

MARK: 4220

WELCOME!

Monday-Wednesday-Friday

65-031

1:25 PM – 2:15 PM

**SALES FORCE STRATEGY
AND
MANAGEMENT**

**Sanford 112
Fall Semester 2008**

MARK: 4220

SALES FORCE STRATEGY
AND
MANAGEMENT

TABLE OF CONTENTS

- COURSE SCHEDULE
- COURSE SPECIFICS
- COURSE OVERVIEW AND OBJECTIVES
- COURSE GRADE COMPUTATION
- GRADE SCALE, POLICIES & PROCEDURES
- TEAM PRESENTATION

Mark: 4220

Fall Semester 2008

Wk	Date	Monday	Date	Wednesday	Date	Friday
1	8/18	Introduction	8/20	Teams/Lecture	8/22	Lecture
2	8/25	Lecture	8/27	Lecture	8/29	Lecture
3	9/1	No Class - Holiday	9/3	Lecture Brief I	9/5	Lecture
4	9/8	Tm Case Pres Lecture	9/10	Tm Case Pres Lecture	9/12	Tm Case Pres Lecture
5	9/15	Tm Case Pres Lecture	9/17	Tm Case Pres Lecture	9/20	Test One
6	9/22	Tm Case Pres Lecture	9/24	Tm Case Pres Lecture	9/26	Lecture
7	9/29	Lecture	10/1	Lecture Brief 2	10/3	Lecture
8	10/6	Lecture	10/8	Lecture	10/10	Lecture
9	10/13	Tm Case Pres Lecture	10/15	Tm Case Pres Lecture	10/17	Test II
10	10/20	Tm Case Pres Lecture	10/22	Tm Case Pres Lecture	10/24	Tm Case Pres Lecture
11	10/27	Tm Case Pres Lecture	10/29	Tm Case Pres Lecture	10/31	No Class
12	11/3	Lecture	11/5	Lecture Brief 3	11/7	Lecture
			11/8	Terry Professional Sales Competition		
13	11/10	Lecture	11/12	Test Three	11/14	Lecture
14	11/17	Lecture	11/19	Lecture	11/21	Lecture
15	11/24	No Class	11/26	Thanksgiving Holidays	11/28	No Class
16	12/1	Lecture	12/3	Brief Four	12/5	Lecture
17	12/8	Team Pres / Tues 12/9 – Team Pres	12/10	Reading Day Team Pres	12/12	
18	12/15		12/17	MARK 4220 (1:25) Final 12-3:00PM	12/19	Graduation

COURSE SPECIFICS:

MARK: 4220

CREDIT HOURS:

PREREQUISITES (S)

SALES FORCE STRATEGY AND MANAGEMENT

3 HOURS

MARK 3000

Call Number: 65-031

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:

Sales Management

Hair, Anderson, Mehta, Babin

ISBN 13: 978-0618-72101-6

ISBN 10: 0-618-72101-0

Houghton Mifflin

REFERENCE: Sales and Marketing Management Magazine

Fortune

Harvard Business Review

Soundview Executive Book Summaries

Class Meetings:

Monday, Wednesday, & Friday

Time:

1:25 PM – 2:15 PM

Building/Room:

Sanford: Room 112

About your Instructor

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

Class Hours: Office Hours:
Mon-Wed-Fri - 9:05-9:55am Mon thru Fri 3:00-4:30pm
11:15-12:05pm Tues/Thurs 10:00-3:00pm
2:00-2:50pm

Wednesday (PSE) 6:45-8:30

Sales Comp Training: Tues/Thurs 4:30-6:30pm

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

MARK: 4220

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

Mark:4220
 Fall Semester 2008

Grade Computation

		BUDGET	ACTUAL	VARIANCE
ATTENDANCE & PARTICIPATION	(10 random checks 5 points each)	50	_____	_____
<u>TESTS</u>				
1	(30-35 questions) + 2 Essays	50	_____	_____
2	(30-35 questions) +2 Essays	50	_____	_____
3	(30-35 questions) +2 Essays	50	_____	_____
<u>BRIEFS</u>				
1		25	_____	_____
2		25	_____	_____
3		25	_____	_____
<u>TEAM LEADERSHIP INTERVIEW</u>		25	_____	_____
TEAM CASE ANALYSIS PRESENTATION	1	50	_____	_____
	2	50	_____	_____
<u>FINAL TEAM PRES</u>		50	_____	_____
<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 11/08/08

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 **50** points allotted for attendance which will be taken at random **10** 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)

MARK:4220
Sales Force Strategy
And Management

BRIEF ASSIGNMENTS

Brief #	Group	Article
9/3	A-G	Eli Jones, Steven P. Brown, Andres A Zoltners and Barton A. Weitz “The Changing Environment of Selling and Sales Management” <u>Journal of Personal Selling and Sales Management</u> 25 (Spring 2005): 105-12.
9/3	H-M	Dominique Rouzies, Erin Anderson, Ajay K. Kohli, and Ronald E. Michaels et al., “Sales and Marketing Integration A Proposed Framework,” <u>Journal of Personal Selling & Management</u> 25, no. 2 (Spring 2005): 113-24.
9/3	N-Z	James Boles, Thomas Brashear, Danny Bellenger, and Hiram Barksdale Jr., “Relationship Selling Behaviors: Antecedents and Relationship with Performance,” <u>Journal of Business & Industrial Marketing</u> 18, no. 2/3 (2003): 141-62.
10/1	A-G	Dennis B. Arnett, Barry Macy, and James B. Wilcox, “The Role of Core Selling Teams in Supplier-Buyer Relationships,” <u>Journal of Personal Selling & Sales Management</u> (Winter 2005): 27-42.
10/1	H-M	Lisa Gschwandtner “Team Performance Measurement” <u>Journal For Quality and Participation – Selling Power</u> (June 2001): 52-59.
10/1	N-Z	John F. Tanner Jr., Michael Ahearne, Thomas W. Leigh, Charlotte Mason, and William C. Moncrief, “CRM in Sales – Intensive Organizations: A Review and Future Directions,” <u>Journal of Personal Selling & Sales Management</u> 25 (Spring 2005): 169-80.
11/5	A-Z	“Firing Up the Front Line” <u>Harvard Business Review</u> (May-June 1999): 107-117 Jon R. Katzenbach and Jason A. Santamaria
12/3	A-Z	SALES MANAGEMENT INTERVIEW (TEAM)

**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)

MARK 4220
Team Case Presentations

Team #	Case Study - Date *		Case Study II - Date	
1	1.2 Centroin Com.	9/8	7.2 Sales Tech	10/13
2	2.1 Billings	9/10	9.1 Hops	10/15
3	2.2 J.R. Company	9/12	10.1 School Supplies	10/20
4	3.1 Cosair Gas	9/15	11.1 Schinder	10/22
5	4.1 Solex Digital	9/17	12.1 Syntel Inc.	10/24
6	5.2 Global	9/22	13.2 J.B.'s	10/27
7	6.1 Playmart.	9/24	14.2 Midwest	10/29

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: 4220 MWF 1:25 PM – 2:15 PM
Team Structure
Fall 2008
Sales Competition

1	Allibert, Emmanuelle Amini, Kaison Valee Aspin, Martin James Gregory, Chris
2	Boskoff, Katherine L Douthit, Benjamin Te Gawron, Andrew Josep Sanchez, Hector
3	Heavlin, Jennifer Ni Ortega, Donald James Peterson, Matthew Ja Solomon, Ryan Michae
4	Jenkins, Katherine E. Kapadia, Nirali Bhar Koe, Andy Kuncoro Lanford, Ryan
5	Lynn, Robert Jason Mason, Michael Charl Moore, Michael Jenki Morris, Derron Ye-Mu
6	O'Dell, Mallory Eliz Park, Joseph Hwan Vickroy, Aaron Thoma
7	Williams, Justin Wills, David S. Yochum, Bradley Scot

MARK: _____

TEAM #: _____ DATE: _____

TOPIC NAME: _____ DAY: _____

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)**