

**MARK: 4220**

**WELCOME!**

**Monday-Wednesday-Friday**  
**03-395**  
**1:25 PM – 2:15 PM**

**SALES FORCE STRATEGY**  
**AND**  
**MANAGEMENT**

**Caldwell 304**  
**Fall Semester 2009**

MARK 4220

SALES FORCE STRATEGY  
AND  
MANAGEMENT

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Mark: 4220

Fall Semester 2009

| Wk | Date  | Monday                        | Date  | Wednesday                            | Date  | Friday                     |
|----|-------|-------------------------------|-------|--------------------------------------|-------|----------------------------|
| 1  | 8/17  | Introduction                  | 8/19  | Lecture                              | 8/21  | Team Structure             |
| 2  | 8/24  | Lecture                       | 8/26  | Lecture                              | 8/28  | Lecture                    |
| 3  | 8/31  | Lecture                       | 9/2   | Lecture                              | 9/4   | Lecture                    |
| 4  | 9/7   | No Class – Holiday            | 9/9   | Tm Case Pres 1<br>Lecture            | 9/11  | Test I                     |
| 5  | 9/14  | Tm Case Pres 2 & 3<br>Lecture | 9/16  | Tm Case Pres 4<br>Lecture            | 9/18  | Tm Case Pres 5<br>Lecture  |
| 6  | 9/21  | Tm Case Pres 6<br>Lecture     | 9/23  | Brief 1<br>Lecture                   | 9/25  | Tm Pres Case 7<br>Lecture  |
| 7  | 9/28  | Tm Case Pres 8                | 9/30  | Lecture                              | 10/2  | Tm Case Pres 9<br>Lecture  |
| 8  | 10/5  | Tm Case Pres 10<br>Lecture    | 10/7  | Tm Case Pres 11<br>Lecture           | 10/9  | Tm Case Pres 12<br>Lecture |
| 9  | 10/12 | Lecture                       | 10/14 | Test II                              | 10/16 | Tm Case Pres 13            |
| 10 | 10/19 | Lecture                       | 10/21 | Lecture                              | 10/23 | Lecture                    |
|    | 10/24 | Saturday                      |       | Terry Fall Sales<br>Competition      |       |                            |
| 11 | 10/26 | Tm Case Pres 1<br>Lecture     | 10/28 | Tm Case Pres 2<br>Lecture            | 10/30 | No Class                   |
| 12 | 11/2  | Tm Case Pres 3<br>Lecture     | 11/4  | Tm Case Pres 4<br>Brief 2            | 11/6  | Tm Case Pres 5<br>Lecture  |
| 13 | 11/9  | Tm Case Pres 6<br>Lecture     | 11/11 | Lecture                              | 11/13 | Tm Case Pres 7<br>Lecture  |
|    | 11/16 | Lecture                       | 11/18 | Lecture                              | 11/20 | Test III                   |
| 14 | 11/23 | No Class                      | 11/25 | Thanksgiving Holidays                | 11/27 | No Class                   |
| 15 | 11/30 | Tm Case Pres 8<br>Lecture     | 12/1  | Tm Case Pres 9<br>Lecture            | 12/4  | Tm Case Pres 10<br>Lecture |
| 16 | 12/7  | Tm Case Pres 11<br>Lecture    | 12/8  | MWF Schedule<br>TM Case Pres 12 & 13 | 12/9  | Reading Day                |
| 17 | 12/14 | Finals                        | 12/16 | Finals                               | 12/18 | Graduation                 |

## COURSE SPECIFICS:

MARK: 4220

CREDIT HOURS:

PREREQUISITES (S)

SALES FORCE STRATEGY AND MANAGEMENT

3 HOURS

MARK 3000

Call Number: 03-395

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  
                      Shaping Future Sales Leaders  
                      Tanner  
                      Honneycutt  
                      Erffmeyer  
                      ISBN 13: 978-0-13-232412-0  
  
                      ISBN 10: 0-13-232412-1  
                      Prentice Hall

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:      Caldwell 304

## About your Instructor

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

|                              |                         |
|------------------------------|-------------------------|
| Class Hours:                 | Office Hours:           |
| Mon-Wed-Fri - 9:05-9:55am    | Mon/ Wed 2:30-5:00 pm   |
| 11:15-12:05pm                | Tues/Thurs 10:00-3:00pm |
| 1:25-2:15pm                  | Friday 2:30-4:30 pm     |
| Wednesday (PSE) 7:00-8:30 pm |                         |

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

Director: Terry Sales  
Competition

Coach/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 360<sup>0</sup>

Mark:4220  
 Fall Semester 2009

**Grade Computation**

|   |   | <b>BUDGET</b> | <b>ACTUAL</b> | <b>VARIANCE</b> |
|---|---|---------------|---------------|-----------------|
| <b>ATTENDANCE &amp; PARTICIPATION</b>                 | <b>(10 random checks<br/>5 points each)</b> | 50            | _____         | _____           |
| <b>TESTS</b>  |   |               |               |                 |
| 1   | (30-35 questions) + 2<br>Essays             | 50            | _____         | _____           |
| 2   | (30-35 questions) +2<br>Essays              | 50            | _____         | _____           |
| 3   | (30-35 questions) +2<br>Essays              | 50            | _____         | _____           |
| <b>BRIEFS</b>   |   |               |               |                 |
| 1   |   | 50            | _____         | _____           |
| 2   |   | 50            | _____         | _____           |
| <b>TEAM CASE ANALYSIS<br/>PRESENTATION</b>            | <b>1</b>                                    | 50            | _____         | _____           |
| <b>TEAM LEADERSHIP<br/>INTERVIEW<br/>PRESENTATION</b> | <b>2</b>                                    | 50            | _____         | _____           |
| <b><u>FINAL TEAM PRES</u></b>                         |   | 50            |               |                 |
| <b><u>FINAL EXAMINATION</u></b>                       |   | 100           | _____         | _____           |
| <b>TOTAL</b>  |   | 500           | _____         |                 |

**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 10/24/09

**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 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 - Page Number - Date |       | Interview – Companies - Date |       |
|--------|---------------------------------|-------|------------------------------|-------|
| 1      | The Plantation – 374            | 9/7   |                              | 10/26 |
| 2      | Lexington- 380                  | 9/9   |                              | 10/28 |
| 3      | San Francisco Giants - 382      | 9/12  |                              | 11/2  |
| 4      | T.I.P. Financial – 386          | 9/16  |                              | 11/4  |
| 5      | Wellco – 391                    | 9/18  |                              | 11/6  |
| 6      | Pacific – 394                   | 9/21  |                              | 11/9  |
| 7      | Southern Sales – 399            | 9/25  |                              | 11/13 |
| 8      | AFGAR Corp. – 401               | 9/28  |                              | 11/30 |
| 9      | Freedom Telecon – 406           | 10/2  |                              | 12/2  |
| 10     | Sarasota Journal – 412          | 10/5  |                              | 12/4  |
| 11     | Concord – 417                   | 10/7  |                              | 12/7  |
| 12     | Cannon – 421                    | 10/9  |                              | 12/8  |
| 13     | Handout                         | 10/16 |                              | 12/8  |

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 2009**  
**Sales Competition**

|   |   |
|---|---|
| 1 | Arndt, Elizabeth<br>Baugh, Tyler<br>Castleberry, Laura<br>Chernnet, Alia          |
| 2 | Cothran, Shanice<br>Czarniak, Benjamin<br>Darity, Jessica<br>DiFiore, Christopher |
| 3 | Edenfield, Bobby<br>Edenfield, David<br>Flynn, Courtney                           |
| 4 | Glass, Michelle<br>Hammons, Amanda<br>Harris, Talisha<br>Healey, Sean Patrick     |
| 5 | Hunter, Nathan<br>Jacques, Brandon<br>Jarry, Ryan<br>Jarvis, Corey                |
| 6 | Kicker, Ashley<br>Kim, John<br>King, Holly<br>Kruhm, Joshua                       |
| 7 | Lee, Estelle<br>Levene, Michael<br>Lewis, Kamilah<br>Lipps, Hilary                |
| 8 | Logan, Lance<br>Merritt, Catherine<br>Morrison, Jared<br>Osteen, Sara             |
| 9 | Owens, Bryan<br>Parker, Courtney<br>Peters, Tyler<br>Pierce, Alan                 |

|    |  |
|----|--|
|    |  |
| 10 | Reed, Lauren<br>Renfrow, Darren<br>Richey, Jack<br>Sharp, William      |
| 11 | Smith, Arnold Joseph<br>Smith, Sara<br>Sobel, Jacob<br>Stephens, Tyler |
| 12 | Sullivan, Elaina<br>Torbert, Benjamin<br>Toro, Juan<br>Troutt, Megan   |
| 13 | Walthall, Wesley<br>Wardlaw, Jack<br>Wasser, Brent                     |

**MARK:** \_\_\_\_\_

TEAM #: \_\_\_\_\_ DATE: \_\_\_\_\_

TOPIC NAME: \_\_\_\_\_ DAY: \_\_\_\_\_

|                                |
|--------------------------------|
| <b>TEAM PRESENTATION-CASES</b> |
|--------------------------------|

|                      |       |   |   |   |   |
|----------------------|-------|---|---|---|---|
| ➤ 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)**

**MARK** \_\_\_\_\_

**TEAM CASE PRESENTATION**

**DATE:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**TEAM #** \_\_\_\_\_ **CASE** \_\_\_\_\_

**WHAT I LIKED ABOUT THE PRESENTATION:**

**WHAT I DIDN'T LIKE ABOUT THE PRESENTATION:**

**THE OVERALL TEAM SCORE SHOULD BE:** \_\_\_\_\_