

# Syllabus

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- **Course:** Marketing Management and Sales
  - **Credits:** 6 ECTS
  - **Program:** Business Administration & Management
  - **Module:** Core Education
  - **Subject:** Marketing and sales
  - **Code:** 802326
  - **Abbreviation:** MA04
  - **Subject coordinator:** Paulo Sartorato
  - **Academic Year:** 2023-2024
  - **Session:** October
  - **Semester:** First (third course, fall semester)
  - **Campus:** Barcelona
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## 01 Faculty

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### 01.1 Subject coordinator

**Paulo Sartorato**

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## 02 Presentation

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### 02.1 Description

The Commercial Management course introduces the main aspects of sales management such as the development of a sales plan itself, its execution and control. As well as the set of activities of management of the sales personnel: the selection, training, remuneration, and motivation. Personal selling is one of the most used commercial communication tools in the company to approach customers, persuade them and retain them.

The subject begins by talking about the new paradigm in the Commercial Organization to propose a more dynamic and increasingly connected environment that changes the traditional sales activity. Next, the emphasis is placed on business planning as part of marketing for the development of a sales plan and a system for controlling the sales activity in the company. The analysis of the portfolio of current and potential clients in order to improve profitability in the company will allow the definition of sales strategies. Subsequently, the issue of managing the sales department itself and its structure will be addressed, allocating the material and human resources necessary to meet the objectives in the different sales territories. Finally, we will work with the sales team for their full integration into the commercial structure, from the selection to their remuneration and motivation.

## 02.2 Relevant professional applications

The student who attends the subject of business management develops important skills for the performance of functions such as:

- Assistant in the Sales department
- Key account manager
- Seller
- Sales manager
- Sales manager

## 03 Competencies

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### 03.1 Course Competencies

#### Specific Competencies

CEMAR01 – Know the concepts and basic elements related to business management and marketing.

CEMAR02 – Learn to compile, evaluate and analyze existing data on the environment, the market, the consumer and the competition and write status reports on each of them.

CEMAR03 – Know how to find and analyse relevant information, and be able to extract arguments for decision making.

CEMAR04 – Introduce creative thinking into predictive functions.

CEMAR05 – Be able to forecast demand.

CEMAR06 – Know how to synthesize and present in a structured way the conclusions of the analysis work.

CEMAR07 – Be able to formulate and develop an action plan based on the conclusions of analysis work.

CEMAR08 – Detect business opportunities.

CEMAR09 – Being able to work as a member of a team in order to contribute to develop projects with pragmatism and a sense of responsibility, assuming commitments considering the available resources.

## General Competencies

**CG02** - Communicating orally and in writing with others about learning outcomes, thinking development and decision making; participating in debates on topics of the specialty itself.

**CG04** - Managing the acquisition, structuring, analysis and visualization of data and information in the field of specialty and critically assess the results of this management.

**CG09** – Know and understand the organization of a company and the sciences that define its activity; ability to understand labor standards and the relationships between planning, industrial and commercial strategies, quality and profit.

## Cross Competences

CT02 – Undertake and lead business and business initiatives.

CT04 – Integrate in any functional area of the company and / or organization and perform with professionalism any assigned management work.

CT06 – Prepare advisory reports on specific situations of companies and markets.

CT07 – Design and lead projects of global management or functional areas of the company.

CT08 – Identify, analyze and manage the sources of information relevant to the company and its contents.

CT11 – Apply to the analysis of problems, professional criteria based on the application of advanced techniques and tools.

## 04 Program

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### 01.- The sale introduction

- 01.1.- The sale as an exchange function
- 01.2.- The market as a meeting place (Supply - Demand)
- 01.3.- The Demand
- 01.4.- The offer
  - 01.4.1.- The offer according to the evolution of the competition

### 02.- From the seller to the professional seller

- 02.1.- Image of the seller
- 02.2.- The demand of sellers
- 02.3.- The professional seller
  - 02.3.1.- Qualities and Profile
- 02.4.- The Roles of the professional seller
- 02.5.- The quality of the seller
- 02.6.- Mission and Functions of the seller

### 03.- The sales interview as a process

- 03.1.- What is selling?
- 03.2.- The sale process
  - 03.2.1. The touchdown
  - 03.2.2. Needs detection
  - 03.2.3. The Argumentation
  - 03.2.4. Objections
  - 03.2.5 The closing of the sale

### 04.- Proactive Commercial Management (a new commercial paradigm)

- 04.1.- Changes in the market, distribution and customers
- 04.2.- The new commercial paradigm
- 04.3.- Operational planning. The sales plan
  - 04.3.1.- The SWOT analysis
  - 04.3.2.- The Commercial Purpose
  - 04.3.3.- The strategy and objectives

04.3.4.- The control system.

04.4.- Analysis and strategy of the strategic factors

04.4.1.- The products

04.4.2.- The Sectors / Customers

04.4.3.- Commercial Management

04.4.4.- The sales area

05.- The commercial organization

05.1.- The strategy and the commercial organization

05.2.- Principles of the organization

05.3.- The organization and the Operating Manual

05.4.- The commercial structure

05.5.- Types of organization: By zones; By Products; By Sectors; Other.

05.6.- Determine the number of vendors needed

05.7.- The internal sale

05.8.- The administrative process

06.- The Control system

06.1.- Characteristics of the proactive control system.

06.2.- Control on the ground

06.3.- Statistical control

06.4.- The dashboard

06.4.1.- Control of the control panel

07.- The remuneration system

07.1.- Motivation and retribution

07.2.- Remuneration of sellers, characteristics

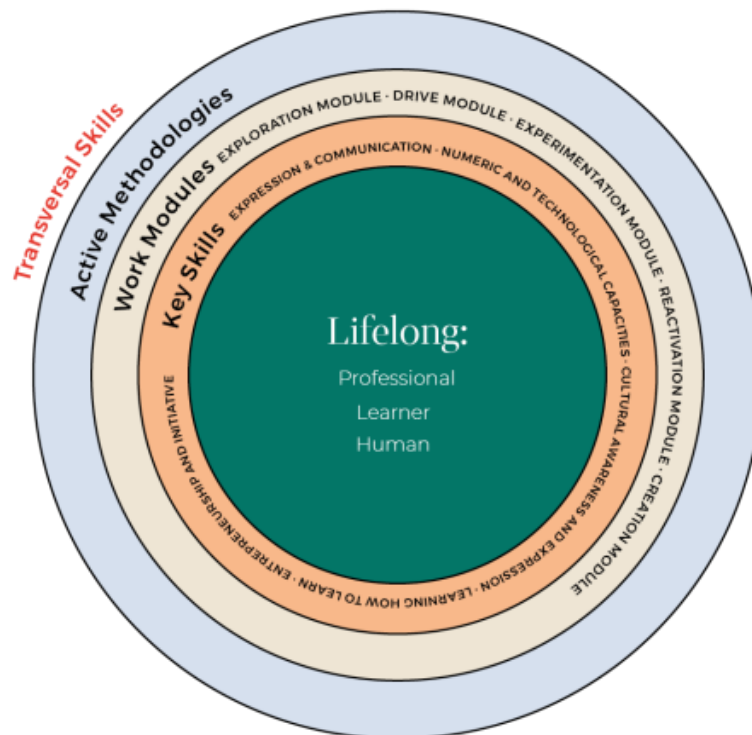
07.3.- Salary structure

08.- Application of Corporate Social Responsibility in the marketing management to ensure a better sustainable community and continuity in the awareness of its importance.

## 05 Teaching Methodology

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Considering the student's profile, the teaching model is articulated around three types of methodologies from EAE's Life-ED Methodology:



Source: <https://www.eaebarcelona.com/en/lifeed-methodology>

**ME1.** Participatory Exhibition Class

**ME3.** Autonomous work

**ME4.** Problem-based learning

## 06 Educational Activities

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Considering the competencies of the subject and based on the proposed teaching methodologies, the following training activities are scheduled:

Evaluation Activities	Hours	Presencialidad
<b>AF1.</b> Contents presentation with student participation	24	100%
<b>AF2.</b> Problem solving, exercises and case studies with student participation.	24	100%
<b>AF4.</b> Study and preparation of teaching units	46	0%
<b>AF5.</b> Performance of exercises and case studies	25	0%
<b>AF6.</b> Problem solving	25	0%
<b>AF13.</b> Written / oral evaluations	6	100%

## 07 Assessment

Evaluation Items $0.4 \cdot EV1 + 0.2 \cdot EV2 + 0.4 \cdot EV3$	Specific assessed competencies	Weight
EV1. Final written exam of all subject matter	CEMAR01, CEMAR05, CEMAR06	40%
EV2. Control of midterm written test	CEMAR01, CEMAR05, CEMAR06	20%
EV3. Exercises, problems, reports development, assignments - Exercises and problems	CEMAR02, CEMAR03, CEMAR04, CEMAR05, CEMAR06, CEMAR07, CEMAR08, CEMAR09	40%

"The maximum grade that students will be able to obtain in the revaluation tests [...] shall be 5,0. In addition, "the grade of the revaluation tests shall in any case constitute the final grade of the subject". Thus, **only students who, having completed the midterm exam, the final exam and having carried out 100% of the continuous evaluation activities of the subject**, and have suspended (final grade of the subject below 5) will be entitled to the revaluation examination.

**One time assessment:** The one time assessment consists of an exam that is equivalent to 100% of the grade of the subject. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final exam. In order to take one time assessment it is necessary to send a written request to the professor during the first 15 working days of the course.

## o8 Learning Resources

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Topics	Resources	Type
Topic	Transparencies, notes and exercises	Class and Blackboard

## o9 Code of Academic Conduct

The section 27.2 of the Universal Declaration of Human Rights stipulates that everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

Thus, the moral and patrimonial rights of the authors of literary, musical, artistic, scientific and academic creations, whether they have been published or not, are protected by means of different national and international regulations. In the case of Spain, the Legislative Royal Decree 1/1996, of April the 12th, approved the consolidated version of the Law of Intellectual

Property, regularizing, clarifying and harmonizing the legal provisions for the time being in force on this matter.

In this respect, special attention must be given to previously obtaining the corresponding authorization from the owner of the copyrights of any material, particularly before its distribution to the students and by means of the virtual campus. EAE Barcelona takes no responsibility for the non-compliance with this rule on the part of the users, either members of the teaching community or students.

The following materials that can be duplicated without the requirement of previous authorization:

- Laws and regulations.
- Court decisions.
- Acts, agreements, deliberations and decisions from public bodies.
- Any material distributed under the Creative Commons license, whenever its author and credits are mentioned.
- Any material published under the ISBN of EAE Barcelona or EAE Madrid.
- Any material, whose rights belong to EAE Barcelona or EAE Madrid.
- Any work that is in the public domain.

Furthermore, the quotation right is the inclusion of extracts from protected documents or materials, in this particular case, elaborated by the members of the teaching community- with the exception of textbooks and university handbooks- when such extracts are used to accompany educational activities.

The excerpts that can be used on the basis of the quotation right must fulfil the following requirements

- They must be previously published works.
- The source and author must be mentioned, whenever it is possible.
- They must deal exclusively with the teaching field.
- The inclusion of the excerpt must necessarily come with an analysis or explanation of it.

Concerning the material elaborated by the professors, in case it has been published previously, the agreements with the magazine or publication where it appeared must be considered.

As is apparent from the preceding paragraphs, plagiarism is a fraudulent activity that may result in serious sanctions, both of academic and legal nature. Academic honesty is one of the pillars on which the School's commitment to education is based, and the members of its teaching community are particularly conscious and prepared to perceive this kind of actions. Keeping in mind the difficulty that arises when trying to conceptualize plagiarism, it has been considered appropriate to delimitate clearly its contents and significance in these regulations and policies.

Plagiarism is understood as the appropriation of someone else's works, pretending that they are one's own; that is to say, without explicitly confirming its source. Plagiarism can consist on the complete or partial unauthorized copy of someone else's work, or the presentation of a copy as an original own work, impersonating the true author. Some examples of plagiarism are:

- Presenting someone else's work as one's own, regardless of whether the copy is complete or partial.
- Paraphrasing a text using different words, with small changes in the language, without quoting the source in order to feign.
- Purchasing or obtaining a work and presenting it as one's own.
- Using someone else's ideas or sentences as the basis to write a work without quoting its author.

In line with the section 10 of the Academic Code of Conduct of Students of EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the pertinent legal actions if the plagiarism violates the applicable regulation in matters of intellectual property.

## 10 Bibliography

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### 10.1 Basic Bibliography

- Marketing Strategy and Competitive Positioning, 7th Edition, 7th Edition, Hooley, Nicoulaud, Rudd & Lee, Pearson, 2020

## 10.2 Complementary Bibliography

- Exploring Strategy, Text and Cases, 12th Edition, Whittington, Regnér, Angwin, Johnson & Scholes, Pearson, 2020
- Principles of Marketing plus Pearson MyLab Marketing with Pearson eText, Global Edition, 18th Edition, Kotler & Armstrong, Pearson, 2020