and tools that the subject implies. To achieve this, a sequential methodology that controls the student's learning in the different phases. The teacher will put his layout of the topics, the basic and complementary bibliography and expose in the master classes the key concepts. The student must be able to manage different sources of information to design your own work materials. Practical activities in the classroom will reinforce the acquisition of concepts and, for their part, tutorials and self-evaluation activities will control the design of materials and the understanding of concepts. The work

outside the classroom, both individual and collective, will serve so that the student applies the theoretical concepts in practice. The written exam will evaluate the degree of assimilation of concepts.	
Class-based teaching methods	Skills
AF1. Interactive lectures AF2. Exercises and resolution of cases and problems AF3. Oral presentations of cases AF4. Simulations, role-playing games, group dynamics AF5. Academic tutorials	CG09, CEOPT04 CG02, CEOPT04 CG09, CG10 CG09, CG11, CG15 CG09, CG14
Outside classroom activities	Skills
AF6. Individual and / or group study and organized reading AF7. Monographic and research works, individual or collective	CG14, CEOPT04 CG02, CG03, CG10

STUDENT WORKLOAD SUMMARY

IN-CLASS ACTIVITIES (IN HOURS)			
Lectures	Exercises and resolution of cases and problems	Oral presentations of cases	Exam
30	20	10	2
OUT OF CLASS			
Individual study & work on theoretical content	Monographic and research works, individual or collective	Exercises and resolution of cases and problems	Preparation of oral presentations
40	20	20	10
CREDITS ECTS: 6 (Student work: 152 h)			

GRADING RUBRIC

Assessment activities	Criteria	Importance
Final activity-based exam	Assimilation key concepts of the course Comprehensive & relational capacity capacity to argue and debate	50%
Individual assignments	Problem-solving & decision making capacity	10%
Group cases	Leadership and teamwork capacity Organizational capacity	30%
Attendance and student's contribution	Contribution to the development of class dynamics Ability to listen, argue and debate Critical and self-critical ability	10%

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 (final case and assignments) and comply with a regular attendance to classes. 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. Students that repeat the course in a subsequent academic year, they will have to do an assignment (50%) and re-sit the exam (50%).

For ICADE OUT students, their grade will be the exam grade.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography
Text Books
<ul style="list-style-type: none"> • Noonan, C.J. Sales Management (1st published 1998). Taylor & Francis, 2011 • Olmedo, José Ángel. Manual del director Comercial, dirigiendo equipos de venta. 2005. Ed. Gestión. 2000 • Mc Donald, Malcolm y Woodburn, Diana. Key Account Management, the definitive guide. 2011. 3ª Ed. Elsevier Science
Papers
Papers, news and reports provided by the teacher on Moodle
Other materials
Topic slides provided by the teacher on Moodle
Other text books
<ul style="list-style-type: none"> • Manuel Artal Dirección de Ventas Ed. Esic • Mike T. Wilson. Cómo organizar y dirigir un equipo de vendedores • Elena Rubio. Cómo crear, organizar, dirigir y motivar un equipo de ventas. FC editorial • Doug Dayton. Cómo gestionar las relaciones con clientes clave. Ed. Gestion 2000