



PERSONA CIENCIA EMPRESA  
UNIVERSITAT RAMON LLULL

SCHOOL OF  
MANAGEMENT

## Master in International Marketing & Sales Management International Sales Management

**Credits:** 6 ECTS

**Lecturer:** Raimon Miroso

**Campus:** IQS School of Management (Barcelona)

### COURSE PRESENTATION

This course describes the many tasks of the manager of a global sales force, and the levers she has at her disposal in order to be effective in a competitive environment. Through this course students will have gained the knowledge and skills in the area of managing a global sales team.

### COURSE COMPETENCIES

**Sales-Oriented (CT3):** At the end of the course students will have obtained knowledge to approach business situations with a very specific sales-oriented focus, which will help them to think about solutions and develop ideas with a revenue growth driver.

**Ethical, social and environmental responsibility (CT4):** Students will be able to apply ethical, environmental and social responsibility values in the sales and marketing environment.

**Planning (CE7):** Students will be able to realistically transform strategies into goals, actions and deadlines, while determining the necessary resources and monitoring mechanisms to achieve them efficiently, both in conventional channels or brick & mortar systems as well as in digital channels.

**Sales-Oriented (CE8):** At the end of the course students will get enough knowledge to approach business situations with a very specific sales-oriented focus, which will help them to think about solutions and develop ideas with a revenue growth driver.

### CONTENTS

#### 1. The role of sales manager

- a. Leadership and the Sales Executive
- b. Ethics and sales
- c. Profile of Sales Manager
- d. Role of a Sales Manager
- e. Duties and responsibilities of Sales Managers
- f. Skills of Sales Managers
- g. Identifying and Forecasting Global Markets

## 2. Designing and developing the sales force process management

- a. Sales Force Recruiting
- b. Structuring the Sales Force for Efficiency and Effectiveness
- c. Sales Force Incentive
- d. Compensating the Global Sales Force
- e. Training and developing sales force
- f. Retaining Successful Salespeople

## 3. Process Management

- a. Sales planning & forecasting
- b. Supervising, Managing, and Leading Salespeople Individually and in Teams
- c. Setting Goals and Managing the Sales Force's Performance
- d. Motivating the salespeople

## 4. Measurement and analysis for the sales force

- a. Assessing the Performance of the Sales Force
- b. Setting up objectives
- c. Choosing a sales process
- d. Intercultural awareness in the sales/business environment
- e. Compensating the Global Sales Force
- f. Cross-Cultural Communications and Negotiations

## METHODOLOGY

TRAINING ACTIVITIES	ECTS credits	Competencies
Lectures presenting concepts and procedures	1,5	CT3, CT4, CE7, CE8
Practical sessions (exercises, case studies,..)	1,2	CT3, CT4, CE7, CE8
Assignment by students	1,2	CT3, CT4, CE7, CE8
Seminars and tutorials	0,3	
Personal study activities	1,5	CT3, CT4, CE7, CE8
Assessment sessions.	0,3	CT3, CT4, CE7, CE8
<b>TOTAL</b>	<b>6,0</b>	

## EXPLANATION OF TEACHING METHODOLOGY

The teaching methodology used in the course is based on the combination of various learning activities. The sessions of the course will combine theoretical sessions with practical parts. The course integrates traditional lectures with in-class practical application of concepts, hence including:

- Lecture, Readings, and Videos
- Group work on a case study

## EVALUATION

EVALUATION METHODS	Weight	Competencies
Final exam		
Partial exams	30%	CT3, CT4, CE7, CE8
Following up activities (exercises, cases,...)	40%	CT3, CT4, CE7, CE8
Homework and presentations	30%	CT3, CT4, CE7, CE8
Projects		
Participation		

## LEARNING OUTCOMES

As a results of the acquisition of the subject's competences, the students will be able to:

1. Understand the different roles/functions of a global sales manager.
2. Appreciate the various sales processes and when they should be applied.
3. Acquire, through role-plays, hands-on skills for successfully approaching customers and analyzing their needs.
4. Critically evaluate the relevance of sales force recruitment, selection policies, coaching, and motivation.
5. Appraise the challenges that the sales manager face managing the sales force and the utilization of new technologies.
6. Critically reflect on the importance of customer relationship management and ethical issues in selling and the sales environment
7. Understand what role intercultural differences play in the sales environment.



## EVALUATION

The evaluation of the subject will comprise the qualifications obtained in a partial exams (30%), the follow-up activities (40%), and the homework and presentations (30%).

## EVALUATION OF COMPETENCIES

The assessment of CT3 competence is performed through an exercise of customer focus approach.

The assessment of the CT4 competence is performed through sale case analysis by identifying ethical, social and environmental di-lemma in the global environments and providing sales solutions to overcome those challenges.

## BIBLIOGRAPHY

- Jobber, D., & Lancaster, G. (2012). *Selling & sales management*. Harlow: Pearson Education.
- Johnston, M. W., & Marshall, G.W. (2016). *Sales force management. Leadership, innovation, technology* (12<sup>th</sup> edition). New York, NY: Routledge.
- Mallik, P. (2012). *Sales management*. Oxford University Press.
- Tanner, J., Honeycutt, E., & Erffmeyer, R. (2013). *Sales management: Shaping future sales leaders*. Eaglywood Cliffs: Pearson, new international edition.
- Zoltners, A., Sinha, P., & Lorimer, S.E. (2009). *Building a wining sales force*. New York, NY: Amacom.