

**The Government Of Russian Federation  
The Ministry Of Education**

**National Research University Higher School Of Economics  
The Faculty Of Management**

**Course Syllabus  
Sales Management  
(SM)**

University BA Pre-Graduate Course Program Outline for Spec. # 521500 - The  
Bachelor in Management



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Recommended by UMS Committee

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Council Secretary

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City Of Moscow 2011

# *I. Course Organization and Methods*

## **1. Course Prime Goal:**

The goal of the Sales Management course is to study the elements of an effective sales organization and its role in the enterprise' total marketing effort. These classes will broaden understanding of marketing's sales function. Course subjects include defining the sales process, the relationship between sales and marketing, sales organization structure, building the right distribution channel networks, matters of leading sales teams and sales personnel management.

## **2. Course Targets:**

- 2.1. Learning the skills of enterprise sales strategy development and implementation;
- 2.2. Discover the leadership basics and skills for enterprise sales force setting up and management;
- 2.3. Mastering of basic principles for sales channels mediating and operations controlling.

## **3. Course Originality**

- 3.1. SM incorporates very proactive approach to sales subject learning supplied by a prime focus on down to business interaction with students by case studies and sales routine simulation games.
- 3.2. The teaching methods employed include lectures, case studies, newsletters, syndicate discussions, videos, workshops and article reviews. In addition, students are encouraged to study on their own initiative and importance is placed on the application of acquired knowledge in specific practical situations. Assessment is through a combination of in-class tests, work-based projects that will be on a sales management topic of specific interest to students and their employers for those attendees who combine education and work simultaneously.

## **4. Course Positioning in Modern Managerial Knowledge Base**

- 4.1. In the first decade of XXI century, Russian national marketing model in the process of its ongoing development reached the subsequent benchmark also known as the sales marketing concept phase. Sales activity is known as the key performance indicator of firms and companies in all spheres and industries of the today's business.
- 4.2. The build-up of result oriented sales activity is a cornerstone and target for every enterprise in its aspiration for business model implementation. Such activity provides the profitability and market expansion for every enterprise.
- 4.3. The leadership in sales management which provides the competitive edge for an individual and the whole enterprise serves as a basis for prospering in every type of managerial activity within an enterprise – HR, project and mainly top management and this sets the SM course on a high priority in management education.

## *II. Course Contents*

### **1. Course Novelties:**

- 1.1. At HSE there are no courses similar to title and content to date yet the programs found in other institutions seem as not impressive particularly in terms of their duration thus they lack a depth necessary to such important type of managerial activity as sales;
- 1.2. SM course is based the latest scientific paradigms and findings with respect to sales and marketing theory and practice.

### **1.2. Course Schedule:**

##	Topics Covered	Total Academic Hours	Auditorium Hours		Students Self Instruction Workshop Hours
			Lectures	Seminars	
1.	SM Induction	2	2		
2.	Sales channels research and analytics system	8	4	2	2
3.	Sales organization conception and establishment	6	4		2
4.	Sales activity planning: forecasting and budgeting	10	4	2	4
5.	Sales channels administration and operation controlling	12	4	2	6
6.	Strategic Account Selling (SAS)	8	2	2	4
7.	Qualification Exam	4			
	TOTAL	48	20	8	18

## *III. Course Program*

### **1. Course topics and forms of education**

#### **1. Sales and Sales Management Course Induction.**

- 1.1. The nature of sales as a mean of exchange in the marketplace;
- 1.2. Anthropology of sales;
- 1.3. Why people buy. Their needs and requirements;
- 1.4. What and why there is a need for people to sell;
- 1.5. The world history seen through a prism of sales activity;
- 1.6. The meaning of sales in post industrial economy.

Lectures: 2 ac. hours

Literature: Sales Management: Analysis and Decision Making, 5e Thomas N. Ingram, Colorado State University Raymond W. LaForge, University of Louisville Ramon A. Avila, Ball State University Charles H. Schwepker, Jr., Central Missouri State University Michael R. Williams, Illinois State University, 2004

## **2. Sales Channels Research and Analysis System.**

- 2.1. Sales channels and distribution systems study as an integral part of marketing research system:
  - 2.1.1. Research goal setting and hypothesis elaboration;
  - 2.1.2. Distribution systems research tools;
  - 2.1.3. Sales channels research design and planning;
- 2.2. Distribution channels analysis and intermediaries segmentation:
  - 2.2.1. Distribution channels mapping;
  - 2.2.2. Intermediaries segmentation;
  - 2.2.3. Understanding the common needs of particular segments.

Lectures: 4 ac.hours

Literature: Dmitri Barkan, Sales Management, -SPb: High School Of Management, St.Petersburg University Publishers, 2008, ISBN: 978-5-9924-0003-8, Chapters 1-2  
Rosan L. Spiro, William J. Stanton, Gregory A. Rich. Sales Management –M: Grebennikov Publishing House, 2007, ISBN:978-5-93890-021-9, 0-071-19898-9

Seminar: Distribution Mapping Techniques

## **3. Sales organization concept and establishment.**

- 3.1. Enterprise sales department concept and interdepartmental interaction with other functional teams:
  - 3.1.1. Organizational structure types depending on enterprise specialization and activity specifics;
  - 3.1.2. Sales department goals, tasks and functions within enterprise sales and core business strategy;
  - 3.1.3. Sales department and enterprise commercial structure;
  - 3.1.4. Sales and marketing activity coordination within enterprise commercial structure;
- 3.2. Sales department organizational types:
  - 3.2.1. Territory and area responsibility structure;
  - 3.2.2. Functional organizational structure;
  - 3.2.3. Customer size and type responsibility structure;
  - 3.2.4. Product-portfolio and product type/range responsibility structure;
  - 3.2.5. Mixed and other functional responsibilities structure types;
- 3.3. Sales department establishment process;
  - 3.3.1. Determination of sales functions needed within sales department;
  - 3.3.2. Organizational structure planning and drawing;
  - 3.3.3. Sales personnel search, selection, recruiting and induction.

Lectures 4 ac. hours

Literature: Dmitri Barkan, Sales Management, -SPb: High School Of Management, St.Petersburg University Publishers, 2008, ISBN: 978-5-9924-0003-8, Chapters 1-2  
Radmilo Lukic. Sales Department Management. –M: Dobraya Kniga, 2007, ISBN: 5-98124-028-8 978-5-98124-028-7  
Sales Management: Analysis and Decision Making, 5e Thomas N. Ingram, Colorado State University Raymond W. LaForge, University of Louisville Ramon A. Avila, Ball State University Charles H. Schwepker, Jr., Central Missouri State University Michael R. Williams, Illinois State University, 2004

Seminar: Defining the right sales structure for a FMCG company

#### **4. Sales activity planning: forecasting and budgeting.**

- 4.1. Sales planning as an vital part of enterprise marketing plan:
  - 4.1.1. Sales areas, territories and other forms of sales staff responsibility;
  - 4.1.2. Individual sales quotas and plans;
  - 4.1.3. Compilation of enterprise sales plan containing the individual sales quotas and plans using SMAART™ algorithm;
  - 4.1.4. Individual key qualitative and quantitative goals and other key performance indicators setting by sales director/manager;
  - 4.1.5. Sales activity and events planning;
  - 4.1.6. Sales support marketing planning;
  - 4.1.7. Sales activity and support budgeting;
- 4.2. Sales Plan implementation issues:
  - 4.2.1. Sales personnel daily routine set-up and controlling;
  - 4.2.2. Sales plan controlling benchmarks;
  - 4.2.3. Sales staff performance indicators and incentives;
  - 4.2.4. Sales plan revisions and adjustments.

Lectures: 4 ac. hours

Literature: Dmitri Barkan, Sales Management, -SPb: High School Of Management, St.Petersburg University Publishers, 2008, ISBN: 978-5-9924-0003-8, Chapter 3  
Radmilo Lukic. Sales Department Management. –M: Dobraya Kniga, 2007, ISBN: 5-98124-028-8 978-5-98124-028-7  
Grant Stuart. Effective Sales Management. How to make your sales dept the best. – M: Balance Business Book, 2002 ISBN: 966-95810-4-4, 978-966-95810-4-4  
Sales Management: Analysis and Decision Making, 5e Thomas N. Ingram, Colorado State University Raymond W. LaForge, University of Louisville Ramon A. Avila, Ball State University Charles H. Schwepker, Jr., Central Missouri State University Michael R. Williams, Illinois State University, 2004

Seminar: Sales planning

#### **5. Sales channels administration and operation controlling.**

- 5.1. Clientele pool selection, targeting and communication:
  - 5.1.1. Product and service mix development;
  - 5.1.2. Commercial offer development and communication;
  - 5.1.3. Clientele pool development, sales leads and prospects generation and follow-up;
- 5.2. Sales channels interaction based on selected communication strategy:
  - 5.2.1. Cooperation with sales channels utilizing 'push' communication strategy;
  - 5.2.2. Cooperation with sales channels utilizing 'pull' communication strategy;
  - 5.2.3. Cooperation with sales channels utilizing mixed communication strategy;
- 5.3. Account management basics:
  - 5.3.1. Customer sales forecast and planning;
  - 5.3.2. Commercial cooperation essentials: financial and delivery terms;
  - 5.3.3. Order processing;
- 5.4. Customer cooperative advertising:
  - 5.4.1. Customer product training;
  - 5.4.2. Partner marketing;
  - 5.4.3. Post sale warranties and coop loyalty programs development.

Lectures: 4 ac. hours

Literature: Dmitri Barkan, Sales Management, -SPb: High School Of Management, St.Petersburg University Publishers, 2008, ISBN: 978-5-9924-0003-8, Chapters 10, 12, 14, 15,16,17

Radmilo Lukic. Sales Department Management. –M: Dobraya Kniga, 2007, ISBN: 5-98124-028-8 978-5-98124-028-7

Brian Tracy. Brian Tracy's Effective Sales Methods. –M: Poppurrie, 2003. ISBN: 985-438-820-4

Elena Akimova. The Best Sales Book. –M: Retch, 2008. 5-9268-0740-9

Sergey Rebrick. Professional Sales Training. –M: EKSMO, 2007. ISBN: 978-5-699-00434-8

R.Miller et al. Big Deals Successful Management. – M: Lori, 2008, : 978-5-85582-266-3

Rosan L. Spiro, William J. Stanton, Gregory A. Rich. Sales Management –M: Grebennikov Publishing House, 2007, ISBN:978-5-93890-021-9, 0-071-19898-9 Sales Management: Analysis and Decision Making, 5e Thomas N. Ingram, Colorado State University Raymond W. LaForge, University of Louisville Ramon A. Avila, Ball State University Charles H. Schwepker, Jr., Central Missouri State University Michael R. Williams, Illinois State University, 2004

Seminar: Defining the right sales strategy and its tools&tactics

## **6. Strategic Account Selling (SAS™)**

- 6.1. Three Levels of Sales Activity (Repeating):
  - 6.1.1. Tactical sales;
  - 6.1.2. Strategic sales;
  - 6.1.3. Competitive sales;
- 6.2. Industry and environment research and planning:
  - 6.2.1. Opportunity definition and assessment;
  - 6.2.2. Premature competitive strategy selection and definition;
- 6.3. Targeted customer research an contact planning:
  - 6.3.1. Key decision makers determination and contact policy development;
  - 6.3.2. Relationship strategy planning and development;
  - 6.3.3. Cooperation and interaction order planning;
- 6.4. SAS™ execution and controlling:
  - 6.4.1. SAS™ strategy testing, correction and adoption;
  - 6.4.2. SAS™ strategy launch and execution.

Lectures: 2 ac.hours

Literature: Sales Management: Analysis and Decision Making, 5e Thomas N. Ingram, Colorado State University Raymond W. LaForge, University of Louisville Ramon A. Avila, Ball State University Charles H. Schwepker, Jr., Central Missouri State University Michael R. Williams, Illinois State University, 2004

Seminar: Commercial offer compilation and distribution

## **2. Control forms for self instruction and material mastering**

### **1. Essay topics suggested for self instruction:**

1. Effective research methods for Sales channels analysis;
2. Sales department organizational structure forms and types;
3. Sales staff motivation and incentive system;

4. Sales prospects search and assessment strategy;
5. The use of SAS expertise in building long lasting customer loyalty;
6. Sales Channels communication strategies;
7. Sales planning and budgeting;
8. Products and services market positioning;
9. Partner marketing forms variety
10. Customer sales staff product training facilitating;
11. The link between sales and marketing strategies;
12. SPIN™ technology SWOT analysis;
13. Sales strategy development based on SPIN™ technology;
14. The effective communication and DISC™ algorithm;
15. Three level of sales: tactical, strategic and competitive;
16. The secrets of effective product presentation;
17. Simple and complicated sales. The commons and the differences;
18. The specifics of Solution selling;
19. Sales Management in Luxury sector;
20. B2B Sales Management essentials.

## **2. Qualification exam topics**

1. The particulars of sales channels research in the total marketing research system;
2. The link between Sales and Marketing;
3. Sales channels and distribution systems research goal setting and hypothesis elaboration;
4. Distribution systems research tools;
5. Sales channels research design and planning;
6. Distribution channels analysis and intermediaries segmentation;
7. Distribution channels mapping;
8. Sales department goals, tasks and functions within enterprise sales and core business strategy;
9. Sales department organizational types;
10. Sales department establishment process;
11. Sales personnel search, selection, recruiting and induction;
12. Sales areas, territories and other forms of sales staff responsibility;
13. Compilation of enterprise sales plan containing the individual sales quotas and plans using SMAART™ algorithm;
14. Individual key qualitative and quantitative goals and other key performance indicators setting by sales director/manager;
15. Sales activity and events planning;
16. Sales support marketing planning;
17. Sales activity and support budgeting;
18. Sales personnel daily routine set-up and controlling;
19. Sales plan controlling benchmarks;
20. Sales staff performance indicators and incentives;
21. Sales plan revisions and adjustments.
22. Clientele pool selection, targeting and communication;
23. Commercial offer development and communication;
24. Clientele pool development, sales leads and prospects generation and follow-up;
25. Sales channels interaction based on selected communication strategy;
26. Account management basics;
27. SAS™: Industry and environment research and planning;
28. SAS™: Targeted customer research and contact planning;
29. SAS™ execution and controlling;

### 3. Topics for self-instruction

1. P&G sales strategy description;
2. McDonalds business development and sales strategy;
3. Small business sales strategy and its difference with giant company sales strategy;
4. Sales and logistics ties and coordination issues within an enterprise;
5. Case self-study: sales management in IT sector;
6. Insurance companies sales strategy specifics: what the emphasis should be on?
7. Case self-study: What made WalMart the biggest company on the planet?
8. East&West: Sales process specifics – Russia vs. USA;
9. Sales and cross-cultural specifics;
10. Building sales in Western Europe: UK market entry plan.

## IV. *Qualification and Snapshot forms of control.*

### 1. Snapshot control forms:

- a. 2 Quizzes;
- b. Student seminar presentations and speeches;
- c. Group project solution through-out the course presentation at the seminar;
- d. Participation in seminar discussions;

### 2. Qualification forms of control:

- a. Essay;
- b. Written exam.

### 3. The total qualification score is inclusive of:

- a. Quizzes – 20%
- b. Essay – 30%
- c. Written exam – 50%

The score ranges from 1 to 10 where:

- 1,2,3 stand for “unsatisfactory” score
- 3,4,5 stand for “satisfactory” score
- 6,7 stand for “good” score
- 8,9 stand for “perfect” score
- 10 stand for “excellent” score

## 4. Course Output

Beyond the completion of the Course the graduate must:

- 5.1. Possess target customer base recognition and sales strategy planning skills;
- 5.2. Be open for thoughtful team-working with Marketing department with respect to activities as of clause 5.1.;
- 5.3. Cope to map and arrange the sales force organization in a shape of Sales or/and Commercial department of the enterprise;
- 5.4. Have a deep knowledge and understanding of collaboration and communications with sales channels, specific distributors and clientele.

