



Comm. 341 Sales Management

for a full description of the School of Business at UNBC can be found at: <http://www.unbc.ca/commerce>

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Office Hours: As posted on Blackboard and at my office.

Course Description:

Comm. 341 provides an overview of the essential elements and principle responsibilities of successful sales management, and the necessary skills and attributes that an effective manager of sales people must master to excel in this position.

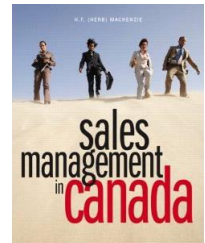
Students will be given the opportunity to apply specific precepts of sales management to address actual management issues and thus develop a firsthand appreciation for the situational realities and requirements of successful contemporary sales management. While such knowledge is interesting and valuable in its own right, an empathetic understanding of the sales dynamic is invaluable to students contemplating a career that involves dealing with sales organisations.

The class will blend lecture style and an interactive format to provide a forum whereby students can offer their own ideas regarding concepts covered in class and learn to support these ideas.

Course Objectives:

The purpose of this course is to:

1. Develop an appreciation and understanding of the basic precepts and elements involved in effective sales management.
2. Acquire an appreciation for the essential role that the applied psychology of leadership, group dynamics and environmental management play in successful sales management.
3. Gain an appreciation for, and understanding of, the role and importance of effective sales management in the company's organizational matrix and the relationships within this dynamic.



Required Text:

MacKenzie, H.. 'Sales Management in Canada, 1st edn. Pearson Prentice Hall, Toronto, Ontario, 2008.

Course Assignments and Grade Weighting:

Assignment	Due Date	Grade Weight
Sales article discussion - participation	Varies	10%
Sales pitch – group assignment	Last 2 weeks of class	30%
Midterm	Feb 4	30%
Final exam	To be scheduled	30%

Assignment Description:

Paper Format: Adherence to all academic standards and forms is expected. Of particular note are the use of the third person in all assignments; the proper citation of sources; inclusion of bibliographies; and the use of proper spelling and grammar. Marks will be deducted for deviation from those norms.

Due Dates / Late Assignments: Quizzes are to be completed by 5 pm on the Friday of the week that they are assigned. The paper is due at the beginning of class on the date indicated. No assignments are accepted after the due date.

Missing Exam: Advance notice must be given when a student is unable to appear for an examination. Only duly authenticated bereavement and illness are admissible justifications for absence from a scheduled examination. For students with an admissible justification on the midterm will write a cumulative final examination covering all of the material in the course.

Grading System:

Excellent	A+	90%-100%	Satisfactory	C+	67%-69.9%	Failure	F	0%-49.9%
	A	85%-85.9%		C	63%-66.9%			
	A-	80%-84.9%	Marginal	C-	60%-62.9%			
Good	B+	77%-79.9%		D+	57%-59.9%			
	B	73%-76.9%		D	53%-56.9%			
	B-	70%-72.9%		D-	50%-52.9%			

Course Schedule:

Date	Material Covered	Ch	Article	Assignment
Jan. 7	Course overview, review of key concepts	1		All teams form
Jan. 14	Planning Strategy for Marketing and Sales	2		
Jan. 21	Organising the Selling Function Estimating Potential and Forecasting Sales	3 4		
Jan. 28	Developing and Growing Account Relationships Enhancing Customer Interactions	5 6		
Feb 4	Midterm	1-6		Midterm
Feb. 8-12	Family Day / Reading Break – UNBC closed			
Feb. 18	Return midterm Recruiting and Selecting Sales People	7		
Feb 25	Training Sales People	8		
Mar 3	Motivating Sales People	9		
Mar. 10	Compensating Sales People	10		
Mar. 17	Leading Sales People	11		
Mar. 24	Ethical and Legal Responsibilities Reviewing and Evaluating Sales Performance	12 13		
Mar. 31	Sales presentations			Teams 1-4
Apr 7	Sales presentations			Teams 5-8

Please note the articles for in-class discussion.

Plagiarism and Academic Misconduct:

It is the student's responsibility to be aware of UNBC's Academic regulations, policies and procedures as described in the University calendar.

A definition of academic misconduct includes:

Cheating (using unauthorized material, information, or study aids in academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement, assisting others in any act, submission of the same work for grades in two courses without permission of the instructor or attempts to engage in such acts.

The regulations on plagiarism apply to all material submitted for a grade: essays, exams, assignments, cases, presentations, quizzes, and practice sets. Any case of suspected academic misconduct will be reported to the campus registrar. If the student is found guilty of academic misconduct there are both grade penalties and disciplinary penalties. Before there is any intention (on your part) or suspicion (on the part of your instructor or your peers) of wrongdoing, please see the instructor to discuss any problems of this nature. If your paper closely resembles a paper from this class or any other class (either written by you or another student, in this semester or any other), this will be considered an infraction of the academic misconduct code.

Ethical Standards:

The following behaviors are considered unethical:

1. Telling the instructor that you "need" a certain grade.
2. Asking for extra assignments for the purpose of raising a grade.
3. Asking that the grade be raised because it is very close to the next higher grade.
4. Asking that the grade be raised because you did very well on one part of the course/grading scheme.
5. Asking for a higher grade because you don't like the grading scheme.
6. Asking to be allowed to turn in an assignment late - even a few minutes late - because of computer or printer problems or any other reason.
7. Asking to be treated better than other students by making an exception to the rules.
8. Asking for any other unfair advantage in grading.

Disability Services:

Any student in this course who, because of a disability, may need special academic accommodation are invited and encouraged to discuss this with me, or contact Disability Services.

Articles for in-class discussion:

	Article	Authors	Publication	Discussion Date
1	One More Time: How do you motivate employees?	Frederick Herzberg	Harvard Business Review, 2003 January	
2	The psychological price of Entrepreneurship	Jessica Bruder	Inc. Magazine, Sept 2013 issue	
3	Why service stinks.	Diane Brady	BusinessWeek, Oct. 23, 2000	
4	Understanding what your sales manager is up against.	Barry Trailer, Jim Dickie	Harvard Business Review 2006 July–August	
5	Match your sales force structure to your business life cycle.	Andris Zoltners, Prabhakant Sinha, Sally Lorimar	Harvard Business Review 2006 July-August	
6	The changing environment of selling and sales management.	Eli Jones, Steven Brown, Andris Zoltners, Barton Weitz	Journal of Personal Selling & Sales Management, vol. XXV, no. 2 (spring 2005).	
7	What makes a good salesman.	David Mayer, Herbert Greenberg	Harvard Business Review 2006 July-August	
8	Personal selling & sales management: a relationship marketing perspective.	Barton Weitz, Kevin Bradford	Journal of the Academy of Marketing Science, vol 27, No. 2 (1999)	
9	The end of solution sales.	Brent Adamson, Matthew Dixon, Nicholas Toman	Harvard Business Review 2012 July-August	
10	Motivating salespeople: what really works.	Thomas Steenburgh, Michael Ahearne	Harvard Business Review 2012 July-August	
11	When the longtime star fades.	Jimmy Guterman	Harvard Business Review 2010 September	
12	Transformational leadership: an initial investigation in sales management.	Alan Dubinsky, Francis Yammarino, Marvin Jolson, William Spangler	Journal of Personal Selling & Sales Management, vol XV, no. 2 (Spring 1995).	
13	Major sales – who really does the buying?	Thomas Bonoma	Harvard Business Review 2006 July-August	
14	Making the major sale.	Benson Shapiro, Ronald Posner	Harvard Business Review 2006 July-August	