

Sales Management Syllabus

B70.2129.U1 Summer 2016

Room TBD

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Office: Adjunct Office

Recommended Text: Sales Management 6e
Ingram, LaForge, et al
Thomson South-Western

Course Purposes:

There are two primary purposes for the Sales Management course:

- To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation
- To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager (influence)

Course Description:

The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), uses of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course.

The course is primarily an interactive discussion including debates, cases, and multiple opportunities to apply the theories that are discussed. A critical element of the class is a group project simulating a typical ... though complex ... sales management situation; the project includes a written paper with the option for a presentation to the class with verbal defense.

The course is focused on professional, business-to-business (b2b) sales issues and sales management. We frequently draw on our own experiences as consumers (b2c) as a basis for developing perspectives, insights, and understanding of b2b sales themes.

Grading:

Your grade in Sales Management is directly proportional to how well you learn to apply the main concepts presented and discussed throughout the course. There are several ways that your performance is measured:

- *Attendance and Participation.* Class attendance is assumed; participation in the class discussions and exercises is expected. Much of selling lies in the experiential domain: you have to do it to know it. "Participation" is measured by your preparation for and contribution to class discussions (quality, not quantity). (50 points)
- *Final Exam.* A written exam will assess your understanding of the underlying theories and concepts discussed in the class. (150 points)
- *Class Project.* The class project is an opportunity to apply all of the critical topics we cover in the class and personally experience the often-conflicting demands placed on sales management as you struggle to balance them. (300 points)

Course Outline:

Class	Topics	Text Ch.	Prep for Class	In Class
1 Tues., 8/30 6-9 PM	<ul style="list-style-type: none"> ▪ Course Intro ▪ Evolution of Professional Sales ▪ Customer-Centric Model 	Mod 1	<ul style="list-style-type: none"> ▪ Syllabus ▪ Symbiotic Overview ▪ "Putting Customers in Charge" article 	<ul style="list-style-type: none"> ▪ Form Symbiotic teams
2 Thurs., 9/1 6-9 PM	<ul style="list-style-type: none"> ▪ Sales Strategies ▪ Sales Organizations ▪ Staffing Options 	Mod 3,4	<ul style="list-style-type: none"> ▪ BioMod case* 	<ul style="list-style-type: none"> ▪ Biomod case ▪ VP Sales meeting
3 Sun., 9-Noon 9/4	<ul style="list-style-type: none"> ▪ Buying and Selling Processes ▪ Process Alignment ▪ T&C 	Mod 2	<ul style="list-style-type: none"> ▪ Chicken Eyes part 1 case* ▪ Research Set A due 	<ul style="list-style-type: none"> ▪ Chicken Eyes part 1 ▪ VP Marketing meeting
4 Sun., 9/4 1-4 PM	<ul style="list-style-type: none"> ▪ Recruiting ▪ Training 	Mod 5, 6	<ul style="list-style-type: none"> ▪ Symbiotic Buy Process maps* ▪ Research Set B* due 	<ul style="list-style-type: none"> ▪ Training Manager meeting
5 Tues., 9/6 6-9	<ul style="list-style-type: none"> ▪ Performance, Compensation and Incentive Plans ▪ Sales Forecasting 	Mod 7, 8, 10		<ul style="list-style-type: none"> ▪ Project time
6 Thurs., 9/8 6-9	<ul style="list-style-type: none"> ▪ Final Exam ▪ Project Presentations 			<ul style="list-style-type: none"> ▪ Project Presentations ▪ Final Exam

* Assignments to be handed in

Semester Project Details:

The class project, an integral part of the course, gives students the chance to apply the main themes we discuss. Each team will be charged with developing an appropriate plan to manage the selling effort for a specific b2b situation. Structure, strategy, compensation, training, and other elements are included.

The cornerstone of the project is a detailed written Sales Plan covering the various class topics and concepts. In addition, each team will present and defend a portion of their plan to the class. The project will be worth 300 points.

Project Teams

Students self-form teams of 4-5 people; the professor will review each team's membership and make any changes he deems appropriate for the success of the project. The team then remains intact for the entire project; all teams use the same case scenario for their work.

Each team will decide who plays each of the following roles: VP Sales; VP Marketing; Training Manager; National Accounts Manager; Regional Sales Manager. During the project, there will be periodic 'meetings' for all students with certain titles to discuss aspects of the project.

Your professor plays the role of CEO of the company; both the VPs report directly to him. As the teams need additional information or advice from the CEO (referred to as 'research'), teams may contact him via email (the CEO likes to keep accurate records of these things). The CEO will reply within 24 hours of all requests (usually faster). The quality (not quantity) of the team's research is part of the grade.

Deliverables

There are two required deliverables for the project:

- *Written Sales Plan* Each team will write and submit an original Sales Plan based on the case and other information provided during class and from the team's 'research'
- *Sales Plan Presentation and Defense* Each team will present and defend a portion of their Plan to 'management'; this is in addition to the written Plan

Grading

The written Sales Plan is graded on several factors including:

1. Accuracy of Thought ... consistent and accurate application of key concepts from class that are well thought out and developed
2. Competence ... all topics are well understood and properly applied to the situation
3. Professionalism ... all aspects of the project are carried out with a professional air including team meetings, the sales Plan, and all other visible aspects of the project
4. Synergy ... all aspects of the Plan are mutually supportive and build upon each other

The presentation is graded on the following factors:

5. Presentation ... the quality and thoroughness of the presentation
6. Team Delivery ... how well the team functions (speakers *and* non-speakers) during the presentation and defense
7. Defense ... how the team explains and/or defends its plan during the role play
8. Consistency ... the written plan and presentation must agree in all ways

A sample grading matrix will be provided.

References

Following are several books that provide valuable insights into selling and sales management. The books are not directly discussed in class, but are supplemental for interested students.

Rethinking the Sales Force, Neil Rackham and John DeVincentis, McGraw Hill

Selling: The Profession, David Lill, DM Bass

Compensating the Sales Force, David Cichelli, McGraw Hill

Sales Management, Robert Calvin, McGraw Hill

The New Solution Selling, Keith Eades, McGraw Hill

It's Not Rocket Science, Mitchell Goozé, IMI

Relationship Selling, Jim Cathcart, Perigee

Selling is a Team Sport, Eric Baron, Prima