



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Dirección de Ventas/Sales Management
Subject code	E000008088
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Fourth year]
Level	Reglada Grado Europeo
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Marketing
Coordinator	Victoria Labajo
Office hours	tutoring to be arranged with the professor by email
Course overview	The course is structured around the sales function, explaining in its introduction the Sales function and the figure of the Sales Director, delving into the development of their functions, the environment in which they work and their daily problems. Secondly, it deals with the management of Channels and Customers, focusing the study on channel segmentation tools, as well as the implementation of commercial plans in B2B environments based on win-win strategies. The third block deals with the management of the sales team with the particularities it has over other groups within the company; based on positive management

Teacher Information	
Teacher	
Name	Pedro Rubio Hidalgo
Department	Departamento de Marketing
E-Mail	prubio@icade.comillas.edu
Teacher	
Name	María Victoria Labajo González
Department	Departamento de Marketing
Office	Alberto Aguilera 23 [OD-224]
E-Mail	labajo@icade.comillas.edu
Phone	2285

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
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. 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.

Prerequisites

Marketing Fundamentals

Competencies - Objectives

Competences

GENERALES

CG02	Resolución de problemas y toma de decisiones	
	RA1	Identifica y define claramente el problema y sus diferentes causas
	RA2	Reconoce las alternativas y las dificultades de decisión en casos reales, planteando soluciones pertinentes
CG03	Capacidad de organización y planificación	
	RA1	Identifica y organiza temporalmente las tareas necesarias para la realización sus actividades de aprendizaje, cumpliendo con los plazos establecidos de entrega de actividades
	RA2	Es capaz de establecer prioridades y seleccionar materiales en la realización de las tareas en función de las demandas del programa de estudio
CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
	RA1	Crear individualmente una idea o perspectiva particular ante un asunto o cuestión y establecer criterios para emitir juicios personales
	RA2	Ser capaz de defender aquello que se piensa, independientemente de la aceptación que pueda tener la idea
CG10	Capacidad de liderazgo y trabajo en equipo	
	RA1	Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias
	RA2	Maneja las claves para propiciar el desarrollo de reuniones efectivas
	RA3	Comparte responsabilidad por el trabajo del grupo y someterse a la dirección de otras personas
CG11	Capacidad crítica y autocrítica	
	RA1	Emplea un nivel de análisis adecuado y ejerce una valoración crítica de teorías y métodos de investigación



CG14	Capacidad para aprender y trabajar autónomamente	
	RA1	Lee, sintetiza y comprende críticamente materiales bibliográficos de referencia, así como de materiales que presentan resultados de investigaciones, memorias, textos de supervisión profesional, y otros materiales de carácter aplicado
	RA2	Desarrolla habilidades necesarias para la investigación independiente
CG15	Adaptación al cambio	
	RA1	Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas e inesperadas
	RA2	Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional
ESPECÍFICAS		
CEOPT04	Conocimiento del papel empresarial de la función de Ventas y de la figura del Director Comercial, así como de los equipos comerciales y los clientes	
	RA1	Conoce los aspectos clave de la asignatura desde la perspectiva de un puesto de responsabilidad en la gestión de ventas desarrollando el criterio necesario para la toma de decisiones en este nivel organizativo
	RA2	Es capaz de aplicar la teoría o método más adecuado en relación con cada uno de los aspectos relevantes con el equipo y los clientes
		Es capaz de realiza un análisis de clientes adecuado a partir de la segmentación por canales y territorios y de elaborar planes comerciales en entornos B2B basados en estrategias win-win

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks
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 METHODOLOGY

General methodological aspects of the subject

The objective of the work methodology is that the student knows and is able to correctly apply the theories and tools involved in the subject. To achieve this, a sequential methodology will be applied to control the student's learning in the different phases. The professor will provide the student with outlines of the topics, the basic and complementary bibliography and will present the key concepts in the master classes. The student should be able to manage different sources of information to design their own work materials. The practical activities in the classroom will reinforce the acquisition of concepts and, on the other hand, the tutorials and the self-evaluation activities will control the design of the materials and the understanding of concepts. The work outside the classroom, both individual and collective, will help the student to apply the theoretical concepts in practice. The written tests will evaluate the degree of fixation of concepts.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas	Exposición pública de temas o trabajos	
30.00	20.00	10.00	
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos	Exposición pública de temas o trabajos
40.00	20.00	20.00	10.00
ECTS CREDITS: 6,0 (150,00 hours)			

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final Project: Group part - 30% Final Project: Individual part - 20%	<ul style="list-style-type: none"> Assimilation of key concepts of the subject Comprehension and relational skills, argumentative skills 	50 %
Cases and group continuous evaluation activities - 40%	<ul style="list-style-type: none"> Capacidad de resolución de problemas y toma de decisiones 	35 %
Asistencia y participación activa en la asignatura - 10%	<ul style="list-style-type: none"> Contribution to the development of classroom dynamics dynamics Ability to listen, argue and debate Critical and self-critical capacity 	10 %



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 (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.

The improper use of ChatGPT or other IAG will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions aimed at falsifying or defrauding the evaluation systems of academic performance". The consequences of this will be "temporary expulsion for up to three months or the prohibition to take an exam in the following call to the imposition of the sanction, in one or more subjects in which the student is enrolled, [...] apart from the grade of failure (0) in the respective subject, [...] [and] the prohibition to take the exam in the following call".

In this regard, the use of ChatGPT or other IAG in the framework of the final project and cases of the subject will be considered improper (and therefore prohibited), since its use would seriously compromise the ability of these evaluation systems to assess the student's acquisition of the competencies of the Sales management Course.

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
Resolution of cases corresponding to the key aspects of the course	According to the development of the contents and planned in the course chronogram	To be determined
Seminars and workshops with the participation of experts	According to the development of the contents and planned in the course chronogram	To be determined
Final Project Presentation	According to the development of the contents and planned in the course chronogram	last week of the course

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

- Olmedo, J. Manual del director Comercial, dirigiendo equipos de venta. 2007. Ed. Gestión 2000
- Noonan, C.J. Sales Management (1st published 1998). Taylor & Francis, 2011
- Mc Donald, M. y Woodburn, D. Key Account Management, the definitive guide. 3ª Ed. 2011. Ed. Elsevier Science

Slides of the teaching team available on the course web site

Complementary Bibliography

- Wilson, M.T. Cómo organizar y dirigir un equipo de vendedores. 2ª Ed. 2002. Ed. Deusto
- Rubio, E. Cómo crear, organizar, dirigir y motivar un equipo de ventas. 2001. FC editorial.



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2023 - 2024

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data [that you have accepted on your registration form](#) by entering this website and clicking on "download"

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792>