



## Course Outline

A POLYTECHNIC INSTITUTION  
 School of Business  
 Program: Marketing Management  
 Option: Professional Sales and Marketing

Course Number: MKTG 3343  
 Course Name: Sales Management

Start Date: September 6, 2005

End Date: December 16, 2005

Total Hours: 60    Total Weeks: 15  
 Hours/Week: 4    Lecture: 2    Lab: 2

Term/Level: 3    Course Credits: 4.0

### 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 the human resource 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	10%
V. Mid-term #1	10%
Mid-term #2	10%
VI. Final exam	20%
TOTAL	<u>100%</u>

- Failure to achieve 50% or more on: the combination of exams (midterms 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 in 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

  
August 2005 / 30 / 05  
Date

I verify that this course outline has been reviewed.

David T. Chapin, D.B.A.   
Program Head/Chief Instructor

  
August 2005 / 30 / 05  
Date

I verify that this course outline complies with BCIT policy.

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

  
August 2005 / 31 / 05  
Date

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**Learning Resources**

*Required:*

Ingram, T., LaForge, R., Avila, R., Schwepker, C., & Williams, M. (2004). *Sales Management: Analysis and Decision Making*. (6<sup>th</sup> 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.

**The 50% Rule for Mid-term and Final-exams:** Failure to achieve 50% on the combination of the midterm and final exams will result in a 0% being assigned for all other projects, assignments, and participation/attendance marks, resulting in a failing grade for this course

**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) - Due Oct 26<sup>th</sup>**

(This is an individual project)

Conduct an interview with the sales manager and a sales representative that reports to that manager. Advise me (by email david\_chapin@bcit.ca) of the company name and interview date for this assignment by September 23<sup>rd</sup>. Please type in the "Subject Box" – SMR Deliverable #1

#### **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.

**Learning Objectives - There are three (3) distinct parts to this 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%)**

Written Report

- a. Appendices are to include -
  - i. Your “thank you letters” or “thank you cards” (Sales manager and Sales representative).
  - ii. Business cards of those interviewed

**II. Sales Training Presentation (STP)**

**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)*.

**Learning Objectives**

To be able to develop, deliver, and assess a sales training session.

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

## Assignment Deliverables

This assignment has two deliverables - online and in Lab.

### 1. Online Deliverables

- a. Form into groups of five. In an online environment advise me of your "group's name" (for example, "The Associates") and the individuals that make up your group. Due date September 16<sup>th</sup>
- b. In an online environment each individual is to present and discuss their idea for a sales training topic. Due date Sept 30<sup>th</sup>
- c. The group then meets face-to-face (f2f) to choose a single topic for your STP. Between Sept 30<sup>th</sup> to Oct 7<sup>th</sup>
- d. Advise me by email of the sales manager's names, titles, companies and their email addresses (from your assignment-interview with sales manager) by October 7<sup>th</sup> I'll be emailing these contacts to advise them of our expectations for their participation and thanking them for their support on behalf of you, myself, and BCIT).
- e. In the online environment present your STP topic (point 'c' above) and the rationale for that decision. This will be viewed by your sales managers. Due date October 14<sup>th</sup>
- f. The sales manager interviewed (for the Sales Manager Report – Assignment I above) will be expected to view your online discussions and STP choice by October 14<sup>th</sup> This means that you'll have to have conducted your SM interview by this date. You'll need to get "buy-in" for their participation during your sales manager's interviews. Your SM's may make minor recommendations/suggesting at this point.
- g. In the online environment you are to prepare your STP presentation and PowerPoints. You are to have your sales managers (from the Sales Manager Report – Assignment I) critique your presentation and PowerPoints one week before your Lab presentation. Again, you'll need to get "buy-in" for their participation. Your SM's may make recommendations for improving your presentation prior to your Lab.

### 2. Lab Presentation

- a. This lab assignment consists of a Sales Trainning Presentation (a lecture), an exercise to reinforce the learning of the lecture (a lab), and evaluation of the participants to verify learning (a test). Due dates, ongoing.
- b. The sales manager that you interviewed for the Sales Manager Report (or their designate) is required to attend your STP. Fifty of your grade for this Lab assignment will come from these sales managers.

**III. Online Participation, Quizzes, Short Write-ups** – At various times through out the term well be having various online exercises, lecture and lab quizzes, and in class write-ups. These will be graded and your grades will be posted.

#### **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-terms 1 & 2**

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

#### **VI. Final Exam**

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 Number & Week of	Material Covered	Reference/ Reading	Assignment	Due Date
<i>Week #1</i> Week of Sept 6-9	<b>Introduction to the course, course content, and instructor's expectations.</b>			
<i>Week #2</i> Week of Sept 12-16	Guest Panel Discussion "Tips & Traps of Sales Management"  The Importance of Networking	Lecture Notes	<u>STP-Online</u> Present "group's name" & individual's name's	September 16 <sup>th</sup>
<i>Week #3</i> Week of Sept 19-23	Overview of Personal Selling	Module #2	<u>SMR</u> Company name and interview date	September 23 <sup>rd</sup>
<i>Week #4</i> Week of Sept 26-30	Organizational Strategies And The Sales Function	Module #3	<u>STP-Online</u> Present & discuss individual ideas for sales training	By Sept 30 <sup>th</sup>
<i>Week #5</i> Week of Sept Oct 3-7	Sales Organization Structure And Salesforce Deployment	Module #4	<u>STP-Online</u> Email me SM's email addresses, names, titles & companies	Oct 7 <sup>th</sup>
<i>Week #6</i> Week of Oct 11-14	Staffing The Salesforce: Recruitment And Selection	Module #5  Industry Panel Discussion – "What Makes a Good Hire"	<u>STP-Online</u> Post your STP topic for SM's review	October 14 <sup>th</sup>



<b>Week Number &amp; Week of</b>	<b>Material Covered</b>	<b>Reference/ Reading</b>	<b>Assignment</b>	<b>Due Date</b>
<i>Week #7</i> Week of Oct 17-21	Continual Development Of The Salesforce: Sales Training  Oct 10 <sup>th</sup> - Thanksgiving	Module #6  <b>On-line Lecture &amp; Lab</b>		<b>Mid-term #1</b> Wednesday Oct 12 <sup>th</sup>
<i>Week #8</i> Week of Oct 24-28	The Art & Science of Adult Learning	Lecture Notes	<u>STP-Online</u> STP presentation to SM's for review & critique. Group #1  <u>SMR</u> Report Due	<u>SMR</u> Oct 26 <sup>th</sup>
<i>Week #9</i> Week of Oct Oct 31-Nov 4	Sales Leadership, Management And Supervision	Module #7	<u>STP-Online</u> STP presentation to SM's for review & critique. Group #2	<b>STP</b> <b>Group #1</b>
<i>Week #10</i> Week of Nov 7-11	Situational Leadership	<b>Lecture Notes</b>	<u>Online</u> STP presentation to SM's for review & critique. Group #3	<b>STP</b> <b>Group #2</b>
<i>Week #11</i> Week of Nov 14-18	Motivation And Reward System Management  Nov 11 <sup>th</sup> – Remembrance Day	Module #8  <b>On-line Lecture &amp; Lab</b>		<b>Mid-term #2</b> Wednesday, Nov 9 <sup>th</sup>
<i>Week #12</i> Week of Nov 21-25	Motivation and Reward System Management	Module #8	<u>STP-Online</u> STP presentation to SM's for review & critique. Group #4	<b>STP</b> <b>Group #3</b>

<b>Week Number &amp; Week of</b>	<b>Material Covered</b>	<b>Reference/ Reading</b>	<b>Assignment</b>	<b>Due Date</b>
<i>Week #13</i> Week of Nov 28-Dec 2	Evaluation the Effectiveness of the Organization	Module #9	<u>STP-Online</u> STP presentation to SM's for review & critique. Group #5	<i>STP</i> Group #4
<i>Week #14</i> Week of Dec 5-9	Evaluation the Effectiveness of Salespeople	Module #10		<i>STP</i> Group #5
<i>Week #15</i> Week of Dec 12-16	<b>Final Exam Week @ BCIT</b>			