

Semester: VII				
Programme: Bachelor of Management Studies (BMS)				
Course: Personal Selling & Sales Management				
Paper code: C4BMS2374M				Credits: 4
Category: Major				
Type: Theory				
No of Modules: 4				
Course Overview: This course builds foundational and applied capability in managing the sales function and executing professional personal selling. It covers sales organisation design, forecasting, sales force sizing and deployment, sales force management (from recruitment to evaluation), and sales control systems, with an emphasis on relationship selling, negotiation, and managing channel conflict in contemporary B2B/B2C contexts.				
Course Outcome:				
<ol style="list-style-type: none"> 1. Explain the evolution, scope, and role of sales management, and relate buyer-seller dyads and selling theories to the selling process. 2. Design an appropriate sales organisation structure and field-level salesforce deployment model aligned to product/market/customer strategy. 3. Apply sales forecasting concepts and methods (qualitative and quantitative) for market planning and target setting. 4. Estimate sales force manpower requirements using standard methods (workload, sales potential and incremental) and interpret results for coverage decisions. 5. Plan core sales force management processes - recruitment, selection, training, compensation and motivation - to drive sales performance. 6. Evaluate sales performance using sales control tools (budgets, audits, quantitative/qualitative controls) and demonstrate skills in handling objections, negotiation and channel conflict resolution. 				
Prerequisites: Basic knowledge of Principles of Marketing / Marketing Management				
SYLLABUS				
Unit/ Module	Content	Number of Classes	CO Mapping	Cognitive Level
1	Foundations of Sales Management and Personal Selling: <ul style="list-style-type: none"> ○ Evolution, nature, scope, and role of sales management; objectives and functions ○ Buyer-seller dyads (conceptual diagram) and relationship selling; key account basics ○ Theories of selling: AIDAS (theoretical) ○ Personal Selling: Concept, Role, Concept of Order Taker and Order Getter, 7 Steps of Personal Selling ○ Steps in the buying process ○ Contemporary approaches to selling: consultative selling, solution selling, challenger sales model, and social selling (concepts only) 	13	CO1, CO6	K2-K4
2	Sales Organisation Design and Channel Strategy: <ul style="list-style-type: none"> ○ Purpose and steps in setting up a sales organisation ○ Sales organisation structures: line, line & staff, functional, committee, matrix (with examples) ○ Field-level sales force structures: geographic, product, customer, activity, hybrid/team ○ Sales channels: types, selection criteria, market conditions, profit potential ○ Channel conflict: types and conflict resolution techniques 	12	CO2, CO6	K3-K5

3	Sales Forecasting and Salesforce Design <ul style="list-style-type: none"> ○ Sales forecasting: definition, need, significance; forecasting and market planning system ○ Methods of forecasting: qualitative and quantitative (theory) ○ Designing the sales force: objectives and coverage decisions ○ Manpower estimation with numericals: workload method, sales potential method, incremental method ○ Sales manager as a leader under relationship management (key qualities) 	13	C03, C04	K3-K5
4	Managing and Controlling the Salesforce <ul style="list-style-type: none"> ○ Recruitment sources; selection: importance and steps, Knowledge required by a salesperson ○ Training: importance and methods ○ Compensation: types and components; motivation techniques (financial and non-financial) ○ Sales force performance evaluation: importance and performance criteria ○ Sales control system: steps, tools, and techniques (quantitative and qualitative) ○ Sales budget: concept, purpose, budgeting process, and allocation ○ Sales audit: concept and major aspects ○ Retail selling overview: trends, retail strategies, store planning/design/layout (brief) 	12	C05, C06	K3-K5
Case Studies, as relevant to the curriculum				

Text Books

1. Cundiff, E. W., Still, R. R., & Govoni, N. A. Sales Management: Decisions, Strategies and Cases. PHI Learning.
2. Stanton, W. J., & Spiro, R. L. Management of a Sales Force. McGraw-Hill Education.
1. Jobber, D., & Lancaster, G. Selling and Sales Management. Pearson Education.
2. Panda, T. K. Sales and Distribution Management. Oxford University Press.
3. Sahadev, S. Sales and Distribution Management. Oxford University Press.
4. Gupta, S. L. Sales and Distribution Management. Excel Books.

Suggested readings

Academic Journals

1. Weitz, B. A., Sujan, H., & Sujan, M. (1986). Knowledge, Motivation, and Adaptive Behavior: A Framework for Improving Selling Effectiveness. Journal of Marketing.
2. Churchill, G. A. Jr., Ford, N. M., Hartley, S. W., & Walker, O. C. Jr. (1985). The Determinants of Salesperson Performance: A Meta-Analysis. Journal of Marketing Research.
3. Anderson, E., & Oliver, R. L. (1987). Perspectives on Behavior-Based versus Outcome-Based Salesforce Control Systems. Journal of Marketing.
4. Challagalla, G. N., & Shervani, T. A. (1996). Dimensions and Types of Supervisory Control: Effects on Salesperson Performance and Satisfaction. Journal of Marketing.
5. Verbeke, W., Dietz, B., & Verwaal, E. (2011). Drivers of Sales Performance: A Contemporary Meta-Analysis. Journal of the Academy of Marketing Science.
6. Homburg, C., Workman, J. P. Jr., & Jensen, O. (2002). A Configurational Perspective on Key Account Management. Journal of Marketing.

Books

1. Dixon, M., & Adamson, B. (2011). The Challenger Sale: Taking Control of the Customer Conversation. Penguin/Portfolio.
2. Fisher, R., Ury, W., & Patton, B. Getting to Yes: Negotiating Agreement Without Giving In. (Updated editions available).
3. Rackham, N. (1988). SPIN Selling. McGraw-Hill.

4. Rackham, N., & DeVincentis, J. (1999). Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value. McGraw-Hill.
5. Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). The Complete Guide to Sales Force Incentive Compensation. AMACOM.
6. Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2009). Building a Winning Sales Force. AMACOM.

Web Resources

1. American Marketing Association (AMA) Dictionary - selling, sales management and personal selling terms.
2. Salesforce Sales Enablement resources - pipeline management, forecasting and coaching basics.
3. Harvard Business Review - articles on salesforce management, negotiation and key account management (selected readings).
4. McKinsey Insights - B2B sales and commercial excellence perspectives (selected readings).

Course Outcomes (COs) and Cognitive Level Mapping

Cos	CO Description	Cognitive levels
CO1	Explain core concepts of sales management and personal selling, including buyer-seller dyads, selling theories and the selling process.	K2, K3
CO2	Design and justify sales organisation structures and field-level salesforce deployment models aligned to strategy.	K3, K4
CO3	Apply sales forecasting concepts and methods for market planning and target setting.	K3, K4
CO4	Compute and interpret salesforce manpower requirements using standard estimation methods with numerical.	K3, K4, K5
CO5	Plan salesforce management levers - recruitment, selection, training, compensation and motivation - to improve performance.	K3, K4
CO6	Evaluate sales performance through sales control tools and apply personal selling skills for objections, negotiation and conflict resolution.	L4, L5