

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

SALES MANAGEMENT AND MERCHANDISING

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Sales management and merchandising
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Lyubov Sergeevna Lutfalievna	
Academic degree	There is no
Position	Lecturer of Economic Disciplines
Areas of scientific research	Enterprise performance management, innovation and marketing management, optimization of business processes in retail (category management), as well as problems of sustainable development and economic security of business
Links to the registers of identifiers for scientists	ORCID: https://orcid.org/0000-0003-3892-3823
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/lyutfalievna-portfolio-a.pdf

Discipline's description.

The discipline "Sales Management and Merchandising" is a comprehensive educational component that forms a systematic vision of the sales process for future managers. In modern conditions, business success depends on the synergy of two factors: the effective work of the sales team (active sales) and the competent organization of the retail space (merchandising). The course covers a full range of sales promotion tools: from the psychology of business negotiations and sales department management to the creation of planograms, store zoning, and the use of visual perception laws to increase the average check.

The subject of the discipline is the system of managerial decisions on planning, organization and control of sales processes, as well as methods of optimizing the trading space to maximize the profit of the enterprise.

The aim of the discipline is to form professional competencies in building an effective sales system, managing sales personnel, conducting effective negotiations and applying merchandising technologies in retail.

The objectives of the discipline include mastering the techniques of personal selling and working with customer objections, studying the principles of building the organizational structure of the sales department. An important component is the acquisition of practical skills in zoning the trading floor, the development of standards for the display of goods, the use of POS materials and the analysis of the effectiveness of the use of retail space and the work of personnel.

As a result of studying the selective educational component "Sales management and merchandising", applicants must:

Know:

- modern sales management strategies and types of organizational sales structures;
- psychological stages of the sales process and negotiation techniques;
- three laws of merchandising (stock, location, presentation) and rules for product rotation;
- principles of zoning of the trading floor ("golden triangle", direction of movement of buyers);
- key performance indicators (KPIs) of sales and merchandising (conversion, average check, turnover)

Be able to:

- plan sales volumes and develop a motivation system for sales representatives;
- negotiate with clients and deal effectively with objections;
- develop planograms of product layout, taking into account their profitability and eye level;
- organize the visual design of points of sale and placement of POS materials;
- analyze the effectiveness of the sales department and the efficiency of using shelves.

Prerequisites for the discipline. The discipline is taught in the fifth semester and is based on the foundation laid by the courses "Introduction to the specialty "Management", "Microeconomics". Integration with disciplines such as "Marketing" (which defines what we sell) and "Enterprise Economics" (which determines the price framework and profitability) is critical.

Post-requisites for the discipline. The acquired knowledge is the basis for studying the disciplines of the management cycle in senior years, in particular "Business Analytics", "Fundamentals of Business Management", "Social Responsibility of Business" and "Strategic Management of Enterprise". Practical skills of sales analysis are used when writing a bachelor's qualification thesis.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The essence and strategies of sales management	<p>Teaching methods:</p> <ul style="list-style-type: none"> – Visualization lectures (demonstration of sales funnel stages, CRM system interfaces and photo examples of zoning of stores and "golden shelves"); – Workshops (role-playing games to practice negotiation techniques and work with objections, workshops on creating planograms in specialized software); – Case Study (analysis of sales strategies of leading retailers and analysis of real cases of resolving conflicts with customers); – Project work (team development of a standard for the work of sales personnel or a visual merchandising project for a specific outlet). <p>Assessment methods</p> <ul style="list-style-type: none"> – express tests, solving problems for calculating sales KPIs and analyzing the effectiveness of shelves; – evaluation of role-playing games in negotiation techniques and verification of the developed layout planograms; – defense of projects on zoning of the trading floor and the development of personnel motivation systems; – Modular control: written MCR; – Final control: test (test).
Topic 2	Planning and organization of the work of the sales department	
Topic 3	Personal Selling and Relationship Management Technology	
Topic 4	Psychology of negotiation and working with objections	
Topic 5	Sales Personnel Management: Motivation and Control	
Topic 6	Merchandising in the Trading Management System	
Topic 7	Organization of retail space and zoning of the store	
Topic 8	Rules for the effective display of goods.	
Topic 9	Visual merchandising and store atmosphere	
Topic 10	Evaluation of sales and merchandising performance	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

The discipline is taught in specialized classrooms using multimedia tools (projector, computer) for visual presentation of the material. Students have access to professional literature in the library, as well as to the Internet via Wi-Fi to work with digital tools and databases

Forms and methods of assessment.

The system of assessment of learning outcomes consists of current and final (semester) control. Current control is carried out systematically at seminars and practical classes. Its purpose is to test theoretical knowledge and practical skills, in particular, the ability to diagnose, forecast and use specialized software for data modeling and analysis.

The forms of assessment include:

- oral types of work: speeches, presentations of analytical research, defense of cases, participation in professional discussions and brainstorming;
- written types of work: performing tests, control tasks, preparing analytical notes and abstracts.

Methods of ongoing assessment combine oral surveys, verification of calculation tasks and reports, as well as monitoring the activity of applicants in solving problem situations.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

Assessment of educational achievements of higher education applicants is carried out in accordance with the current "Regulations on Assessment of Students' Knowledge" in a higher education institution. The assessment system is cumulative, transparent and takes into account all types of student learning activities during the semester.

Modular Assessment. Modular Assessment (MA) is carried out at the final lesson of the content block in the form of a written modular control work (MCR). The purpose of the ICR is a comprehensive check of the level of assimilation of theoretical material and the ability to apply it in practice.

When evaluating a unit test, the volume, accuracy, reasoning of answers and the correctness of practical tasks are taken into account. The maximum score for the modular test is 20 points.

ICR rating scale:

- The grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of the amount of work). The student demonstrates deep knowledge of theory and a creative approach to solving practical problems. (Rating points: 18-20 points)
- A grade of "good" (B) is given for completing 80-89% of all tasks. The student has a good command of the material, but makes minor inaccuracies in wording or calculations. (Rating points: 16-17 points).
- A grade of "good" (C) is given for completing 70–79% of all tasks. The student knows the main material, but has difficulty justifying decisions or makes mechanical errors. (Rating points: 14-15 points).

- A grade of "satisfactory" (D) is given for the correct completion of 60-69% of the proposed tasks. The student is guided by basic concepts, but the answers are superficial. (Rating points: 12-13 points).
- A grade of "satisfactory" (E) is given if 50–59% of the proposed tasks are completed correctly. This is the minimum level sufficient for the module to be enrolled. (Rating points: 10-11 points).
- An "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed. The module is not credited, re-study of the material is required. (Rating points: less than 10 points).
- Failure to appear for a unit test without a valid reason is estimated at 0 points.

Assessment of independent work (Maximum — 4 points)

The total number of points received by a student for independent work is an important component of academic success in the discipline. Independent work is aimed at deepening knowledge on topics submitted for independent study, and developing skills in searching and analyzing information.

Independent work on each topic, in accordance with the course work program, is evaluated in the range from 0 to 4 points using standardized criteria:

- 4 points ("Excellent"): The task was completed in full, on time, a creative approach, a deep analysis of sources and the ability to draw reasonable conclusions were demonstrated.
- 3 points ("Good"): The task was completed correctly, but there are minor comments on the design or completeness of the disclosure of individual issues.
- 2 points ("Satisfactory"): The task is partially completed, there are significant errors, the material is presented superficially or the deadlines for delivery are violated.
- 0–1 point ("Unsatisfactory"): The assignment was not completed, completed incorrectly, or there are signs of academic plagiarism.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Evaluation of Additional (Individual) Educational Activities

To stimulate the scientific and creative activity of students, the accrual of incentive (bonus) points is provided. Additional (individual) types of educational activities include activities performed in excess of the scope of tasks established by the work program of the discipline, in particular:

- participation in scientific conferences, round tables and seminars;
- active participation in the activities of scientific circles and problem groups of the department;
- preparation of scientific publications (abstracts of reports, articles);

- participation in All-Ukrainian and International Olympiads and competitions of scientific works.

Procedure for accrual: By the decision of the department, students who took an active part in research work and performed the above types of activities can be awarded additional points to the rating for the relevant educational component (within the total amount of 100 points).

In accordance with clause 2.9.11.2 of the Regulations on Assessment, in addition to performing the main types of work, students may be awarded additional incentive points for a high level of academic discipline and systematic work. The basis for accrual of such points is:

- attendance of all lectures, seminars and practical classes (absence of absences without a valid reason);
- availability of a complete handwritten synopsis of lectures;
- in-depth study of additional educational material;
- attending additional consultations with the participation of a teacher;
- timely performance and protection of all types of work provided for by the program. These points are added to the student's current rating and are a tool for motivating a responsible attitude to the educational process.

Final semester assessment Pass /Fail (Credit)

The final semester assessment (credit) is a mandatory stage of completing the study of the discipline. It can take place in the form of accumulating points (automatically) or passing a written test.

The form of final control is a test in the form of a written test. The final grade is given based on the student's learning outcomes during the semester and consists of the sum of the points of the current control (seminars, independent work), modular control and incentive points.

The procedure for forming an assessment:

Students who have completed all the necessary tasks (including the ICR) and scored a total of 60 points or higher receive a final grade in accordance with the number of points scored without additional testing ("automatically").

For students who have completed mandatory types of work, but received a sum of points below 60, as well as for those who want to improve their result (increase the rating score), the teacher conducts a final test in the form of a test during the last scheduled lesson.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		

68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline's Policy

Successful mastering of the educational component "Sales Management and Merchandising" requires high self-discipline and a responsible attitude to the educational process from students.

Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

Recommended sources of information

Basic literature:

1. On the protection of consumer rights: Law of Ukraine of 12.05.1991 No. 1023-XII. URL: <https://zakon.rada.gov.ua/laws/show/1023-12#Text>.
2. On standardization: Law of Ukraine dated 05.06.2014 No. 1315-VII. URL: <https://zakon.rada.gov.ua/laws/show/1315-18#Text>.
3. Marushko N., Volyanyk N. Merchandising: textbook. Lviv: Magnolia 2006, 2025. 220 p..
4. Savytska N. L., Pryadko O. M. Merchandizing: teaching aids for applicants for the first (bachelor's) level of higher education special. 075 "Marketing". 2nd ed., supplementary Kharkiv: Ivanchenko I. S. Publishing House, 2024. 206 p. URL: <https://repo.btu.kharkiv.ua/items/33822f82-71eb-4951-b2fe-c5df5d1a2f13> .
5. Timchenko O. D. Theoretical essence of the concept of sales management. Economic strategy and prospects for the development of trade and services. 2021. Vol. 2 (34). Pp. 74–81. URL: <https://repo.btu.kharkiv.ua/items/1f6ca288-67e0-4c82-b2dd-2d4d5ea0edd2>.

Additional literature:

1. Buzhymyska K. O. Organization of an effective sales management system at a production and trade enterprise. Entrepreneurship and trade. 2022. Vol. 33. Pp. 24–30. DOI: <https://doi.org/10.36477/2522-1256-2022-33-03>.

2. Diachun O., Sovetskyi S. Modern problems of sales management. Socio-economic problems and the state. 2019. Vol. 1 (20). Pp. 107–117.
3. Zayats O., Vysochilo O. Management of sales of freight transportation in conditions of uncertainty. Economy and society. 2024. № 69. DOI: <https://doi.org/10.32782/2524-0072/2024-69-150>.
4. Zozulev O. V., Saranchuk O. V. Merchandising in retail trade in industrial goods. Actual problems of economics and management. 2017. № 11. URL: <http://ape.fmm.kpi.ua/article/view/102845>.
5. Lazebnyk V. Consumer Behavior as a Component of Merchandising Technology. Economics and Society. 2024. № 70. DOI: <https://doi.org/10.32782/2524-0072/2024-70-26>.
6. Mishchuk I. P., Zaloga N. I., Lunyov E. T., Yakovchuk M. V. Sales Management as a Tool for Activating the Activity of Specialized Stores: Relevance, Content, Directions of Implementation. Entrepreneurship and Trade. 2019. Vol. 25. Pp. 5–14. DOI: <https://doi.org/10.36477/2522-1256-2019-25-01>.
7. Pavlova S. I. Methodological foundations of merchandising in retail trade. Bulletin of ZhTU. 2006. № 3 (37). (Economic Sciences).
8. Sergienko O. A., Mashchenko M. A., Shvets A. D. Analysis of marketing tools for improving the company's sales management strategy. Effective economy. 2024. № 1. DOI: <http://doi.org/10.32702/2307-2105.2024.1.23>.

Information resources:

1. Association of Retailers of Ukraine (RAU) : official. website. URL: <https://rau.ua>
2. All Retail : information and analytical portal about retail. URL: <https://allretail.ua> .
3. Retailers.ua: specialized online publication about retail and e-commerce. URL: <https://retailers.ua>.
4. ECR Community (Efficient Consumer Response): a global community of retail professionals. URL: <https://www.ecr-community.org>
5. VMSD (Visual Merchandising and Store Design) : an international resource about store design. URL: <https://www.vmsd.com>