Sales Management Syllabus
B70.2129.W1  Winter 2005

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Office Hours: By appointment

Required Text:
Sales Management, 5th edition
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), use 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.

Project:
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 plan covering specific assignments. In addition, teams will have the opportunity to present their plan to the class and defend it. The project will be worth 350 points.
Syllabus:

<table>
<thead>
<tr>
<th>Class</th>
<th>Topics</th>
<th>Text Chapters</th>
<th>Cases</th>
<th>Assignments Due and Project Milestones</th>
</tr>
</thead>
</table>
| 1 1/3 Mon. 6-9 PM | • Course Intro  
• Professional Selling  
• ‘What’ | Mod 1 | - | • Commitment to Class  
• Teams formed |
| 2 1/5 Wed. 6-9 PM | • Buying and Selling  
• Processes  
• Alignment | Mod 2 | Biomod, Inc. P 33-34 | • VP Sales meeting |
| 3 1/8 Sat. 8-12 AM | • Strategic Role of Selling  
• Selling Organizations  
• CRM/SFA | Mod 3, 4 | - | • VP Marketing meeting |
| 4 1/8 Sat. 1-5 PM | • Staffing  
• Sales Force Development | Mod 5, 6 | Chicken Eyes | • Training Manager meeting |
| 5 1/10 Mon. 6-9 PM | • Managing the Sales Force  
• Performance, Compensation and Incentive Plans | Mod 7, 8 | Hausser Foods | • Case Analysis due  
• Written Sales Plan |
| 6 1/12 Wed. 6-9 PM | • Project Presentations | | | • Project Presentations |

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)

- **Case Analysis.** A single written case analysis tests your ability to assess a situation and use the class’ topics to fashion a solution. (100 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. (350 points)
Semester Project Details:

Project Teams
Students self-form teams of 4-5 people; each team must represent at least 3 clusters from last year; 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’), either VP (and only the VPs) may contact him via email (the CEO likes to keep accurate records of these things). The CEO will reply within 48 hours of all requests. The quality of the team’s research is part of the grade. Note: the limitation on communicating with the CEO applies only to project-related research.

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 have the opportunity to present and defend 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. **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
3. **Synergy** ... all aspects of the Plan are mutually supportive and build upon each other

⇒ The Written Sales Plan is worth 150 points

The presentation is graded on the following factors:

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

⇒ The Presentation is worth 150

Each team earns a single grade for the project. Team members evaluate the contribution of each of their team members to the team’s success; that ‘contribution factor’ is multiplied times the team’s grade for each team member’s individual project grade.