

MARK: 4220

WELCOME!

Monday-Wednesday-Friday

05-727

11:15 AM – 12:05 P.M.

**SALES FORCE STRATEGY
AND
MANAGEMENT**

**Sanford 112
Fall Semester 2007**

MARK: 4220

SALES FORCE STRATEGY
AND
MANAGEMENT

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Mark 4220
Sales Force Strategy
And
Management
Fall Semester 2007

Month	WK#	Monday	Wednesday	Friday
August	1	8/13	8/15	8/17 – Introduction
	2	8/20 – Lecture	8/22 – Lecture	8/24 – Lecture
	3	8/27 – Lecture	8/29 – Lecture	8/31 – Lecture Brief One
September	4	9/3 – Holiday	9/5 – Lecture	9/7 – Lecture
	5	9/10 – Lecture Team Case Pres	9/12 – Lecture	9/14 – Test One
	6	9/17 – Lecture Team Case Pres	9/19 – Lecture Team Case Pres	9/21 – Lecture Team Case Pres
	7	9/24 – Lecture Team Case Pres	9/26 – Lecture Brief Two Team Case Pres	9/28 – Lecture Team Case Pres
October	8	10/1 – Lecture	10/3 – Lecture	10/5 – Lecture
	9	10/8 – Lecture Team Case Pres.	10/10 – Lecture Team Case Pres	10/12 – Test Two
	10	10/15 – Lecture Team Case Pres.	10/17 – Lecture Team Case Pres	10/19 – Lecture Team Case Pres.
		SATURDAY – 10/20/07 – Terry Sales Competition		
	11	10/22 – Lecture Brief 3 Team Case Pres	10/24 – Lecture	10/26 – Fall Break
November	12	10/29 – Lecture	10/31 – Lecture	11/1 – Lecture
	13	11/5 – Lecture	11/7 – Test Three	11/9 – Lecture
	14	11/12 – Lecture	11/14 – Lecture	11/16 – Lecture
	15	11/19 – Lecture Brief 4	11/21 – Thanksgiving	11/23 – Recess
December	16	11/26 – Lecture Brief 4	11/28 – Lecture	11/30 – Lecture
	17	12/3 – Lecture 12/4 Lecture	12/5 – Final Team Pres	12/7 – Final Team Pres
	18	12/10 FINAL EXAM 12:00 – 3:00 p.m.	12/12	12/14

12/15 Graduation

COURSE SPECIFICS:

MARK: 4220
CREDIT HOURS:
PREREQUISITES (S)

SALES FORCE STRATEGY AND MANAGEMENT
3 HOURS
MARK 3000 Call Number: 05-727

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

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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
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Tel: (706) 542-5582
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Office Hours:
Monday - Thursday 9:30 – 11:00am
Friday 3:30 – 5:00 p.m.
P.S.E. Wednesday 7:00 – 9:00 p.m.

Class Hours
Mon. Wed. Fri
11:15 a.m. – 12:05 p.m.
2:30 p.m. – 3:20 p.m.
Tues-Thur 2:00p.m. – 3:15p.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

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SALES FORCE STRATEGY AND MANAGEMENT

OVERVIEW

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 360⁰

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 Fall Semester 2007

Grade Computation

		BUDGET	ACTUAL	VARIANCE
ATTENDANCE & PARTICIPATION	(8 random checks 5 points each)	40	_____	_____
<u>TESTS</u>				
	1 (30-35 questions) + 2 Essays	70	_____	_____
	2 (30-35 questions) +2 Essays	70	_____	_____
	3 (30-35 questions) +2 Essays	70	_____	_____
<u>BRIEFS</u>				
	1	25	_____	_____
	2	25	_____	_____
	3	25	_____	_____
<u>TEAM LEADERSHIP INTERVIEW</u>		30	_____	_____
TEAM CASE ANALYSIS PRESENTATION		35	_____	_____
<u>FINAL TEAM PRES</u>		60	_____	_____
<u>FINAL EXAMINATION</u>		50	_____	_____
TOTAL			_____	_____

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 NOT 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)

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BRIEFS

BRIEF	ARTICLE
1	“Firing Up the Front Line” <u>Harvard Business Review</u> (May-June 1999): 107-117 Jon R. Katzenbach and Jason A. Santamaria
2A	“Wish List” <u>Sales and Marketing Management Magazine</u> , 152 (September 2000): 64-70 Gabrielle Birkner
2B	“World Class Sales” <u>Selling Power</u> 18, (January/February 1998): 1-9 Gerhard Gschwandtner
3A	“The Closer” <u>Sales and Marketing Management</u> , (September 2002): 29-35 Erin Stout
3B	“What Makes an Ideal Sales Manager” <u>Selling Power</u> (June, 2001): 52-59 Lisa Gschwandtner
3C	“Team Performance Measurement” <u>Journal For Quality and Participation, Selling Power</u> (June, 2001): 52-59 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
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**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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Team Structure
Fall 2007

Team		Team	
1	Barnett, Jessie Anne Blanton, Rebekah Vic Borchert, Valerie Ly	7	Kuipers, Mary Elizab Long, Jameson Clint Magyar, Kevin Michae
2	Clawwater, Martha All Coker, Kellie Marie Cook, James Larkin	8	McKee, Matthew Perry Murphy, Paige Thomas Palmer, Teresa Kathl
3	Cooper, Catherine La Dacy, Catherine Elis Dobrin, Ryan Joseph	9	Pope, Kimberly Marie Ruiz, Iyali Duarte Sanchez, Christina R
4	Fleming, Brandon Mic French, Michael Robe Gillis, Laura Leigh	10	Sander, Alison Elisa Skelton, Andrew Jame Snodgrass, Brent All
5	Gregory, Christian T Henriksen, Todd Chri Hill, Shayla Nicole	11	Spiegel, Katur Maria Todd, Kelsey Kathryn Toland, Zachary Ross
6	Kimber, Eric Lee Klaer, Michelle Anne Klipp, Andrew Alan	12	Warlick, Anderson Da White, Zachary Thoma

Team Case Presentations

Team	Case	Chapter	Date
1	The Cornell Company	1	9/10
2	Flether Electric Inc	3	9/17
3	Micro Plastics, Inc	4	9/19
4	Delta Products Co.	6	9/21
5	Imaginative Staffing, Inc.	7	9/24
6	Diamond Housewares	8	9/26
7	BioLab Pharmaceutical Co.	8	9/28
8	Spectrum Health	11	10/8
9	Jupiter Specialties	11	10/10
10	Kapfer Equipment	11	10/15
11	Village Beds	13	10/17
12	Concord Oil Co.	17	10/19

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

MARK:_____

TEAM #:_____ DATE:_____

DAY:_____

TOPIC NAME:_____

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)

