

Sales Management							
Credit:	1.0	Faculty:	Anirban Basu & Jaydeep Mukherjee	Sessions:	20		

Course Objective:

To understand the “sales management” function in a business organizations and the support that the HR team has to provide for the same. The course includes the familiarization of sales force management concepts, how they are applied in a sales organization and their use in problem solving approaches in different business situations. The primary focus is the key decision making variables in sales force management, taking into consideration the overall organizational as well as business environment.

At the end of the course, the student should be able to confidently handle sales responsibilities across industries. The confidence should come by an enhanced understanding of:

- i. Choices available in making the decisions.
- ii. Assumption underlying each of the choices.
- iii. The decision making criteria to be used in making the choices.
- iv. The limitation of the choices made.

Prescribed text:

Sales Management Decisions, Strategies and Cases by Still, Cundiff & Govoni, Prentice-Hall India

Pedagogy:

Essentially a mix of classroom discussion, and case based learning approach. Lecture sessions will be used to familiarize the students to the overall function and build the theoretical framework of the subject.

Case studies (which would require adequate pre class preparation from the individual students), would be used to apply theoretical understandings in real business contexts. Each student to bring one page hand written case note for each of the case, which might be used as an evaluation component in lieu of a surprise quiz. Please note that the work has to be individual and in case copying is suspected, it would be referred to appropriate authority and negative marked.

The group project would essentially be submission based.

Since the subject has very high degree of practical applications, hence the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. The course is expected to be conducted in very interactive and flexible manner where students would be encouraged to share their own understanding, put them to critical scrutiny and learn from the other's experiences, perspectives to the same issue. The faculty will facilitate the process of learning and would strive to bring in diverse perspectives to some common understanding and frameworks.

The approach would be to simplify the complex problems to manageable business problems and then apply the theoretical constructs to address them effectively in practice. Students are expected to read extensively, discuss among peers and come prepared in the class to tackle the cases effectively.

Overview of the organization of the course

Introduction, expectation mapping & brief overview – 1 session
Class discussions with business cases – 9 sessions
Case Analysis - 9 sessions
Course review and concluding comments – 1 session

Evaluation Pattern

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Surprise Quiz – 20 marks (no makeup)

Group Assignment – 25 marks

Mid Term- 20 marks

End Term – 35 marks

Detailed class coverage schedule

Session	Topic	Background Reading from Textbook	Case study
1	Introduction to Sales Management ✓ Sales & HR – the scope and intervention ✓ Various sales platforms – B2B, B2C, direct, distribution-led, network-led etc. ✓ Sales hierarchy – Job descriptions, Job success profiles, Key deliverables, KPIs etc.	Chapter 1-2	
2	Sales Strategies & Target Setting ✓ Sales strategies – Missionary, need based, problem solving, consultative etc. ✓ Understanding Channels & Categories & their relationship with target setting ✓ Target setting, manage and review – KPIs, coverage, volume and value	Chapter 3-5	
3	The Sales Organization & Skill sets & Recruitment & Selection of Sales Personnel ✓ Sales Organization – structures, focus, benefits etc. ✓ Networking with other departments – cross functional relationship and impact ✓ Skill sets – functional and leadership competencies and visible behaviors ✓ Sourcing of right set of candidates with right set of skills & behaviors ✓ Selection procedures – skills & psychometrics tests, interviews etc.	Chapter 6-12	
4	Onboarding, Training and Launching of Sales personnel ✓ TNA, developing training programs, training aids, pedagogy, evaluation etc. ✓ Launching a sales personnel – what are the steps? Post training coaching and mentoring – who, what, where, when why and how?	Chapter 13-14	
5	Motivating Sales Force ✓ What motivates sales people? Need gratification parameters ✓ Impact of independence, freedom and leadership in motivating sales force ✓ Various approaches of sales force motivation	Chapter 15	
6	The Sales Organization & Skill sets & Recruitment & Selection of Sales Personnel ✓ The Organization structure and its impact on sales performance ✓ Skill sets mapping with business needs ✓ Motivating the sales force	Chapter 6-12	ENSR
7	Sales Contests, Controls, and Supervision ✓ Concepts and objectives of sales contests ✓ Judicious management of the contest norms, ethics and compliance ✓ Control parameters and supervision	Chapter 18 - 19	AML
8	Sales Budgets & Quotas ✓ Purpose of Sales budgeting, mechanism and tools ✓ Objectives of sales quotas, types of quotas, quota setting ✓ Managing and reviewing - sales budgets & quotas	Chapter 20 - 21	IBM
9	Channel conflicts & Sales Negotiations ✓ Understanding channels – needs, operations, issues and challenges ✓ Hierarchy priorities and impact in implementation ✓ Delegations and negotiations in real life business situations ✓ Implementing changes in channel strategy		Bulk Deal in Bagri Market
10	Sales Appraisals and Performance Management ✓ Performance of sales force and their motivation ✓ Appraisal types, cycles, parameters ✓ Tools and mechanism of sales performance management ✓ Career discussions and action planning		Lightening Electric Products Company
11	Compensation and Benefits of Sales Teams ✓ Concepts of C&B – ✓ Elements, parameters, competitiveness ✓ Types of plans & organizational needs and priorities	Chapter 16 - 17	
12	Attrition, Retention and Talent Calibration in Sales ✓ Impact of organizational environment on employees ✓ Understanding the root causes of employee attrition ✓ Retention policies through talent calibration		
13	Managing Sales Territories ✓ Concepts of territories ✓ Reasons, procedures of defining sales territories ✓ Territory management – tools, processes, evaluation	Chapter 22	
14	International Sales Management ✓ Overseas selling – laws and rules ✓ How international selling is different from domestic selling process ✓ Managing global sales	Chapter 24	

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15	Digitalization & Automation in Sales ✓ Impact of automation and digitalization in traditional selling systems ✓ Role of social media in hiring & recruitment of sales people ✓ Sales training and development 'on the go' model thru digital tools		
16	Managing Sales Territories ✓ Internal conflict among sales team ✓ Choices available in managing conflicts		Stopping Territory Infringement
17	Managing Sales Performance ✓ Issues and concerns in managing sales performances ✓ Implications of non-achievements ✓ Sales performance tools and mechanism		KRC
18	Managing Sales Performance ✓ Issues and concerns in managing sales performances through indirect sales teams ✓ Motivating sales employees of intermediaries		Durapro
19	Sales Strategy and Execution ✓ Strategic options, feasibility and scalability ✓ Barriers and concerns ✓ Implementation challenges of sales strategy		BBMCI
20	Learning review of the Course		