

Sales Management

SCHOOL OF BUSINESS

Course Number: MKT2283	Contribution to Program: Vocational Core	Normative Hours: 60
Applicable Program(s): 0214E01FWO Business - Marketing	AAL: 3	Approval Date: 24/08/2008
Prepared by: William (Bill) Garbarino Professor		Approved by: Jim Kyte Acting Chair
Co-Requisites N/A		Approved for Academic Year: 2008-2009
Pre-Requisites MKT2282		

COURSE DESCRIPTION

This course has been designed to provide students with insight and knowledge pertaining to the key issues involved in the field of sales management. Emphasis is placed on the four key functional areas (planning, developing, directing, and evaluating) within the sales management discipline, and the associated skills the manager requires to achieve profitability through the efforts of his/her sales force. The fact that this same set of skills is also applicable to, not just sales management, but to all management situations is stressed. Throughout the course, students apply their knowledge and practise their sales management skills on an individual and group basis. Students are required to participate in a major group project focused on assessing the effectiveness of a sales manager within a sales and marketing organization of a chosen company.

RELATIONSHIP TO VOCATIONAL LEARNING OUTCOMES

This course contributes to your program by helping you achieve the following Vocational Learning Outcomes:

Business - Marketing 0214E01FWO

3	Contribute to the development of strategies for the efficient and effective distribution of products, concepts, goods, and services.(T,A)
5	Analyze results of marketing activities using criteria related to budgeted sales, costs, profits, and other appropriate criteria.(T,A)
7	Develop strategies to establish effective working relationships with clients, customers, consumers, co-workers, supervisors, and others. (T,A)
8	Communicate marketing information persuasively and accurately in oral, written, and graphic formats. (T,A)
10	Participate in conducting market research to provide information needed to make marketing decisions.(A)
11	Develop personal professional development strategies and plans to enhance leadership, management skills, and marketing expertise. (T,A)
13	Apply the principles of business ethics and corporate social responsibility.(T,A)

ESSENTIAL EMPLOYABILITY SKILLS

The course contributes to your program by helping you achieve the following Essential Employability Skills:

1	Communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience.(T,A)
3	Execute mathematical operations accurately.(A)
4	Apply a systematic approach to solve problems.(T,A)
5	Use a variety of thinking skills to anticipate and solve problems.(T,A)
6	Locate, select, organize and document information using appropriate technology and information systems.(A)
7	Analyze, evaluate and apply relevant information from a variety of sources.(T,A)
8	Show respect for diverse opinions, values, belief systems and contributions of others. (T,A)
9	Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals. (T,A)
10	Manage the use of time and other resources to complete projects.(T,A)
11	Take responsibility for one's own actions, decisions and consequences.(A)

COURSE LEARNING REQUIREMENTS/EMBEDDED KNOWLEDGE AND SKILLS

COURSE LEARNING REQUIREMENTS When you have earned credit for this course, you will have demonstrated the ability to:	EMBEDDED KNOWLEDGE AND SKILLS
<p>1. Describe the roles, challenges, and rewards facing a Sales Manager operating within a marketing environment, including the utility of the internet as a sales / sales management tool.</p>	<ul style="list-style-type: none"> • Understand the role and importance of selling and sales management as a promotional tool in an organization's marketing mix • Describe the challenges and rewards associated with the sales management role • Describe the responsibilities of a the Sales Manager and the skills required to fulfill them
<p>2. Integrate legal, ethical, and social considerations in sales management situations.</p>	<ul style="list-style-type: none"> • Explain what is ethical behaviour and appreciate the critical role it plays in developing long term relationships • Explain framework and steps managers can take to help ensure ethical business approaches by their employees • Identify typical ethical dilemma's regarding customers, sales people, and their employers, and determine acceptable management approaches related to these dilemma's.
<p>3. Understand the importance of planning and organizing to successful sales management and be able to apply basic concepts and analytical techniques in the development of sales forecasts, budgets and appropriate sales force organizational structures and territory designs.</p>	<ul style="list-style-type: none"> • Understand the significance of a mission statement, objectives, strategies, and tactics • Describe the hierarchy of planning within an organization and the importance of sales strategies and objectives fitting the overall marketing and corporate plans • Describe the steps involved in the strategic sales and marketing planning process • Describe the different types of sales force organizational structures, sales roles, and factors that influence the design of a specific model • Create a sales force structure model given a particular set of circumstances • Understand the many uses of sales forecasts; the various sales forecasting techniques and their strengths and weaknesses • Understand the importance of sales budgets and how they are developed • Describe the factors that impact sales territory design, and how to calculate the number and size of territories • Understand and develop sales team objectives and individual quotas using SMART methodology
<p>4. Appreciate the importance of developing the sales force through staffing and training activities that incorporate appropriate recruiting, selection, socialization and training approaches.</p>	<ul style="list-style-type: none"> • Explain the importance and uses of job analysis, job descriptions, and profiling • Develop the ideal sales person profile for a particular professional sales role • Identify the various internal and external sales recruitment sources and the factors that affect this decision process • Describe the importance of the selection process and the typical steps in the process; and develop a selection approach for a given business situation • Determine the importance of how to socialize new staff within the sales team, and issues related to an incomplete socialization approach • Determine the importance of sales training, the types of training options, and the specific steps required to create and execute a training plan
<p>5. Use appropriate leadership, motivation, and compensation approaches in directing a sales force in basic sales management situations.</p>	<ul style="list-style-type: none"> • Describe motivation and the factors which may influence the degree of an individual's motivation • Evaluate how SMART quotas can be leveraged to achieve a specific objective for a given business situation, and motivate sales

	<p>personnel to overachieve</p> <ul style="list-style-type: none"> • Describe the importance of compensation and the advantages and disadvantages of the different types of compensation plans • Understand the importance of linking quotas and compensation as a method of controlling sales force behaviour • Develop an appropriate sales unit motivation program including a compensation plan for a given business situation • Appreciate the importance of leadership and the factors which must be considered for successful leadership to occur • Explain the various leadership styles and select an appropriate leadership approach in a specific business situation • Explain the importance of supervision and coaching and be able to select appropriate supervisory and coaching techniques to use in a specific business situation • Describe how "power" is used within the Sales Leadership model, explain the various bases of "power", and which type of "power" would be most appropriate in a given business situation
<p>6. Understand the importance of sales force evaluation and perform basic qualitative and quantitative analysis to evaluate sales force performance.</p>	<ul style="list-style-type: none"> • Evaluate sales team audit results to examine and rate performance based on sales volume, cost, profitability, and profitability indicators for the sales organization • Understand the sales evaluation audit framework and key reasons for performing periodic sales team performance audits • Describe the importance of individual performance appraisals, and the key components and process steps related to conducting these appraisals. • Review sample individual performance appraisal systems to examine appropriate evaluative and development criteria and how these criteria relate to a given business situation
<p>7. Effectively participate in an industry group project.</p>	<ul style="list-style-type: none"> • Choose a group based on complimentary skill sets and common goals, and develop a written team agreement outlining responsibilities, outcomes, and schedules • Plan and manage phases and related steps of a major applied project • Create client management strategy and manage ongoing communications and related activities with client • Resolve conflicts within team

LEARNING RESOURCES

<p>Sales Management, Analysis and Decision Making by Ingram, Laforge, Avila , Schwepker Jr., and Williams - 6th Edition, Thomson South-Western. ISBN: 0-176-4373-8X</p>

LEARNING ACTIVITIES

<p>During this course, you are likely to experience the following learning activities:</p> <ul style="list-style-type: none"> - Individual reading and research - Lectures - Group discussions - Case Study evaluation - Role plays - Guest Speakers - In-class application exercises - Applied group project work

EVALUATION/EARNING CREDIT

<p>The following will provide evidence of your learning achievements:</p>	<p>This activity validates the following Course Learning Requirements and/or Essential Employability Skills:</p>
<p>Mid Term (15%)</p>	<ul style="list-style-type: none"> • Describe the roles, challenges, and rewards facing a Sales Manager operating within a marketing environment, including the utility of the internet as a sales / sales management tool.

	<ul style="list-style-type: none"> • Integrate legal, ethical, and social considerations in sales management situations. • Understand the importance of planning and organizing to successful sales management and be able to apply basic concepts and analytical techniques in the development of sales forecasts, budgets and appropriate sales force organizational structures and territory designs. • Appreciate the importance of developing the sales force through staffing and training activities that incorporate appropriate recruiting, selection, socialization and training approaches. • Execute mathematical operations accurately. • Apply a systematic approach to solve problems. • Use a variety of thinking skills to anticipate and solve problems.
<p>Final Exam (30%)</p>	<ul style="list-style-type: none"> • Integrate legal, ethical, and social considerations in sales management situations. • Understand the importance of planning and organizing to successful sales management and be able to apply basic concepts and analytical techniques in the development of sales forecasts, budgets and appropriate sales force organizational structures and territory designs. • Appreciate the importance of developing the sales force through staffing and training activities that incorporate appropriate recruiting, selection, socialization and training approaches. • Use appropriate leadership, motivation, and compensation approaches in directing a sales force in basic sales management situations. • Understand the importance of sales force evaluation and perform basic qualitative and quantitative analysis to evaluate sales force performance. • Execute mathematical operations accurately. • Apply a systematic approach to solve problems. • Use a variety of thinking skills to anticipate and solve problems.
<p>Major Group Project (Written Report - 20%; Oral Presentation - 10%)</p>	<ul style="list-style-type: none"> • Understand the importance of planning and organizing to successful sales management and be able to apply basic concepts and analytical techniques in the development of sales forecasts, budgets and appropriate sales force organizational structures and territory designs. • Appreciate the importance of developing the sales force through staffing and training activities that incorporate appropriate recruiting, selection, socialization and training approaches. • Use appropriate leadership, motivation, and compensation approaches in directing a sales force in basic sales management situations. • Understand the importance of sales force evaluation and perform basic qualitative and quantitative analysis to evaluate sales force performance. • Effectively participate in an industry group project. • Communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience. • Execute mathematical operations accurately. • Apply a systematic approach to solve problems. • Use a variety of thinking skills to anticipate and solve problems. • Locate, select, organize and document information using appropriate technology and information systems. • Analyze, evaluate and apply relevant information from a variety of sources.

	<ul style="list-style-type: none"> • Show respect for diverse opinions, values, belief systems and contributions of others. • Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals. • Manage the use of time and other resources to complete projects. • Take responsibility for one's own actions, decisions and consequences.
<p>In-class participation and module application work (25%)</p>	<ul style="list-style-type: none"> • Describe the roles, challenges, and rewards facing a Sales Manager operating within a marketing environment, including the utility of the internet as a sales / sales management tool. • Integrate legal, ethical, and social considerations in sales management situations. • Understand the importance of planning and organizing to successful sales management and be able to apply basic concepts and analytical techniques in the development of sales forecasts, budgets and appropriate sales force organizational structures and territory designs. • Appreciate the importance of developing the sales force through staffing and training activities that incorporate appropriate recruiting, selection, socialization and training approaches. • Use appropriate leadership, motivation, and compensation approaches in directing a sales force in basic sales management situations. • Understand the importance of sales force evaluation and perform basic qualitative and quantitative analysis to evaluate sales force performance. • Communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience. • Execute mathematical operations accurately. • Apply a systematic approach to solve problems. • Use a variety of thinking skills to anticipate and solve problems. • Locate, select, organize and document information using appropriate technology and information systems. • Analyze, evaluate and apply relevant information from a variety of sources. • Show respect for diverse opinions, values, belief systems and contributions of others. • Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals. • Take responsibility for one's own actions, decisions and consequences.

COLLEGE GRADING NUMERICAL EQUIVALENT TABLE

Final Grade	Mark Equivalent	Numeric Value	Final Grade	Mark Equivalent	Numeric Value
A+	90-100%	4.0	C+	67-69%	2.3
A	85-89%	3.8	C	63-66%	2.0
A-	80-84%	3.6	C-	60-62%	1.7
B+	77-79%	3.3	D+	57-59%	1.4
B	73-76%	3.0	D	53-56%	1.2
B-	70-72%	2.6	D-	50-52%	1.0
			F	0-49%	0
			FSP	0	0

PRIOR LEARNING ASSESSMENT AND RECOGNITION

- Major Project Assignment
- Examination covering all major aspects of course
- An interview

RELATED INFORMATION**The following information is course-specific:****Tentative Workload Schedule**

A proposed weekly workload schedule has been posted on Blackboard under Course Information

Major Project

Student must participate in both elements of major group project to successfully complete course

In-Class Participation and Application Work

A list of the weekly on-class application assignments will be posted on the course section Blackboard site, including mark breakdown

Student must be in attendance for a class to earn the participation and application mark associated with the class activity

Guest Speakers

The course features a guest speaker series. The times for the guest speaker series events may be outside of class time. Students that attend these extra guest speaker series events and complete associated questions will earn bonus application marks.

Use of Blackboard

All course information including module resources, project work documents, and external web links will be posted on the course Blackboard site.

Weekly announcements including due date reminder notices will be posted on Blackboard; students should check for new announcements on a daily basis.

Course assessment grades will be posted within the on-line grade book .

Retain this Course Outline

It is the responsibility of the student to retain course outlines for possible future use to support applications for transfer of credit to other educational institutions.

Respect for Confidentiality

Students are required to respect the confidentiality of employer, client and/or patient information, interactions, and practices that occur either on AlgonquinCollege premises, or at an affiliated clinical/field/co-op placement site. Concerns regarding clients, patients, and/or employer practices are to be brought to the attention of the program coordinator, or designated field/clinical/co-op placement supervisor so that they may be resolved collaboratively. Such concerns are not to be raised publicly either verbally, in writing, or in electronic forums. These matters are to be addressed through established program communication pathways.

Program Coordinator

Bill Garbarino; Office Number - B444b; 613-727-4723 ext.5209; garbarw@algonquincollege.com

The following information is program-specific:**The following information is school/department-specific:****School of Business Procedures**

All programs follow College Directives including Directive A21: *Rights, Freedoms, Responsibilities and Code of Conduct for the Algonquin College Community* (<http://www.algonquincollege.com/directives/sectionA/A21.pdf>).

These Directives are located in the policy section at the back of the Student Instaguide and at: <http://www.algonquincollege.com/directives/>

The **School of Business Procedures** file is located under "Course Information" in your course Blackboard site. These procedures are specific to School of Business programs and either cover issues not included in College Directives or elaborate on them.

Student Academic Responsibilities

Each student is responsible for:

- Knowing the due dates for marked out-of-class assignments.
- Knowing the dates of in-class marked assignments and exercises.
- Maintaining a folder of all work done in the course during the semester for validation claims in cases of disagreement with faculty.
- Keeping both paper and electronic copies of all assignments, marked and unmarked, in case papers are lost or go missing;
- Regularly checking both Blackboard announcements as well as one's Algonquin e-mail account for important messages from both professor and college administration.
- Participating in on-line and classroom exercises and activities as required.
- Retaining course outlines for possible future use to support applications for transfer of credit to other educational institutions.

Exemptions

Exemptions may be granted to students who have successfully passed an equivalent course at a post-secondary institution. If you wish to apply for an exemption contact the coordinator of the course for academic advice. To apply for an exemption, you must contact the Registrar's Office before the deadline listed on your timetable.

Withdrawing From The Course

The last date for withdrawing from courses without academic penalty is printed on your timetable. The student is responsible for notifying the instructor and completing the appropriate form for withdrawal with the College Registrar.

Software Copyright

In the past few years, the Copyright Act has been updated to cover computer software. If the police lay charges against someone infringing copyright, the maximum penalties for a

summary conviction are "a fine not exceeding \$25,000 or imprisonment for a term not exceeding six months or both." The maximum penalties for an indictable conviction are "a fine not exceeding one million dollars or imprisonment for a term not exceeding five years or both." Making a copy of software package for your own use, other than a backup copy of package that you have purchased as allowed in your license agreement, would make you liable for the above penalties.

Harassment/Discrimination/Violence

Harassment, discrimination and violence will not be tolerated. Any form of harassment (sexual, racial, gender or disability related), discrimination (direct or indirect), or violence, whether towards a professor or amongst students, will not be tolerated on the college premises. Action taken will start with a formal warning and proceed to the full disciplinary actions as outlined in Algonquin College policy. For further information, refer to the Student Instaguide or get a copy of the official policy statements from the Student Association (Directive A8).

The following information is College-wide:**Email**

Algonquin College provides all full-time students with an e-mail account. This is the address that will be used when the College, your professors, or your fellow students communicate important information about your program or course events. It is your responsibility to ensure that you know how to send and receive e-mail using your Algonquin account and to check it regularly.

Centre for Students with Disabilities (CSD)

If you are a student with a disability, it is strongly recommended that you identify your needs to the professor and the Centre for Students with Disabilities (CSD) by the end of the first month of the semester in order that any necessary support services can be arranged for you.

Academic Integrity

Adherence to acceptable standards of academic honesty is an important aspect of the learning process at Algonquin College. Academic work submitted by a student is evaluated on the assumption that the work presented by the student is his or her own, unless designated otherwise. For further details consult Algonquin College Directives

E16 (<http://www.algonquincollege.com/directives/sectionE/E16.pdf>)

and E43 (<http://www.algonquincollege.com/directives/sectionE/E43.pdf>).

Course Assessments

It is Algonquin College's policy to give students the opportunity to complete a course assessment survey in each course that they take which solicits their views regarding the curriculum, the professor and the facilities. For further details consult Algonquin College Directive E38

(<http://www.algonquincollege.com/directives/sectionE/E38.pdf>).

Use of Electronic Devices

With the proliferation of small, personal electronic devices used for communications and data storage, Algonquin College believes there is a need to address their use during classes and examinations. During classes, the use of such devices is disruptive and disrespectful to others. During examinations, the use of such devices may facilitate cheating. For further details consult Algonquin College Directive E39

(<http://www.algonquincollege.com/directives/sectionE/E39.pdf>).