

Department 10 Business Administration

Course title **Sales and Marketing Strategies**

Hours per week (SWS) 4

Number of ECTS credits 5

Course objective By the end of the course students will be able to apply various approaches to sales management that are advocated and applied in practice as sales managers plan and internationalise their function. Upon completion of this module students will have acquired the following competences and so be able to:

- Explain the nature and role of personal selling and sales management within the promotional mix and the contemporary marketing context
- Apply the stages of the personal selling process and the influences, particularly buyer behaviour, on this process
- Evaluate the major decisions involved in sales management, including recruitment and selection, training, organisation and compensation
- Construct and apply tools for controlling the sales force, including sales forecasting, sales budgeting and the evaluation of sales force effectiveness
- Critically examine the key features of customer profiling and relationship building.
- Explain the complexity of managing sales in the modern world

In addition, students will practice and refine their cross functional competences in the following spheres:

Teamwork – A significant part of the module will involve intense teamwork on a project that will span the whole semester. Students will learn through:

1. Acquiring knowledge/skills from experts
2. Observing diverse solutions to problems
3. Collective problem-solving and experimentation
4. Consolidating prior experience and re-framing new insights.

Action Learning: Since the semester long project is complex, students will find that Action Learning is a particularly effective tool for solving the range of complex problems that arise during the semester. By elevating the norms of collaboration and creativity, Action Learning will encourage students to adopt new and brave solutions, thereby establishing the foundations of their contribution to cross functional projects in the future.

Prerequisites

Recommended reading

Books

- Growth Juice: How To Grow Your Sales by John A. Weber
- Sales Management Simplified.: The Straight Truth About Getting Exceptional Results from Your Sales Team by Mike Weinberg
- The Ultimate Sales Revolution: Sell Differently. Change the World. By Steve Lishansky
- Be Bold and Win the Sale: Get Out of Your Comfort Zone and Boost Your Performance by Jeff Shore
- Ending the Cold War Between Salesmen and Customers by Jim Mathers and Andrey Sizov
- DISCOVER Questions Get You Connected by Deb Calvert and Renee Calvert
- Constructing Success: Blueprints for a Referral-Based Business by Jason M. Avery
- Become an Expert Negotiator: Real Life Sales & Negotiation Tactics by Daniel Weiser
- Building Your Bridge to Sales Success by Steven Gareau

Journal articles

- Baldauf, A., Cravens, D. W., & Piercy, N. F. (2001). Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness. *Journal of Personal Selling & Sales Management*, 21(2), 109-122.
- Jones, E., Brown, S. P., Zoltners, A. A., & Weitz, B. A. (2005). The changing environment of selling and sales management. *Journal of Personal Selling & Sales Management*, 25(2), 105-111.
- Weitz, B. A., & Bradford, K. D. (1999). Personal selling and sales management: A relationship marketing perspective. *Journal of the academy of marketing science*, 27(2), 241-254.

Teaching methods

Deployed methods of business administration:

- Models and Methods of analytics (research- and analytic models):
- A guided process of project development throughout the semester ensures that students have the opportunity to research and analyse possible courses of action before testing their choice in practice.
- Quantitative-empirical methods (comparative – statistic, mathematic methods, data analyses):
- One of the expected outcomes of the semester long project is a coherent financial plan that covers the project topic
- Qualitative-interpretative methods (expert interview, surveys, standardized inquiry):
- Students are encouraged at the earliest stage of the semester long project to acquire data from direct contact with experts, by making observations of real life applications of existing situations and to analyse a range of data so as to provide information that will guide the progress of the project.

Methods of Teaching and Learning:

This module is delivered in a flipped classroom environment. Flipped Classroom is a pedagogical approach in which direct instruction moves from the group learning space to the individual learning space, and the resulting group space is transformed into a dynamic, interactive learning environment where the educator guides students as they apply concepts and engage creatively in the subject matter. In a flipped classroom, the lecture is, in effect, the student's homework. Lecture material is posted on the virtual learning environment in the form of videos and lecture notes. Students are expected to keep up with the programme of lecture material in their time away from the classroom. After hearing the lecture at home, students devote classroom time to reinforcing the topic of the lecture by participating in a semester long project that is coached during classroom time. This allows students to demonstrate top-of-mind awareness skills, evaluate their retention of the information and leave the classroom for hands-on applications of theory acquired from the out of class support material.

Assessment of the students' learning is by a project presentation.

The course also includes an (optional) Off-Site Excursion to intensively work on applied trainings in order to develop applicable skills.

Assessment methods

Language of instruction	English
Name of lecturer	Prof. Dr. Franz-Joseph Busse
Email	
Link	

Course content

1. The Context of Personal Selling and Sales Management

Personal selling and the role of the sales force in the promotional mix. Sales management and strategic marketing. Types of selling task and the importance of sales tactics. The impact of IT on sales management.

2. The Personal Selling Process

Nature and importance of understanding buyer behaviour. Stages in the personal selling process. Influences on this process. Role of body language and the management of questions in personal selling.

3. Sales Management Decisions

Nature and role of sales management. The importance of leadership. Analysis of the major decisions in sales force management, including recruitment and selection, training. Management of major accounts. Influences on sales management decisions.

4. Controlling the Sales Force

Nature of, and techniques involved in sales forecasting. Nature and importance of sales quotas and sales budgeting. Importance, determinants and methods of evaluating sales force effectiveness and the measurement of quantitative and qualitative outputs.

5. Customer Profiling

Segmenting and targeting existing customers, the impact of retention and development on profitability. Segmenting by profile and behavioural data. FRAC and LTV.

6. Maintaining the customer base

The importance of customer loyalty. Maintaining loyalty through interaction. The role of pricing strategies and incentives. Developing customers through cross-selling and up-selling. The role of loyalty schemes.

7. Extending the customer base

Identifying new prospects: profiling existing customers, list building communications. Direct Marketing offers and customer acquisition contact programmes for customer recruitment.

Remarks