MARK: 4220

WELCOME!

Monday-Wednesday-Friday
05-727
11:15 AM – 12:05 P.M.

SALES FORCE SATATEGY
AND
MANAGEMENT

Sanford 112
Fall Semester 2007
MARK: 4220

SALES FORCE STRATEGY AND MANAGEMENT

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<tr>
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<th>WK#</th>
<th>Monday</th>
<th>Wednesday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>August</td>
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<td>12/5 – Final Team Pres</td>
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<td>18</td>
<td>12/10 FINAL EXAM</td>
<td>12/12</td>
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12/15 Graduation
This course addresses the unique aspects of business-to-business selling and sales management issues and applications. Divided into two main sections, the course first outlines the sales force role and accountabilities, the interfacing of marketing-sales and examines how to manages customer relationships and accounts. Secondly, it focuses on responsibilities of sales managers, which include organizing, recruiting, training, developing, motivating and evaluating the sales force. Leadership, team communication, the E-information process, and global environments will serve as an “UMBRELLA” for the aforementioned responsibilities.

TEXT: Management of a Sales Force
12th Edition
Roseann L. Spiro
Gregory A. Rich
William J. Stanton
ISBN 978-0-07-352977-6
McGraw Hill-Irwin

REFERENCE: Sales and Marketing Management Magazine
Fortune
Harvard Business Review
Soundview Executive Book Summaries

Class Meetings: Monday, Wednesday, & Friday
Time: 11:15 am – 12:05 am
Building/Room: Sanford: Room 112
WK #1  Chapter One
WK #2  Chapter One, Two and Three
WK #3  Chapter Three and Four
WK #4  Chapter Five & Six
WK #5  Chapter 6 and Test I (Chapters 1-5)
WK #6  Chapter Seven
WK #7  Chapter Eight
WK #8  Chapter Nine
WK #9  Chapter Ten Test II (Chapter 6-9)
WK #10 Chapter Ten and Eleven
WK #11 Chapter Twelve
WK #12 Chapter Thirteen
WK #13 Test III (Chapter 10-13)
WK #14 Chapter Fourteen
WK #15 Chapter Fifteen
WK #16 Chapter Sixteen
WK #17 **Chapter Seventeen - Team Presentations?**
WK #18 Final Exam – (Chapters 14 – 17)
About your Instructor

Name: H. Kevin Ellis
Office: Brooks Hall/Room 126
Tel: (706) 542-5582
e-mail: kellis@terry.uga.edu

Office Hours: Monday - Thursday 9:30 – 11:00am
           Friday 3:30 – 5:00 p.m.
           Wednesday 7:00 – 9:00 p.m.

P.S.E. Monday 11:15 a.m. – 12:05 p.m.
       Wednesday 7:00 – 9:00 p.m.
       Tuesday 2:30 p.m. – 3:20 p.m.
       Thursday 2:00 p.m. – 3:15 p.m.

Courses taught:

Graduate
- Marketing Management (MBA)
- Business to Business Marketing (MBA)
- Marketing Research Project I & II (MMR)

Undergraduate
- Marketing
- Marketing Honors
- Sales Management
- Professional Selling
- International Marketing
- Market Research
- Advertising and Sales Promotion
- Marketing Strategy
- Consumer Behavior

Advisor: P.S.E
- Sales and Marketing
- Fraternity

Coordinator: Terry Sales
- Competition

Trainer: National Sales
- Competition

Other teaching experience:
- Macroeconomics
- Microeconomics
- Management
- Business Law

Professional Experience:
- Field Sales Management (Direct, Distributor, Broker & Retail), Brand Management, Marketing Research, Distribution Logistics, Consulting and Training, Strategic Planning, Marketing Planning and Retail Location Analysis.

Companies:
- Shell Chemical (New York City, N.Y.)
- Mars, Inc.-Kal Kan Foods (Vernon, California)
- Volkswagen - Porsche/Audi (Wolfsburg, Germany)
- Avon Products, Inc. (New York City, N.Y.)
- Olympia Brewing Company (Tumwater, Washington)
- E & J Gallo Wineries (Modesto, California)
- DLA Associates (Milledgeville, Georgia)

Consulting Experience:
- Textron/E.Z.Go
- Georgia Pacific (forest products)
- Kroger Company
The intent of this course is to develop an understanding of the broad framework of the sales management function.

The responsibilities/functions and overall challenges of this position will be examined from the standpoint of “How it was done yesterday, How it is done today, and How it may be done 3 – 10 years from now.

Much focus will be placed on leadership requirements with a focus on vision communication, team structure, and decision-making.

This course will look upon the traditional functions and type of management as “tools” of the entrepreneurial sales leader in today’s world class companies who are competing in a global economy.

**Course Objectives:**

- Review the basic types and functions of management
- Integrate the traditional measures and standards of performance with a focus on leadership skills
- Understand how sales management “FITS” with manufacturing, human resources, legal, marketing, finance, accounting, etc.(World Class Company Global Economic Environment)
- Review selling skills from the standpoint of leading, coaching, and teaching salespeople instead of actually selling on an everyday basis.
- Leading/managing – growing a company within an atmosphere of diversity
- Direct sales people . . . . . region sales managers . . . . Division sales managers . . . . Who does what?
- Analyze recruiting, training, cross-functional - task teams in terms of hiring, promoting, measuring performance, and keeping the best people.
➢ Prepare a number of “What If” situational analyses.

➢ Analyze the growing desire to link compensation to productivity/performance “AT RISK PAY”

➢ Develop a scenario of what this position could be in the future.

➢ Leading the next boom (?) sales force.

Areas of Focus

➢ Elements of Change
➢ Strategy/Tactics
➢ Marketing SP’s
➢ Competencies
  • Strategic Action
  • Technology
  • Global Awareness
  • Team Building
➢ Leadership
➢ Communication Styles
➢ Motivation-Generational/Diversity Skills
➢ Professional Selling Skills
➢ Interaction with Clients/Customers
➢ Sales Force Organization
➢ Recruiting & Selection
➢ Training
➢ Compensation Structure
➢ Performance Evaluation 360°
Grade Computation

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<th>Component</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
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<td><strong>TESTS</strong></td>
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<tr>
<td>1 (30-35 questions) + 2 Essays</td>
<td>70</td>
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<td>2 (30-35 questions) + 2 Essays</td>
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<tr>
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<td>3</td>
<td>25</td>
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<td><strong>TEAM LEADERSHIP INTERVIEW</strong></td>
<td>30</td>
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<td><strong>TEAM CASE ANALYSIS PRESENTATION</strong></td>
<td>35</td>
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<td>50</td>
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<td><strong>TOTAL</strong></td>
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**GRADING SCALE**
(Based on a total of 500 points with plus/minus system)

- 460 = A
- 445-459 = A-
- 430-444 = B+
- 415-429 = B
- 400-414 = B-
- 385-399 = C+
- 370-384 = C
- 355-369 = C-
- 329-354 = D
- <320 = F

20 Points will be added to your total points for participation in the Terry Sales Competition 10/20/07

PLEASE NOTE THAT THERE WILL NOT BE ANY CURVING OF GRADES
TEST Structure/Policy/Procedures

1.) The test questions will be multiple choice and true/false.
2.) There will be 2 essay questions with each test.
3.) The tests will cover all lecture material, chapter assignments, handouts, assigned research, and cases discussed in class.
4.) **Neither the tests nor the final examination will be cumulative (The Team project is designed to satisfy the cumulative requirements of this course)**
5.) **If you miss class, you are still responsible** for the material assigned and discussed during that class period(s)
6.) **If you miss a test**, documented proof of an extraordinary circumstance(s) will be required in order to receive consideration for a make-up-test.

| NO DOCUMENTATION = an **F** Grade For That Test |

7.) Students will not be permitted to enter the class once the test starts. **NO ONE WILL BE EXCUSED (RESTROOM, ETC.) DURING THE TESTS**

[Academic honesty and Integrity are expected from each student at all times]

General Policies and Procedures:

1) Class will begin on time and conclude on time; leaving class early w/o prior approval will count as an absence.

2) Class attendance and participation are indicative of your commitment and to succeed
   [There have been **40** points allotted for attendance which will be taken at random **8** separately scheduled class days – there will be a minus **5** points for anyone absent from class on that day]

3) Working on crossword puzzles, conducting sidebar conversations, working on other course assignments, etc. during this class **WILL NOT BE TOLERATED** – these types of pre-professional behaviors are not consistent with the Terry College of Business Academic Standards.

4) If you have or are experiencing any difficulties which will inhibit your performance in this class, we need to communicate.

5) A number of students in this class will be graduating within the next two semesters; it is important, therefore, to keep in mind that part of our focus in this class will be transitional (What you have studied – to what you will be doing).

6) **Please** turn off your cell phones **prior** to entering class.

7) **Please review the schedule** in this syllabus; there will not be any provision for individual final examinations. (the 3 exams in one day exception does apply in Mark 4220)
<table>
<thead>
<tr>
<th>BRIEF</th>
<th>ARTICLE</th>
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Jon R. Katzenbach and Jason A. Santamaria |
| 2A    | “Wish List” *Sales and Marketing Management Magazine*, 152 (September 2000): 64-70  
Gabrielle Birkner |
Gerhard Gschwandtner |
Erin Stout |
Lisa Gschwandtner |
Lisa Gschwandtner |

Brief 1 – All  
Brief 2 – A (A-L)  
B (M-Z)  
Brief 3 – A (A-G)  
B (H-M)  
C (N-Z)  

1st Letter of Last Name
MARK 4220
SALES FORCE STRATEGY
AND MANAGEMENT

Brief Format
(typed-double spaced – 2 pages - #10 size font)

TO: H. Kevin Ellis
FROM: ____________________
DATE: ____________________
SUBJECT: _______________________________    REF: # BR: #
MARK: 4220 MWF

SYNOPSIS:

CLASS RELEVANCE:

YOUR OPINION:

Signature: ____________________
(NO SIGNATURE-NO GRADE)
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<th>Team</th>
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<tr>
<td>1</td>
<td>Barnett, Jessie Anne Blanton, Rebekah Vic Borchert, Valerie Ly</td>
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<td>McKee, Matthew Perry Murphy, Paige Thomas Palmer, Teresa Kathryn</td>
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Listed above are the team/case/date assignments. Each team will have a maximum of 15 minutes to present their analysis to the class. Each case analysis will require the following:

A. Elements
   - Overall description of the situation
   - Key sales management issues
   - Risk assessment
   - Recommendations
   - Time line – priorities (who, what, when, where, how why, etc.)

B. All of the elements will be part of the team power point presentation each team member will participate in the presentation.

C. Following each presentation a one page summary of the elements will be handed out to each member of the class
TEAM PRESENTATION-CASES

- **Communication**: 1 2 3 4 5
  - Voice: ____________________________
  - Eye Contact: ____________________________
  - Positioning: ____________________________

- **Issue Analysis**: 1 2 3 4 5

- **Organization**: 1 2 3 4 5
  - Class Handout: ____________________________
  - Sequence: ____________________________
  - Time Frame: ____________________________
  - Summary: ____________________________

- **Team Participation**: 1 2 3 4 5
  - Transition: ____________________________

- **Power Point**: 1 2 3 4 5

**Total**: ___ ___ ___ ___ ___

**TEAM SCORE**: ____ (25)