

SYLLABUS

Module Summary

Foundation of sales lays in deeper understanding of customers and clients. Success in sale is more depended on managing sales force than on knowing all sales tricks. Managing sales force means managing people. Sales management is about inspiration, motivation, setting examples, helping solving problems, controlling efficiency of sales force and sales activities...Of course we also need right strategy and organizational systems. Sales Management is also about Sales Strategy, Key Account Management, Sales process, Lead generations... Nowadays, especially after COVID 19 crisis online plays bigger role in Sales Management. Due to strict economic situation, issue of efficiency is also more important than it was in the past. Plus we see more and more use of AI in sales activities.

Participants will learn key principles of sales management and gain deeper understanding of some crucial sales concepts. Through the module, the sales management topics will be connected with marketing, HRM, business strategy... to show interdependence between different business functions and stress the benefits sales can get from internal cooperation.

At the end of the module, participants will know how to evaluate and how to improve sales management in their own companies or how to better work with sales department (if they are not sales managers).

Course Work

The course will involve a mixture of formal lecture and syndicate exercises to understand how to carry out the various tasks necessary to manage a sales operation successfully. There will be great emphasis on practical work and how to connect the sales and other business functions. In the final group assignment (The Sales Management Audit) participants will have to use the knowledge of the whole course to complete the task.

Learning Outcomes

At the end of the module, participants will have a comprehensive overview of what sales management entails. They will have a picture and basic knowledge of how to react in business life when they aim to retain sales or turn upwards. Participants will have a "big picture" understanding of what the company needs to address to achieve sales growth.

Specifically, they will be familiar with areas or know how to approach improvements in the following areas:

- role of sales in value chain
- defining sales strategy with focus on pricing policy, offer and sales channels
- managing current clients and Key Account Management,
- defining sales process and improving effectiveness,
- recruitment and development of sales personnel,
- comprehensive sales analysis or identification of areas where improvements are needed.

We aim to prepare participants to understand the complexity and interconnectedness of various areas that ultimately influence the company's sales success. We aim to achieve this with participants who are currently entirely unfamiliar with sales as well as with sales professionals.

Preliminary Tasks

We are interested in your perception of sales management. Please try to evaluate status of sales management in your company. Include comments about all main elements of sales management. Some examples:

- Which segments do you target and why?
- Which sales channels do you use? What are the differences between them? How do you measure performance of each channel?
- Current practice in key account management (how do you select key accounts and how do you work with them)
- Phases of your sales processes and KPI.
- How you use AI in sales? (if you have any practice)
- How do you evaluate efficiency of sales people?

Not more than 2 pages. **Deadline 01.04.2024.**

Readings

There is no readings prior to module. All cases used during module will be from real situations and material will be distributed during module.

Evaluation

Participants will be evaluated on the following aspects:

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| 1. Class Participation | 25% |
| 2. Group Assignments/ Presentations | 25% |
| 3. Final Examination | 50% |

Schedule

	DAY 1
Time	
9:00-10:30	Sales management overview <ul style="list-style-type: none">- The big picture of Sales management- Sales & Business models- Sales-marketing interface
10:30 – 10:45	BREAK
10:45-12:15	Understanding disruptions in the environment <ul style="list-style-type: none">- Analyzing customers from sales perspective- Analyzing business clients - Buying center analysis- Group assignment: Buying center analysis
12:15 – 13:30	LUNCH
13:30 – 15:00	Sales strategy framework <ul style="list-style-type: none">- Sales strategy framework- Define segments, offers and sales channels- Pricing, differentiation
15:00 – 15:15	BREAK
15:15 – 16:45	Cotrugli Alumni Sales Case: Sales Challenges in Practice <p>Analyze real situation one manager faced at his position. Our guest speaker will be Kenan Kekić, T MedIT. He will present situation he faced when he started “Doktor kad mi treba”. Students will have a challenge to define how to react in situations like he was. Our guest will comment proposed solutions.</p>
16:45	Day 1 Summary

Schedule

Day 2	
Time	
9:00-10:30	Sales process and efficiency <ul style="list-style-type: none">- Overview of the sales process and key performance indicators- Typical issues to manage sales efficiency and how to avoid them- “Sales Formula” or what to improve to increase sales?- AI from Sales <representative perspective
10:30 – 10:45	BREAK
10:45-12:15	KAM & Managing current clients <ul style="list-style-type: none">- Key elements of KAM- Tools to manage current clients- Consultative selling principles
12:15-13:15	LUNCH
13:15-14:45	Managing sales competences (I) <ul style="list-style-type: none">- Competencies of successful Sales Representative- How to develop better Sales Representatives?- Typical mistakes of Sales Representatives and how to help them
14:45 – 15:00	BREAK
15:00 – 16:30	Managing sales competences (II) <ul style="list-style-type: none">- Group assignment: Evaluate sales potential of Sales Representative and prepare development plan for her (real life case)
16:30	Day 2 Summary

Schedule

	Day 3
Time	
9:00-10:30	Motivation & rewarding <ul style="list-style-type: none">- How to motivate & reward Sales Representatives?- 30 different ways to stimulate Sales Representatives- "Positive balance" in my mind
10:30 – 10:45	BREAK
10:45-12:15	The role of Sales Manager <ul style="list-style-type: none">- Competencies of successful Sales Manager- Group assignment: Evaluate managerial potential of Sales Manager and prepare suggestions (real life case)
12:15-13:15	LUNCH
13:15-14:45	Final Group Assignment: Management Audit <ul style="list-style-type: none">- Analyzing current sales management practice in global company. Set the top 3 priorities and prepare suggestions for improvements (real life case)- Presentations & Discussion
14:45 – 15:00	BREAK
15:00-15:45	Final Group Assignment: Management Audit <ul style="list-style-type: none">- Presentations & Discussion- Main Sales Management Challenges
15:45	Module Summary

Attendance:

Given that a substantial amount of knowledge will be acquired in class through individual and team discussions, attendance will be considered a crucial issue in this course. If a participant needs to be absent in some session, it should be communicate it to the instructor well in advance.

Punctuality:

Problem formulation is made at the beginning of the class. That activity determines and shapes the rest of the class analysis and discussion. So, being late in the session will strongly limit the student's ability to actively participate and share his/her thoughts. Furthermore, to leave the class before its end is unacceptable either.

Individual Participation:

One of the basic skills of any person in the business world is the ability to communicate his/her ideas in an organized and intelligible fashion. For that reason, class participation becomes a fundamental expected attitude in the course participants. Highly valued comments and contributions include: focusing in topics not fully discussed yet, sharing different perspectives in the analysis, commenting working experiences related to the cases under study, and applying theories/frameworks/models that may help find a solution to the problem.

Had a participant not being able to prepare for class discussion, he/she is expected to communicate it to the instructor at the beginning of the class.

Academic Integrity:

COTRUGLI Business School support and expect the highest standards of academic honesty. Just as integrity is valued in the workplace, it is also the foundation for how we should conduct ourselves during the course. Academic misconduct will not be tolerated. As such, students should not share any information regarding exams or presentations. Copying work of other participants, especially during the period before and after the residency, is a serious offense.

Discussion of individual assignments is encouraged, but the end product is expected to be an individual's effort. It is the responsibility of the course participants to contact the instructor with any question they might have of what constitutes appropriate ethical standards.

NOTE: The content of the syllabus might be modified during the course to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.