



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE DE DIRECCIÓN COMERCIAL Y VENTAS 2023-24

DATOS GENERALES

Course Title:	DIRECCIÓN COMERCIAL Y VENTAS
Code:	801310 (ADE)
Academic year:	2023 - 2024
Degree title:	Grado en Administración y Dirección de Empresas
Number of credits (ECTS):	6
Place in the scheme of studies:	2 nd Year, 2 nd Semester
Academic area:	Marketing and Sales Management Area
Academic area head:	Ph.D. Jessica Lingan
Date of last revision:	January 2023
Professor Responsible:	Ph. D. Pablo Rial

1. GENERAL DESCRIPTION

Sales management is the process of planning, organizing, directing and controlling the activities that relate to the sales of a company's products or services. It involves setting sales targets, recruiting and training sales staff, forecasting and budgeting for future sales, developing and implementing sales strategies, and monitoring and evaluating sales performance. The goal of sales management is to achieve the company's sales objectives by effectively managing and motivating the sales team and building strong relationships with customers.

Sales management is one of the most important elements in modern organizations and it plays an important role on the overall success. When major trends emerge, sales managers need to train the sales teams to ensure good knowledge and strong relations with customers. The course covers the main tools, techniques, and trends in today's management of the sales force.

2. LEARNING OUTCOMES

At the end of the course, students will understand sales managers' activities as three interrelated, sequential processes that influence the various determinants of salesperson performance:

1. Formulation of a sales program. This process involves organizing and planning the company's overall personal selling efforts and ensuring that the selling initiative is integrated with the other elements of the firm's marketing strategy.

2. Implementation of the sales program. This involves selecting appropriate sales personnel, providing effective training and development, as well as compensation programs.
3. Evaluation and control of the sales program. This involves employing proper metrics to monitor and evaluate sales force performance so adjustments can be made to either the sales program or its implementation as needed.

3. CONTENT

UNIT 1: FORMULATION OF A SALES PROGRAM:

TOPIC 1: INTRODUCTION TO SALES MANAGEMENT

Learning outcomes

Students should be able to:

- Identify key trends affecting sales organizations and sales managers today.
- Have a general overview of the sales management process.
- Identify the key factors that influence the development of sales programs.

Content

- 1.1 What is involved in Sales Management?
- 1.2 Selling Process
- 1.3 Sales Management Process
- 1.4 External Environment
- 1.5 Economic Environment
- 1.6 Global Legal and Political Environment
- 1.7 Technological Environment
- 1.8 Social and Cultural Environment: Ethics
- 1.9 Natural Environment
- 1.10 Internal (Organizational) Environment
- 1.11 Goals, Objectives, and Culture
- 1.12 Human Resources
- 1.13 Financial Resources
- 1.14 Production and Supply Chain Capabilities
- 1.15 Service Capabilities
- 1.16 Research and Development (R&D) and Technological Capabilities

TOPIC 2: THE PROCESS OF SELLING AND BUYING

Learning outcomes

Students should be able to:

- Identify and explain key success factors for salesperson performance.
- Outline the stages in a sales process.
- Identify the role of various participants in an organizational buying center.
- Outline the stages in organizational buyer decision making.
- Point out the nature of different organizational buying situations.

Content

- 2.1 Selling in Business-to-Consumer versus Business-to-Business Markets
- 2.2 Stages in the Selling Process
 - 2.2.1 Prospecting for Customers
 - 2.2.2 Opening the Relationship
 - 2.2.3 Social Selling
 - 2.2.4 Qualifying the Prospect
 - 2.2.5 Presenting the Sales Message
 - 2.2.6 Closing the Sale
 - 2.2.7 Servicing the Account
 - 2.2.8 Virtual/Remote Selling
- 2.3 Participants in the Organizational Buying Process—The Buying Center
 - 2.3.1 Selling Centers and Buying Centers
- 2.4 Organizational Buying Decision Stages
 - 2.4.1 Stage One: Anticipation or Recognition of a Problem or Need
 - 2.4.2 Stage Two: Determination and Description of the Characteristics and Quantity of the Needed Item(s)
 - 2.4.3 Stage Three: Search for and Qualification of Potential Suppliers
 - 2.4.4 Stage Four: Acquisition of Proposals or Bids
 - 2.4.5 Stage Five: Evaluation of Offerings and Selection of Suppliers
 - 2.4.6 Stage Six: Selection of an Order Routine
 - 2.4.7 Stage Seven: Performance Evaluation and Feedback

TOPIC 3: ORGANIZING THE SALES EFFORT

Learning outcomes

Students should be able to:

- Identify the purposes of sales organization.
- Understand the different organizational structures of a sales force department.

- Outline the major issues in key account and team selling.
- Outline the major issues in Inside Sales, Sales Development and Account Based Selling.
- Identify the important issues in Sales Automation and CRM.
- Identify important issues in starting/redefining a sales organization.
- Design the ideal sales process for sales organization.

Content

3.1 Purposes of Sales Organization

3.1.1 Division and Specialization of Labor

3.1.2 Stability and Continuity of Organizational Performance

3.1.3 Coordination and Integration

3.2 Horizontal Structure of the Sales Force

3.2.1 Deciding on a Company Sales Force or Independent Agents

3.2.2 Geographic Organization

3.2.3 Product Organization

3.2.4 Organization by Customer Types or Markets

3.2.5 Organization by Selling Function

3.2.6 The Role of Telesales

3.2.7 The Role of Inside Sales

3.2.8 The Role of Sales Development

3.3 Organizing to Service Key Accounts

3.3.1 Team Selling

3.3.2 Account Based Selling

3.4 Vertical Structure of the Sales Organization

3.4.1 Selling Responsibilities

3.4.2 Sales-Related Functions

3.5 The Impact of digitalization: Sales Automation and CRM

3.6 Designing/redefining the sales process

TOPIC 4: THE STRATEGIC ROLE OF INFORMATION IN SALES MANAGEMENT

Learning outcomes

Students should be able to:

- Understand the differences between market potential, sales potential, sales forecast, and sales quota.
- Use the various methods by which sales managers develop sales forecasts.
- Outline the process of setting a sales quota.
- Use different key approaches to determine sales force size.
- Understand the sales territory design process.

Content

- 4.1 Methods of Sales Forecasting
 - 4.1.1 Subjective Methods of Forecasting
 - 4.1.2 Objective Methods of Forecasting
- 4.2 Choosing a Forecasting Method
- 4.3 Developing Territory Estimates
- 4.4 Purposes and Characteristics of Sales Quotas
 - 4.4.1 Purposes of Quotas
 - 4.4.2 Characteristics of a Good Quota
- 4.5 Setting Quotas
 - 4.5.1 Types of Quotas
 - 4.5.2 Quota Level
- 4.6 Determining Sales Force Size
 - 4.6.1 Breakdown Method
 - 4.6.2 Workload Method
 - 4.6.3 Incremental Method
- 4.7 Designing Sales Territories
 - 4.7.1 Stages in Sales Territory Design

UNIT 2: IMPLEMENTATION OF THE SALES PROGRAM

TOPIC 5: MODEL OF SALESPERSON PERFORMANCE

Learning outcomes

Students should be able to:

- Use the model of salesperson performance.
- Identify the various components that make up the model.
- Deal with role conflict, role ambiguity, and role accuracy and how they influence a salesperson's role perceptions.

Content

- 5.1 The Model of Salesperson performance
 - 5.1.1 The Role Perceptions Component
 - 5.1.2 The Aptitude Component
 - 5.1.3 The Skill-Level Component
 - 5.1.4 The Motivation Component
 - 5.1.5 The Personal, Organizational, and Environmental Variables Component
 - 5.1.6 Rewards

- 5.1.7 Satisfaction
- 5.1.8 The Salesperson's Role Perceptions
- 5.2 Stages in Developing the Salesperson's Role
- 5.3 Role Conflict and Ambiguity
 - 5.3.1 Common Expectations and Key Areas of Conflict and Ambiguity
 - 5.3.2 Consequences of Conflict and Ambiguity
 - 5.3.3 Managing Conflict and Ambiguity in a Salesperson
 - 5.3.4 Role Accuracy

TOPIC 6: MOTIVATING THE SALES FORCE

Learning outcomes

Students should be able to:

- Understand the process of motivation.
- Identify how an individual's career stage influences motivation.
- Take into account the effect of environmental factors on motivations.
- Take into account the effect of factors inside the company on motivation.

Content

- 6.1 The Psychological Process of Motivation
 - 6.1.1 Major Components of the Model
 - 6.1.2 Expectancies—Perceived Links between Effort and Performance
 - 6.1.3 Instrumentalities—Perceived Links between Performance and Rewards
 - 6.1.4 Valences for Rewards
- 6.2 The Impact of a Salesperson's Personal Characteristics on Motivation
 - 6.2.1 Satisfaction
 - 6.2.2 Demographic Characteristics
 - 6.2.3 Job Experience
 - 6.2.4 Psychological Traits
 - 6.2.5 Performance Attributions
 - 6.2.6 Management Implications
- 6.3 Career Stages and Salesperson Motivation
 - 6.3.1 Career Stages
 - 6.3.2 The Problem of the Plateaued Salesperson
- 6.4 The Impact of Environmental Conditions on Motivation
- 6.5 The Impact of Organizational Variables on Motivation
 - 6.5.1 Supervisory Variables and Leadership
 - 6.5.2 Incentive and Compensation Policies

TOPIC 7: PERSONAL CHARACTERISTICS AND SALES APTITUDE: CRITERIA FOR SELECTING SALESPeOPLE

Learning outcomes

Students should be able to:

- Answer the question, "Are good salespeople born or made?"
- Define the characteristics of successful salespeople.
- Explain the role of sales aptitude in sales performance.
- Understand the different success characteristics for different sales positions

Content

- 7.1 Are Good Salespeople Born or Made? The Determinants of Successful Sales Performance
- 7.2 The Costs of Inappropriate Selection Standards
- 7.3 Characteristics of Successful Salespeople
- 7.4 Characteristics Sales Managers Look For
- 7.5 Job-Specific Determinants of Good Sales Performance
- 7.6 Implications for Sales Management

TOPIC 8: SALES FORCE RECRUITMENT AND SELECTION

Learning outcomes

Students should be able to:

- Identify the key issues that drive the recruitment and selection of salespeople.
- Identify who is responsible for the recruitment and selection process.
- Perform a job analysis and how selection criteria are determined.
- Define the sources for new sales recruits.
- Apply the selection procedures.

Content

- 8.1 Recruitment and Selection Issues
- 8.2 Who Is Responsible for Recruiting and Selecting Salespeople?
- 8.3 Job Analysis and Determination of Selection Criteria
- 8.4 Who Conducts the Analysis and Prepares the Description?
- 8.5 Content of the Job Description
- 8.6 Determining Job Qualifications and Selection Criteria
- 8.7 Methods for Deciding on Selection Criteria
- 8.8 Recruiting Applicants
- 8.9 Selection Procedures
- 8.10 Application Blanks

- 8.11 Personal Interviews
- 8.12 Physical Examinations
- 8.13 Tests

TOPIC 9: SALES TRAINING

Learning outcomes

Students should be able to:

- Identify the key issues in sales training.
- Set the objectives of sales training.
- Follow the development of sales training programs.
- Decide the topics covered in a sales training program.
- Choose between the various methods for conducting sales training.
- Measure the costs and benefits of sales training.

Content

- 9.1 Issues in Sales Training
 - 9.1.1 Objectives of Sales Training
 - 9.1.2 Increase Productivity
 - 9.1.3 Improve Morale
 - 9.1.4 Lower Turnover
 - 9.1.5 Improve Customer Relations
 - 9.1.6 Improve Selling Skills
- 9.2 The Development of Sales Training Programs
 - 9.2.1 Creating Credibility in Sales Training
 - 9.2.2 Training New Sales Recruits
 - 9.2.3 Training Experienced Sales Personnel
- 9.3 Sales Training Topics
 - 9.3.1 Product Knowledge
 - 9.3.2 Market/Industry Orientation
 - 9.3.3 Company Orientation
 - 9.3.4 Time and Territory Management
 - 9.3.5 Legal/Ethical Issues
 - 9.3.6 Technology/Digitalization
 - 9.3.7 Specialized Training Topics
 - 9.3.8 Sales techniques
- 9.4 Sales Training Methods
 - 9.4.1 On-the-Job Training
 - 9.4.2 Classroom Training / off-the-job training
 - 9.4.3 Online and blended Training Methods

9.5 Measuring the Costs and Benefits of Sales Training

9.5.1 Sales Training Costs

9.5.2 Measurement Criteria

9.5.3 Measuring Broad Benefits

9.5.4 Measuring Specific Benefits

TOPIC 10: DESIGNING COMPENSATION AND INCENTIVE PROGRAMS

Learning outcomes

Students should be able to:

- Choose between straight salary, straight commission, and combination plans.
- Use a bonus component to compensation as an incentive.
- Identify key nonfinancial rewards, and how and why they might be important.
- Make decisions on the mix and level of compensation.
- Design a sales team compensation plan.

Content

10.1 Overview of Compensation and Incentives

10.2 Straight Salary, Straight Commission, and Combination Plans

10.2.1 Straight Salary

10.2.2 Straight Commission

10.2.3 Combination Plans

10.3 Steps to Executing the Compensation Plan

10.4 Non-financial Rewards

10.4.1 Recognition Programs

10.5 Expense Accounts

10.6 Making Compensation and Incentive Programs Work

10.6.1 Assessing the Relationship Selling Objectives

10.6.2 Determining Which Aspects of Job Performance to Reward

10.7 Deciding on the Most Appropriate Mix and Level of Compensation

UNIT 3: EVALUATION AND CONTROL OF THE SALES PROGRAM:

TOPIC 11: EVALUATING SALESPERSON PERFORMANCE

Learning outcomes

Students should be able to:

- Identify objective measures of salesperson performance, both output and input.
- Utilize ratio analysis as an objective approach to salesperson performance measurement.

- Make the performance review process more productive and valuable for the salesperson.
- Select the appropriate cost of allocation method for various sales management situations.

Content

11.1 Objective Measures

11.1.1 Output Measures

11.1.2 Input Measures

11.1.3 Ratio Measures

11.2 Subjective Measures

11.2.1 Forms Used for Subjective Measurement

11.2.2 Avoiding Errors in Performance Evaluation

11.2.3 Using a BARS System

11.2.4 360-Degree Feedback in Performance Evaluation

4. TEACHING AND LEARNING STRATEGIES

Face to face group (*presencial*)

It is based on participatory expository classes complemented by advance reading of various topics. Through in-class practices and homework assignments, the aim is to reinforce the concepts and procedures presented in class.

The main activities to be carried out include:

- Throughout the course, activities such as problem-solving, participation in debates, and case resolution will be conducted.
- Practical class for solving practical cases and/or exercises related to the subject matter, with student participation.
- Group/cooperative work with the presence of the teacher.

Blended learning groups (*semipresencial*)

It is based on participatory review classes to consolidate the reading of didactic material, texts, and articles related to the contents of the subject previously published on the virtual campus. Through in-class practices and homework assignments, the goal is to reinforce the concepts and procedures presented in class.

The main activities to be carried out include:

- Practical class for solving practical cases and/or exercises related to the subject matter, with student participation.
- Group/cooperative work without the presence of the teacher.

5. EVALUATION

According to the Bologna Scheme, this model encourages the sustained continuous effort of students. 40% of the mark is achieved through the continuous assessment of guided activities and the remaining 60% from the onsite final exam. The final exam has two sittings.

The final mark for the course (NF) will result from applying the following formula:

- **NF = Final Exam mark x 60% + Continuous Assessment mark x 40%**
- Minimum final exam mark to be able to average with continuous assessment will be 40 out of 100.
- The minimum pass mark for the course will be 50 out of 100.

Continuous assessment activities:

Face to face group (*presencial*)

Activity	Description	% Continuous Assessment	
Course work:			30%
Task 1 – In class	Case study	2,5%	
Task 2 – In class	Case study	2,5%	
Task 3 – In class	Case study	2,5%	
Task 4 – In class	Case study	2,5%	
Task 5 – In class	Case study	2,5%	
Task 6 – In class	Case study	2,5%	
Training plan	Group project	35%	
Learning portfolio	Individual project	40%	
Participation in classroom / Attitude	Engagement and motivation with the subject will be recorded.	10%	
Test:			10%
Online test in class	Test	50%	
Online test in class	Test	50%	
Final exam:			60%
	Final exam	100%	

Blended learning groups (*semipresencial*)

Activity	Description	% Continuous Assessment	
Course work:			30%
Task 1 – In class	Case study	10%	
Task 2 – In class	Case study	10%	
Training plan	Group work	40%	
Learning portfolio	Individual project	40%	
Participation in classroom / Attitude	Engagement and motivation with the subject will be recorded.	10%	
Test:			10%
Online test in class	Test	100%	
Final exam:			60%
	Examen final	100%	

6. BIBLIOGRAPHY

- Johnston, M. W., & Marshall, G. W. (2020). Sales Force Management. Taylor & Francis.
- Bertuzzi, T. (2016). The Sales Development Playbook: Build Repeatable Pipeline and Accelerate Growth with Inside Sales (English Edition) (1st ed.). Moore-Lake.
- Cohen, E. (2019). Enablement Mastery: Grow Your Business Faster by Aligning Your People, Processes, and Priorities. Greenleaf Book Group Press.
- Didner, P. (2018). Effective Sales Enablement: Achieve Sales Growth Through Collaborative Sales and Marketing. Kogan Page.
- Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2019). Sales Management. Taylor & Francis.
- Jordan, J., & Vazzana, M. (2011). Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance (1st ed.). McGraw-Hill Education.
- Matthews, B., & Schenk, T. (2018). Sales Enablement: A Master Framework to Engage, Equip, and Empower a World-Class Sales Force (1st ed.). Wiley.
- Miller, W. (2009). ProActive Sales Management. American Management Association.
- Publishing, BusinessNews. (2016). Summary: The Sales Acceleration Formula: Review and Analysis of Roberge's Book (English Edition). Business Book Summaries.

- Roberge, M. (2015). *The Sales Acceleration Formula: Using Data, Technology, and Inbound Selling to go from \$0 to \$100 Million (English Edition)* (1st ed.). Wiley.
- Ross, A., & Tyler, M. (2011). *Predictable Revenue: Turn Your Business Into A Sales Machine With The \$100 Million Best Practices Of Salesforce.com (English Edition)*. PebbleStorm Press.
- Signorelli, B. (2018). *Inbound Selling: How to Change the Way You Sell to Match How People Buy (Illustrated ed.)*. Wiley.
- Sorey, H., & Bray, C. (2017). *The Sales Enablement Playbook* (1st ed.). Createspace Independent Publishing Platform.
- Weinberg, M. (2015). *Sales Management. Simplified.: The Straight Truth about Getting Exceptional Results from Your Sales Team*. Amacom.
- Zipp, B. (2021). *The Ultimate Sales Manager Playbook: Becoming a Successful Sales Leader*. Morgan James Publishing.