

Elective Course 7: Sales & Distribution Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE515	Course Duration:	30 Hours

Course Objectives:

- To provide students with foundational concepts of sales management and personal selling.
- To develop practical skills in planning, organizing, and managing sales force activities.
- To familiarize students with methods and tools for sales forecasting, budgeting, and performance measurement.
- To equip students with techniques for effective recruitment, training, and motivation of sales personnel.
- To enable critical evaluation of contemporary sales management practices, including digital sales strategies.

Course Outcomes:

- CO1: Understand the changing nature of the salesforce and complexity of selling situations
- CO2: Analyse the impact of the quality of salesforce on revenue growth
- CO3: Evaluate the movement from Specific to specialised selling; shift from product selling to deep customer understanding and impact on sales force
- CO4: Apply the concepts learnt to increase customer retention through managing the sales force
- CO5: Develop a sales force plan from concepts learnt in the course

Unit / Module	Content	CO Mapping	Hours Assigned
1	The new sales force approach – retain existing accounts, manage for profitability, manage accounts for long-term profitability	CO1, CO2	4
2	The sales task – focus on company/customer	CO1,	4

	interface; identify accounts to serve, specific activities to accomplish, interactions with other functions to achieve the tasks,	CO2, CO3	
3	Types of salespersons – missionary, delivery, order taker, technical salesperson; design of sales territories– workload, sales potential, territory changes	CO1, CO2	3
4	Designing the sales organization – movement from geography/product to type of account; account v/s product specialization; define salesperson activity based on product/account complexity	CO3, CO4	3
5	Salesforce tasks- define the salesforce tasks; impact on supplier-customer relationship; impact of changes in customer priorities, new competitive offerings, changes in customer needs; managing sales transactions to numerous accounts; building, managing, and protecting long-term business relationships	CO3, CO4	4
6	Sales force Architecture – based on defined sales force tasks, structure of sales force, staffing and specialized skills required, mix of in-house and outsourced sales activities, resource allocation to each sales force, determinants of boundaries between sales forces	CO2, CO3, CO4	4
7	Relationship between Marketing and Sales Organizations – joint decisions on product mix, price band, sales support, private label strategies, complementary social media, digital	CO3, CO4, CO5	4

	marketing, advertising strategies, joint execution strategies		
8	Sales Management systems – motivation system- incentives, contests, personal acknowledgement and feedback, sales task clarity as motivator; measurement system- competitor/customer intelligence, links to key variables in Corporate strategy, internal and external metrics; competency creation systems- recruitment and selection of sales force, training, coaching	CO4, CO5	4

Textbooks:

1. Sales Management That Works: How to Sell in a World That Never Stops Changing. Frank V. Cespedes. Harvard Business Review Press
2. Aligning Strategy and Sales. The Choices, Systems, and Behaviours That Drive Effective Selling. Frank V. Cespedes. Harvard Business Review Press.
3. Harvard Business Review Sales Management Handbook: How to Lead High Performance Sales Teams. Prabhakant Sinha, Arun Shastri, Sally Lorimer.
4. Sales and Distribution Management: Decisions, Strategies and Cases. 7e, Richard R. Still, Cundiff W. Edward et al.

