



A POLYTECHNIC INSTITUTION

School of Business

Program: Marketing Management

Option: Professional Sales & Marketing and Entrepreneurship

**MKTG 3343  
Sales Management**

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<b>Start Date:</b>	Sept. 4, 2002	<b>End Date:</b>	Dec. 13, 2002
<b>Total Hours:</b>	60	<b>Total Weeks:</b>	15
<b>Hours/Week:</b>	4	<b>Lecture:</b>	2
		<b>Lab:</b>	2
		<b>Term/Level:</b>	3A
		<b>Course Credits:</b>	3
		<b>Shop:</b>	
		<b>Seminar:</b>	
		<b>Other:</b>	

**Prerequisites**

Course No.	Course Name
MKTG 2243	Professional Sales Skills

**MKTG 3343 is a Prerequisite for:**

Course No.	Course Name
MKTG 4402	Relationship Selling

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**v Course Description**

The course covers general principles and concepts of sales management and leadership. However, emphasis is given to the:

1. Review of the personal selling function,
2. Defining the strategic role of the sales function,
3. Hiring, developing and motivating the sales force,
4. Directing the sales force, and
5. Determining the sales force effectiveness and performance.

**v Evaluation**

Interview Sales Manager	25%	Approval of the firm by Sept. 30 <sup>th</sup> E-mail from sponsor by Oct. 16 <sup>th</sup> Final Written report Nov. 20th
Resume	10%	Oct. 7 <sup>th</sup>
Case Presentations	30%	Ongoing throughout the course
Midterm	15%	Oct. 16 <sup>th</sup>
Final	20%	Week of Dec. 9 – 13th
<b>TOTAL</b>	<u>100%</u>	

**PLEASE NOTE:**

**Failure to achieve 50% or more 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 the course.**

**v Course Learning Outcomes/Competencies**

Upon successful completion, the student will be able to:

1. Articulate the differences between management & leadership.
2. Utilize the general principles and concepts of sales management to maximize the potential of a sales force.
3. Apply sales management concepts to solving marketing problems

**v Verification**

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

Donald Hill Authoring Instructor Aug 29/02 Date

I verify that this course outline has been reviewed.

D. West Chapin Program Head/Chief Instructor Aug 29/02 Date

I verify that this course outline complies with BCIT policy.

Bryan Rogg Dean/Associate Dean 8/29/02 Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

**v Instructor(s)**

Don Hill                      Office Location: SE6 - 373                      Office Phone: 604-456-8152  
Office Hrs.: To Be Posted                      E-mail Address: don\_hill@bcit.ca

**v Learning Resources**

**Required:**

Text: Ingram, T., LaForge, R., Avila, R., Schwegker, C., & William, M. (2001) ~ Management: Analysis and Decision Making. (4th Ed.). Toronto: Harcourt College Publishers. SBNO-03-026699-8

**Recommended:**

There are numerous sales management texts and journals available in the library that students may refer to for different approaches to the subject. Students are advised to make use of supplemental readings when preparing assignments.

**v 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.

**PLEASE NOTE:** 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, equating to 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 at the course. 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 material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

**Course notes (Policies and Procedures):**

1. The mid-term and the 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.
2. Students must be prepared to provide the instructor with a second copy of any submission. (Please keep a back-up copy of your assignments.)
3. Case examples, guest speakers, lab exercises, videos and discussions are intended to supplement. The student is responsible to know and understand all course material for their assignments, midterms and final exams.
4. All assignments, presentations, and exams will be judged using industry standards

**v Assignment Details**

1. **Interview a Sales Manager & a Sales Representative who reports to that Sales Manger (25%)**
  - Conduct an interview with the sales manager and a sales representative that reports to that manager.
  - This is a group project, with three students per group.
  - All members of the group must attend the interview(s) with the sales manager and the sales representative.

**Purpose**

To expose the students to the realities of sales management.

**Learning Objectives - There are three distinct parts to this report.**

1. **Sales Manager (Value 25%)**
  - Describe the company
  - Sales Manager's - career path and responsibilities,
  - Organizational Chart
  - Sales Forecasting
  - Personal Practices
    - Hiring, training, motivation, etc.
2. **Interview a Sales Representative who reports to the above Sales Manger (Value 20%)**
  - Career path and responsibilities,
  - Attributes
  - Developmental plans
  - Ask the Sales Representative to provide an example of an ethical problem that they have encountered and ask them to explain how they dealt with that ethical dilemma.
  - What "Customer Relationship Management" tools are being used in the organization. What are the advantages and/or disadvantages these CRM tools. If there are no CRM tools being used, please comment.
3. **Major "Learnings" (Value 50%)**
  - What were the major "learnings" of your team
  - Recommendations.
    - These should be the most substantial and thoughtful sections of your report.

#### 4. Assignment Deliverables

- Approval of the firm (Sept 16th to 30th) - A brief email advising me of the firm(s) that you are considering. (Value 2%)
- Email from sponsor (by Oct. 16th). Have the Sales Manager being interviewed for this report email [don\\_hill@bcit.ca](mailto:don_hill@bcit.ca) with the following (Value 3%)
  1. A list of the team members.
  2. The name of the sales manager and their title,
  3. The firm's name, address, and telephone number,
  4. The tentative date of the interviews
- Written Report (due Nov. 20<sup>th</sup>)
  - Style - Short report format
  - Appendices are to include:
    1. Your "appointment letter" & your "thank you letters" (Sales manager and Sales representative).

#### 2. Sales Resume (10%) - Oct 7<sup>th</sup>

- Purposes - To develop a "hard hitting" resume.
- Learning Objectives
  - To understand what a sales manager is looking for in a resume
  - To revise (or develop) a sales resume that will impress
  - To be able to evaluate the sales resume of a sales applicant.
- Assignment Deliverable
  - A "hard hitting" sales resume.

#### 3. Case Presentations (30%) - Ongoing

- Please see "Case Presentation Notes" - Attached

#### 4. Midterm (15%) - Oct 16th

- The mid-term will evaluate the students understanding of all the material covered in the course (lectures, labs, readings, exercises, videos, etc. ) prior to the midterm exam and will be held during class time (1 hour).

#### 5. Final Exam (20%) - Week of Dec 9th - 13th

- The final exam will be cumulative; however, there will be an emphasis on the material covered after the midterm.

### Schedule

**Please note:** This is a tentative schedule. Some topics may be given additional consideration, some may be given less, should other learning opportunities be presented during the term we will take full advantage of them. Therefore, this schedule is subject to change at the discretion of the instructor.

Week of/ Number	Outcome/Material Covered	Reference/ Reading	Assignment	Due Date
Sept. 2	Introduction			
Sept. 9	Leadership	Hand outs		
Sept. 16	Leadership Sept. 18 – no class (Shinerama)	Hand outs	Submit firms you are considering	Sept. 16 <sup>th</sup> – 30th
Sept. 23	Personal Selling	Module 2 & 3		
Sept. 30	Resume Job Interview & Current Issues			
Oct. 7	Organizational Strategies and the Sales Function	Module 4	Resume E-mail re: SM report	Oct. 7 by Oct. 16
Oct. 14	No class Oct. 14 – Thanksgiving Labs will be individual sessions		Mid - Term	Oct. 16
Oct. 21	Sales Organization Structure & Sales Force Development	Module 5	Labs – Case #1	
Oct. 28	Staffing the Sales force: Recruitment & Selection	Module 6	Labs – Case #2	
Nov. 4	Sales Training	Module 7	Labs – Case #3	
Nov. 11	No class Nov. 11 – Remembrance Day Motivation & Reward Labs will be individual sessions	Module 9		
Nov. 18	Evaluating the effectiveness	Module 10	Written SM Report Labs – Case #4	Nov. 20
Nov. 25	Evaluating the Performance of Salespeople	Module 11	Labs – Case #5	
Dec. 2	Review			
Dec. 9	Final Exam Week			

**CASE PRESENTATION NOTES**

**MATRIX**

Groups	A	B	C	D	E
Case 1	Oral Presentation 10%	Written Report 10%	Discussion & Reaction Group	Critique 5%	Marking 5%
Case 2	Marking 5%	Oral Presentation 10%	Written Report 10%	Discussion & Reaction Group	Critique 5%
Case 3	Critique 5%	Marking 5%	Oral Presentation 10%	Written Report 10%	Discussion & Reaction Group
Case 4	Discussion & Reaction Group	Critique 5%	Marking 5%	Oral Presentation 10%	Written Report 10%
Case 5	Written Report 10%	Discussion & Reaction Group	Critique 5%	Marking 5%	Oral Presentation 10%
<b>Totals for Case Presentation</b>	30%	30%	30%	30%	30%

**ORAL PRESENTATIONS**

(MAXIMUM ALLOWABLE TIME FOR THE PRESENTATION IS 45 MIN)

1. **Case Synopsis**
  - a. Present a summary of the key events and facts
2. **Identification of Key problems**
  - a. Define the major problems or issues in the case
  - b. Define the main problem(s) or issues(s) that you are going to address
3. **Identify and Evaluate Alternatives**
  - a. Develop and state the alternatives (more than one) to the problem above
  - b. State your rationale for any assumptions that you used
  - c. Evaluate the alternatives in terms of feasibility, costs, advantages, disadvantages, as well as short and long term consequences
4. **Solution / Recommendation**
  - a. Choose one (or more) of your alternatives as your solution
  - b. Defend your position
5. **Action Plan**
  - a. Present how you would, step by step implement the above solution in a workable plan.

6. **Concepts Used from the course**
  - a. Discuss the major concepts used from the course and your additional research
7. **Appearance**
  - a. Appropriate attire
  - b. Equal participation by all team members

## **WRITTEN REPORT**

**Style – Short report**

**Audience – V.P. Sales and Marketing**

**Appearance – Typed; double-spaced**

### **I. Analyzing the Current Situation**

Present a brief summary of events, facts, problems and/or issues in the case, including the external environment. You must defend your rationale for making all assumptions.

### **2. Identification of Key Problems**

Identify the key problems and issues presented in the case.

### **3. Identify and Evaluate Alternatives**

Develop reasonable alternatives to resolve the problems and evaluate your alternatives. The case will generate more than one alternative on issues presented and you are expected to present more than one alternative.

### **4. Select a Course of Action**

A course of action is to be explicitly stated, and appropriate strategies and tactics to accomplish the chosen course should be discussed.

### **5. Concepts Used From the Course & Additional Research**

Evidence of concepts used from the course and additional research.

## **DISCUSSION & REACTION**

Read the case and be prepared to:

1. Enter into the case discussion at the end of the critiquing session
2. Be willing to discuss the strengths and weakness of the critiquing group
3. You will be responsible to help resolve any unresolved issues at the end of the session

## **CRITIQUE**

A "Case Critique" is the art of evaluating or analyzing with preparation and knowledge the case being presented. A "Case Critique" is not simply an act of negative criticism, but an evaluation of both the positive and negative aspects of the case being presented.

Please note - In order to properly critique the case being presented the critiquing group must be very familiar with the case. They must have developed their own case synopsis, identified the key problems

presented in the case, identified and evaluated alternatives, developed a solution, selected a plan of action, and developed a relationship between the concepts used in the course and the case. (The primary focus of your critique should be on the case).

An *example* of what the critiquing group might focus on:

1. Was the synopsis clear and concise?
2. Did the presenting group identify the key problems of the case? Were the problems presented relevant to the case?
3. Were logical and defensible assumptions made where necessary?
4. Did the presenting group identify and evaluate alternatives presented?
5. Did the presenters present a viable solution to the problem(s) that they presented?
6. Was there a clear, concise, appropriate plan of action presented? Was the plan of action presented as a step-by-step process?
7. Did the group apply any concepts learned in the course to the case?

The critiquing group should also consider:

Criticism may be offered on how well the case was articulated and prepared. The use or non-use of visual aids, voice, posture, the use of time, participation by each member of the group, etc...

## MARKING

Your grade for the oral presentation will be the *average of*:

- the grade assigned by the marking group, &
- the grade assigned by your instructor .

### /10 Case Synopsis

- Was the context of the case established?
- Was there a brief summary of events and facts (of the case) presented?
- *A short written justification of your grade...*

### /15 Identification of Key Problems

- Was the context of the case established?
- Problems clearly identified and stated in a question form?
- *A short written justification of your grade ...*

### /15 Identify and Evaluation of Alternatives

- Reasonable alternatives developed?
- Alternatives evaluated in terms of feasibility, projected costs, advantages, disadvantages, and potential short term and long term consequences
- Tendency to propose utopian solutions avoided?
- *A short written justification of your grade. ...*

### /25 Solution

- Was the best alternative chosen for a solution?
- Was the presented solution defended appropriately?
- *A short written justification of your grade...*



**/25 Select a Plan of Action**

- Was a workable plan of action presented?
- Was there a reasonable probability of success for the plan of action?
- Was the plan of action presented as a step-by-step process?
- *A short written justification of your grade...*

**/15 Concepts Used From the Course**

- Was there evidence that there were concepts used from the course?
- Was there evidence of other research done for this case presentation?
- *A short written justification of your grade...*

**/15 Appropriate Attire**

- Business attire is always appropriate. . .
- Other. . .
- Equal participation by all team members?
- Use of time...
- *A short written justification of your grade ...*

**Total - 100 Marks Awarded (Your marks count for 50% of the marks awarded to the group)**