



A POLYTECHNIC INSTITUTION

School of Business

Program: Marketing Management

Option: Professional Sales and Marketing

Course Outline

Course Number: MKTG 3343

Course Name: Sales Management

Start Date: September 5, 2006

End Date: December 15, 2006

Total Hours: 60 **Total Weeks:** 15

Term/Level: 3 **Course Credits:** 4.00

Hours/Week: 4 **Lecture:** 2 **Lab:** 2

Prerequisites

Course No.	Course Name
MKTG 1102	Essentials of Marketing
MKTG 2243	Sales Skills

Course Number is a Prerequisite for:

Course No.	Course Name
MKTG 4428	Current Issues in Sales

Course Description

MKTG 3343 - SALES MANAGEMENT: Covers general principles of sales management. Importance is given to human resources with emphasis placed on selection, assimilation, training and supervision. Examination of sales research, planning, and organization is also emphasized.

Evaluation

I. Sales Manager Interview Report (SMR)	20%
II. Sales Training Presentation (STP)	20%
III. Online Participation, Quizzes, Short Write-ups	10%
IV. Lab and Lecture Participation	5%
V. Mid-term #1	10%
Mid-term #2	10%
VI. Final exam	25%
TOTAL	100%

- Failure to achieve 50% or more on: the combination of the exams (midterm and final), and the individual assignments/participation marks, will result in a 0% being assigned for all other projects and assignments, resulting in a failing grade for this course.
- Missing more than 10% of classes without prior arrangement and consent of your instructor may result a grade of 0% being assigned for your final exam.

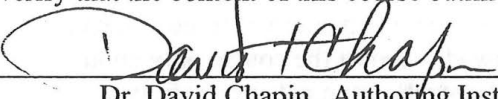
Course Learning Outcomes/Competencies


Upon successful completion, the student will be able to:

1. Describe five differences between the roles sales rep and roles of sales manager.
2. Distinguish between transactional selling and trust based relationship selling.
3. Describe five alternative approaches to personal selling.
4. Describe the three primary roles fulfilled by consultative salespeople.
5. Know the sales process as a series of interrelated steps.
6. Explain the critical role of recruitment and selection in building and maintaining a productive sales force.
7. Describe how recruitment and selection affect salesforce socialization and performance.
8. Blueprint the key activities in planning and executing a program for sales force recruitment and selection.
9. Analyze the role of sales training in salesforce socialization.
10. Explain the importance of sales training and the sales manager's role in sales training.
11. Describe the sales training process as a series of six interrelated steps.
12. Apply the concepts of "task" and "process" to increase your effectiveness as a sales manager.
13. Differentiate between salesforce leadership and supervision.
14. Describe the five bases of power that affect leadership.
15. Explain five influence strategies used in leadership
16. Apply coaching techniques in the sales management situations.
17. Apply the "situational leadership model" to lead your sales reps to their highest potential.
18. Identify some of the problems encountered in leading and supervising the sales force.
19. Explain the components of motivation: intensity, persistence and direction.
20. Describe salary, commission, and bonus and combination pay plans in terms of their advantages and disadvantages.
21. Explain the fundamental concepts of sales-expense reimbursement.
22. Differentiate between sales organization effectiveness and salesperson performance.
23. Define a sale organization audit and discuss how it should be conducted.
24. Define benchmarking and how it should be conducted.
25. Discuss the different purposes of salesperson performance evaluation.
26. Differentiate between an outcome-based and a behavior-based perspective for evaluation and controlling salesperson performance.
27. Describe the measurement and importance of salesperson job satisfaction.


Verification


I verify that the content of this course outline is current.


Dr. David Chapin, Authoring Instructor

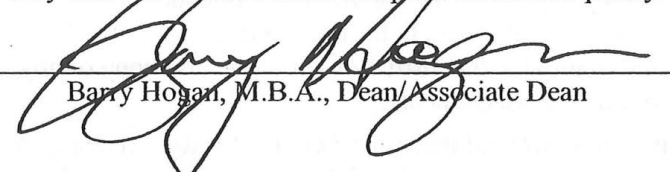

Date

I verify that this course outline has been reviewed.


David T. Chapin, D.B.A., Program Head


Date

I verify that this course outline complies with BCIT policy.


Barry Hogan, M.B.A., Dean/Associate Dean


Date

Instructor
David T. Chapin,
C.S.P., B.A., B.Ed. (Adult),
M.B.A., M.D.Ed., D.B.A.,
Program Head, Professional
Sales and Marketing

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appointment (email is
best for making
appointments.)

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Learning Resources

Required:

Ingram, T., LaForge, R., Avila, R., Schwepker, C., & Williams, M. (2004). *Sales Management: Analysis and Decision Making*. (6th Ed.). Toronto: Thompson Southwestern.

Information for Students

Assignments: Late assignments, lab reports or projects will **not** be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.

Makeup Tests, Exams or Quizzes: There will be **no** makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for **documented** medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor **immediately**.

Ethics: BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

Attendance: The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent. The attendance policy will be enforced in both lectures and labs. Missing more than 10% of classes without prior arrangement and consent of your instructor may result a grade of 0% being assigned for your final exam.

Illness: A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects, or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated.

Attempts: Students must successfully complete a course within a maximum of three attempts. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from the appropriate program.

Course Outline Changes: The instructor may change the material or schedule specified in this course outline. If changes are required, they will be announced in class.

All Assignments Must Be Completed: Students must complete every assignment in order to successfully complete the course (medical excuses accepted). If all assignments are not completed, 0% will be assigned for the missing assignment and for all other projects, assignments, and participation marks, resulting in a failing grade for this course.

Back-up Copies: Students must be prepared to provide the instructor with a second copy of any submission. (Please keep a back-up copy of all your assignments.)

Mid-term and Final-exam: Must be written on scheduled dates at scheduled times. Students are required to ensure that they are available to write exams at appointed "timetabled" times. Sales - Training Presentations, (STP's), coaching presentations, case examples, guest speakers, lab exercises, videos and discussions are intended to supplement, and not duplicate, course readings (you are responsible to read the textbook). The student is responsible to know and understand all course material for their assignments, midterms and final exams.

Industry Standards: All assignments, presentations, and exams will be judged using industry standards.

Assignment Details

I. Sales Manager Report (SMR)

SMR Due – Posted to our WebCT's 'Assignment Box' by Sunday, October 22nd by 11:55pm

At the top of the first page, of your report, put the first and last names of your SM.

SMR WebCT Discussion – Tuesday, October 24th to Sunday, October 29th at 11:55pm

1. Post your SM's Bio
2. Post your most valuable lesson(s) learned. Counter-respond (comment) to at least two of your colleague's postings during the week of Tuesday, October 24th through Sunday, October 29th at 11:55pm
3. Invite your SM to view your discussions (1 & 2 above). Bonuses are a part of the sales environment. There will be a 15% bonus for having your SM or his designate visit our site and post a comment.

Purposes

- To have students integrate their lectures and labs experiences to the realities of a sales manager
- To network for Sales Practicum's and future employment
- To invite the sales manager to your Sales Training Presentation (STP). The Sales Managers attending will be assigning 50% of your STP presentation grade

Tasks

- Conduct an interview with a sales manager and a sales representative who reports to that manager.
- Post to our WebCT site (see note above WebCT post)

Learning Objectives - There are three (3) distinct parts to the SMR report.

Part 1 – Major “Learnings” (Value 50%)

1. **Major Learnings Section** - What were your “learnings?” Relate your experiences to your lectures, labs, readings, etc.
 - This should be the most substantial and thoughtful section of your report.

Part 2 – Sales Manager Interview (Value 25%)

1. Set the scene by describing the organization from the perspectives of:
 - a. Products
 - b. Markets
 - c. Key accounts
 - d. Key competitors
 - e. Business philosophy
 - f. Vision
 - g. Other important information
2. Sales Manager’s - career path and responsibilities
3. Organizational Chart
4. Sales Forecasts:
 - a. What approach is used in developing the sales forecasts?
 - b. What were the key components of the forecasting decisions?
 - c. What are some of the frustrations encountered in developing the sales forecast?
5. Personal Practices:
 - a. Criteria for recruitment and selection of their sales force
 - b. Where are most candidates recruited? Why?
 - c. Training programs (initial and ongoing). *Use the information gained in this section of your interview to develop ideas for your STP. Lay the ground work for inviting your Sales Manager to your STP*
 - d. Motivational incentives (commissions, bonuses, etc.)
 - e. How is the sales force compensated?
 - f. Evaluation of sales personnel?

Part 3 – Interview a Sales Representative who reports to that Sales Manager whom you interviewed (Value 20%)

1. Career path and responsibilities.
2. What sales training have they taken – what are the strengths and weakness of these trainings?
3. What attributes did they possess that made them a “good hire”?
4. What attributes help them to be successful at their career,
5. What areas are they working on to improve in their profession?

Assignment Deliverables (Value 5%)

Appendices are to include -

- i. Your “thank you letters” or “thank you cards” (Sales manager and Sales representative).
- ii. Business cards of those interviewed (Scanned and submitted electronically with your report or submitted separately in an envelope. If in an envelope – your name and Set please.)

II. Sales Training Presentation (STP)

STP Due – Week 9 through Week 14

Purpose

The primary purpose of sales training is to invest in the sales organization's most valuable resource – *its salespeople*. Sales training is a vital process in any sales organization. This sales training is the responsibility of the sales manager. The purpose of this assignment is to have the student gain experience as a sales manager through the facilitation of a *Sales Training Presentation (STP)*.

Tasks

Develop, deliver, and assess a sales training session.

To establish industry contacts and to develop sales relationships with these contacts.

The sales manager that you interviewed for the Sales Manager Report (or their designate) is required to attend your STP. Fifty percent of your grade for this Lab assignment will come from these sales managers.

III. Online Participation, Quizzes, Short Write-ups – At various times throughout the term we'll be having various online exercises, lecture and lab quizzes, and in class write-ups.

IV. Participation

I have invited some guest lecturers to participate in our learning experiences. Attendance and participation at lectures and labs is mandatory. The participation grade will be based upon the degree to which the student:

- Arrives on time
- Asks questions which are relevant and thoughtful
- Volunteers and contributes valuable ideas to discussions
- Demonstrates ability to focus attention on the task at hand
- Is able to refocus on the task at hand and to be considerate of other students (for example, being quiet and listening at the appropriate times)
- Demonstrates professionalism and willingness to participate in role-plays and lab exercises
 - Enhances the learning environment of fellow students

Using the above criteria participation will be graded at the end of each lab and lecture.

Participation will be ranked and rated on a 10-point scale.

V. Mid Term 1 – Wednesday, October 11th

Mid Term 2 – Wednesday, November 15th

The mid-term will evaluate the students understanding of material covered in the course (lectures, labs, readings, exercises, videos, etc.)

VI. Final Exam – Week 15

The final-exam will be cumulative.

Schedule

Please note: This is a tentative schedule. Some topics may be given additional consideration; some may be given less, should some exceptional learning opportunities be presented during the term we will take full advantage of them. Hence, there is a need for some flexibility; therefore, this schedule is subject to change at the discretion of the instructor. Should changes be required to the content of this course outline, students will be given reasonable notice.

Week # & Week of	Material Covered	Reference/ Reading	Assignment	Due Date
Week #1 Sept 5-8	Introduction to the course, course content, and instructor's expectations.			
Week #2 Sept 11-15	- The importance of Networking	Lecture Notes	Cold Call for SM Interviews	
Week #3 Sept 18-22	Overview of Personal Selling	Module #2	Cold Call for SM Interviews	
Week #4 Sept 25-29	Organizational Strategies And The Sales Function (Sept 27 th – Shinerama)	Module #3 On-line Lecture & Lab	Interview SM + Rep	
Week #5 Oct 2-6	Sales Organization Structure And Salesforce Deployment	Module #4	Interview SM + Rep	
Week #6 Oct 9-13	Staffing The Sales force: Recruitment And Selection (Oct 10 th – Thanksgiving)	Module #5 On-line Lab	Interview SM + Rep	Mid-term #1 Wednesday, Oct 11 th
Week #7 Oct 16-20	- Staffing The Salesforce: Recruitment And Selection - Continual Development Of The Sales force: Sales Training	Module #5 Module #6		SMR Due - On-line Sunday, October 22nd by 11:55pm
Week #8 Oct 23-27	The Art & Science of Adult Learning	On line Lecture & Lab		"WebCT Post" - SM's Bio - Most valuable lesson learned + 15% bonus available
Week #9 Oct 30-Nov 3	Sales Leadership Management And Supervision	Module #7		STP – Gr #1 SM's or designates must attend

Week # & Week of	Material Covered	Reference/ Reading	Assignment	Due Date
Week #10 Nov 6-10	Situational Leadership	Lecture Notes		STP – Gr #2 <i>SM's or designates must attend</i>
Week #11 Nov 13-17	Motivation And Reward System Management (Nov 13 th – Remembrance Day)	On-line Lab		Mid-term #2 Wednesday, Nov 15 th
Week #12 Nov 20-24	Motivation and Reward System Management	Module #8		STP – Gr #3 <i>SM's or designates must attend</i>
Week #13 Nov 27- Dec 1	Evaluation the Effectiveness of the Organization	Module #9		STP – Gr #4 <i>SM's or designates must attend</i>
Week #14 Dec 4-9	Evaluation the Effectiveness of Salespeople	Module #10	Review for Final Exam	STP – Gr #5 <i>SM's or designates must attend</i>
Week #15 Week of Dec 11-15	Final Exam Week @ BCIT			