Syllabus

Course Title: Sales Management
Course Number: MKTG311, Section 001
Course Description: Sales Management familiarizes students with marketing-sales interfaces including sales force role and capabilities, personal selling strategies, organizational relationships, and responsibilities of sales managers, including training, motivating, and evaluating sales force.

Class Location: Robinson Hall, B203
Class Meeting Time: Wednesdays, 4:30 P.M. until 7:10 P.M.
Final Exam: Wednesday, December 11, 2011, 4:30 P.M. to 7:15 P.M.
Instructor: Jeffrey Kulick
Contact information: I usually return email and phone mail messages the same day I receive them.
   University office: Room 139, Enterprise Hall
   Telephones (leave a message at any of these numbers):
      Home office:  703-281-2588
      Cell:  703-851-6450
   E-mail addresses:
      University:  jkulick@gmu.edu
      Personal:  jeff.kulick@verizon.net
Course Website: Use Blackboard
Office hours: Wednesdays, 3:00 P.M. to 4:00 P.M., or by appointment.

Course Prerequisites
Prior to beginning the course, students must have completed Marketing 301 and have attained degree status.

Course Materials
The text for the course is Sales Management: Building Customer Relationships and Partnerships, by Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta and Barry J. Babin, Houghton Mifflin,
This text is readily available online and in the GMU Bookstore. In addition, we will examine two cases:

- “Jindi Enterprises: Finding a New Sales Manager,” Richard Ivey School of Business, 2003, and,

I will provide you with additional materials from other sources during class. The classroom discussions and presentations will be the basis for insights and deep understanding of key concepts. These materials will be the basis for examination questions. Any materials distributed in class will also be available on the University’s Blackboard site for the class.

Guest speakers will be invited to join the class. They will discuss their particular areas of specialization and expertise; they will also provide you with insights into how sales and sales management practices might differ from what is presented in the textbook.

From time to time, class work and the text will be supplemented by suggestions for outside reading. These suggested materials will be for the interest and development of the student, and they will not be the basis for examinations. If you are interested in a specific topic or section, please let me know. I will be glad to share bibliographies and titles from my library.

Course overview
The course presents marketing principles, concepts, strategies, and analytical tools used by sales force managers and marketers to incorporate personal selling into an overall marketing strategy. Sales forces often represent the single largest marketing expense, and sales and sales management represents the most common occupation in the U.S. Sales forces are generally the most immediate form of contact between a firm and its customers. The emphasis is on how to organize a sales force, direct sales force operations, plan operations and evaluate results. Personal selling, especially in a business-to-business context, will be developed.

Sales forces deal directly with the external environment of a business. As such, selling and marketing practices demonstrate a company’s behaviors and beliefs to consumers, suppliers, shareholders and other stakeholders. It is critical that marketers act ethically and assume a leadership role in business ethics. Ethics in business – particularly ethics in marketing – will be an emphasis.

At the successful conclusion of the course, you will be able to:

- Describe the interfaces between marketing and sales
- Understand how sales forces are organized, recruited and developed
- Describe how territories are developed, sales forces are organized and compensated, and how sales forces are managed
• Grasp the essential elements of personal selling
• Use tools to analyze and evaluate sales performance
• Understand the ethical challenges marketers face and develop a framework for making personal, ethical choices.

In addition, you will practice the kinds of skills necessary in marketing through the assignments and class work including:
• Working in small groups to address marketing issues
• Problem solving, individually and in small groups
• Business writing
• Thinking critically and making decisions with imperfect information
• Research capabilities as they pertain to marketing.

NOTE: Marketing 333, Business-to-Business Marketing is a good companion course to Sales Management. It focuses on marketing issues that are closely related to many of the issues in this course. The course is generally offered in the Spring and Summer semesters.

Course learning objectives
Please see the Appendix for a description of how this course addresses the Undergraduate Learning Goals.

The discipline-specific goal will be emphasized, and your learning will be measured in the project and in examinations:
1. Our students will be competent in their discipline.
   You will understand how the marketing mix is used. This course provides a foundation for marketing and other courses within the School of Management. These will help you create an acceptable marketing plan.

Class structure
The course incorporates three basic elements or approaches – introduction of concepts through reading and lectures, application of these concepts through class case studies and homework, and integration of the concepts into the group-project case study and interview project. You will also develop your critical thinking skills as a foundation for the integration of the specific marketing and management concepts.

During the first weeks, the emphasis will be on the introduction of concepts. The middle section will emphasize application of concepts. The end will emphasize integration of the concepts.
Work in classes will focus on small-group exercises. You are responsible, however, for the primary learning.

The quality of your learning will increase dramatically if you are well prepared for class. You will be provided with Reading Assignments to help you focus on the main concepts in the textbook chapters.

Your learning will be evaluated in four different ways:

- Examinations. The exams will follow the textbook sections.
- Class participation. How you contribute to the class will be a part of the overall evaluation.
- Group assignments. You will work with a group to develop case studies, and you will be evaluated on the written report. You will be evaluated as part of the group. The group will also evaluate the work of others on the group.
- Individual course project. This is a writing project.

Grades

You may earn up to 1,000 points during the course of the class. Your grade will be determined by the number of points that you earn.

Excellent demonstrations of understanding, application, integration and clear understanding will distinguish efforts that receive the highest points in assignments. Concise, insightful responses and presentations are preferred over rambling, unfocused responses.

Points may be earned as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Points</th>
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<tbody>
<tr>
<td>Examinations:</td>
<td></td>
</tr>
<tr>
<td>Two examinations (150 points each)</td>
<td>300 points</td>
</tr>
<tr>
<td>Final exam (comprehensive)</td>
<td>250 points</td>
</tr>
<tr>
<td>Points from Examinations</td>
<td>550 points</td>
</tr>
<tr>
<td>Case study assignments (50 points each)</td>
<td>100 points</td>
</tr>
<tr>
<td>Interview project</td>
<td></td>
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<tr>
<td>Deliverable #2</td>
<td>50 points</td>
</tr>
<tr>
<td>Deliverable #3</td>
<td>50 points</td>
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<tr>
<td>Final report</td>
<td>200 points</td>
</tr>
<tr>
<td>Total interview project</td>
<td>300 points</td>
</tr>
<tr>
<td>Class participation</td>
<td>50 points</td>
</tr>
<tr>
<td>TOTAL POINTS TO BE EARNED</td>
<td>1,000 points</td>
</tr>
</tbody>
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Grade scale

Your final grade for the course will depend on the total number of points you earn:

<table>
<thead>
<tr>
<th>Points</th>
<th>Letter Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>940 – 1,000 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>830 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 829 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>700 – 769 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>600 – 699 points</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>Below 600 points</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Individual assignments are not given letter grades – only the points earned.

Please note: The University considers a B to be a good grade. The School of Management considers a B to be a good grade. I consider a B to be a good grade. I hope there are many A’s in the class, but an A is a grade that is not earned automatically.

Examinations

You will take four closed-book, no-notes exams in the course – two Part exams and one comprehensive final. The exams will be a combination of short answer and objective questions. As the schedule permits, the class will review major concepts before the exam.

The exams will cover the textbook materials, supplemental materials from the class and all in-class presentations.

Any use of electronic devices during the testing times will be interpreted as a violation of the University Honor Code. These devices include cellular phones, electronic translators, calculators and similar devices. Any student using such devices during an exam or any form of cheating during the exam will result in a grade of zero for the test.

Consistent with University policy, only provable, i.e., documented, absences due to personal illness or family emergencies constitute acceptable absences for missing exams. Preplanned weddings, vacations and deep-discount airfares are not acceptable excuses. There are no make-up exams or adjustments to satisfy the convenience of the students enrolled in this class.
If an examination is missed, you must make up the exam within one week. Unless you have made prior arrangements, a missed exam will result in a penalty of 10 percent of the total for the examination.

You must read the text. Lecture, notes and summaries will help you understand the text, but they cannot be considered an adequate substitute for reading the text.

**Group project and evaluations**
The class will be divided into small groups, and the groups will work together on a case designed to integrate the materials presented in the course. You will receive a specific assignment on the group project.

Group work is always a challenge, whether you are in school, at work or at play. The diversity of opinions and backgrounds will enrich the learning experience, but it brings additional challenges. You will find both free-riders and domineering people who refuse to listen to the thoughts of others.

Each member of a group is responsible for making the group work. As an incentive, each member will privately evaluate all members of the group at the end of the semester. This evaluation portion of the grading will be applied to the class participation points.

In extreme cases, and only with the instructor’s explicit and prior approval, a group may “fire” another member of the group. No student may be fired until it is clear that he or she will not work with the group. The group must first demonstrate attempts to resolve outstanding conflict. Students who are “fired” from the group will receive a zero for the assignment, and the firing group will receive a 5% penalty for the action. It is everyone’s interest to work effectively.

**Specific responsibilities**
To meet the course objectives, you will use reading, assignments, projects, discussion and research. Emphasis will be placed on learning and applying theories and techniques to a variety of situations.

Attendance is expected. Much of the material will be developed in class and in discussion.

If there are emergencies or unavoidable absences, you should contact me prior to the class. You must arrange to get handouts and assignments from fellow students or Blackboard.

Detailed class and reading assignments will be made during the course. Cases for each chapter will be identified prior to the class. Assignments will be posted on Blackboard.
Class participation
Marketing is enhanced by dialogue, and this class will be greatly enhanced when students actively participate. Class participation is essential to develop communication skills and explore topics in depth.

Students who make an effort to participate will be noticed. Students will be evaluated on active participation including both speaking and listening, demonstrating the ability to evaluate others’ comments constructively, demonstrating familiarity with assigned readings and working effectively with groups and the class as a whole. Class participation will be worth up to 50 points toward the course grade.

To earn the full points, the student should:

- Volunteer examples, insights and responses in class.
- Demonstrate having read assignments, thought about the questions and analyzed materials.
- Build on the comments of others—disagreeing where appropriate but also supporting the comments and integrating viewpoints.
- Share expertise and experiences relevant to the discussion.
- Comment on the substance and topic of the classes demonstrating integration of the materials.

Not everyone likes speaking up in a class situation. If, however, the student does not enter into the discussions, there is no way to tell if he or she is learning or understanding the concepts presented. Each student is expected to contribute. Those who do not like to speak up in class will find opportunities to participate in the small groups.

You will also be evaluated by the members of your group in a peer evaluation. This evaluation will extend beyond the case study presentation to the work in class exercises, which will also use the same group structure. Ten points out of the 50 points possible will be based on the peer evaluation.

In the middle of the course, you will complete a class participation self-evaluation. I will review the assessment to ensure we have a common perception of your class participation.

Written reports
I look for internal validity (that the comment or recommendation is based on appropriate principles of marketing) and external validity (the comment or recommendation is reasonable given the environment in which the organization functions). Additionally,
organization, understanding, originality, breadth, depth of coverage and clarity of expression are important evaluation criteria.

The quality of the final product will be enhanced by going to outside sources. The textbook provides you with basic concepts and explanations. Sales management and personal selling, however, are very broad topics. There is a wide range of supplemental material including academic texts, research, journals, popular books, internet-based sites, collections of anecdotes and more.

All work is due at the beginning of the class on the due date. Late work will not be accepted unless specific, prior arrangements have been made with the instructor. If accepted late, late work will receive a lower grade. All work must be completed by the final examination.

Written and oral reports should always be appropriate to the audience and demonstrate concise business prose.

All written reports should be neatly typed, legible and free of errors in grammar and spelling. Reports should have a title page showing a title for the report, course name and number, date due and the student’s name.

If writing is not one of your strengths, you should plan to work with the Writing Center.

Please provide both a hard copy and well as an electronic copy sent to jkulick@gmu.edu.

Community Standards of Behavior
In keeping with the School of Management statement, the following standards of behavior will be an integral part of the course:

- Respect for the rights, differences and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Special note on electronic communications:
You may use your choice of email addresses for correspondence, but if I am not familiar with the name in the email, I will likely delete it for protection of my computing resources. Please be sure to identify the matter of the email in the subject line. And, please be aware that rules of grammar and spelling apply to emails; they are not text messages.

Do not text me with important information.
George Mason University Honor Code

Students are reminded of their responsibilities under the George Mason University Honor Code. It is understood that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and attempted cheating, plagiarism, lying and stealing.

The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

Students are also evaluated individually. While individuals may wish to consult, analyze and discuss their work with others, the student is responsible for ensuring he or she complies with the Honor Code.

The following paragraph is taken from http://academicintegrity.gmu.edu/honorcode

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

I take the Honor Code seriously. I will be glad to discuss any of the Honor Code definitions or implications. The responsibility of each student as well as the faculty to ensure the Honor Code is upheld.

Students with Disabilities

If you are a student with a disability and you need academic accommodations, please see me and contact The Offices of Disability Services (ODS) at 993-2474. All academic accommodations must be arranged through the ODS.
Other Useful Campus Resources

The Writing Center is a valuable resource for students. If you are unfamiliar with business writing, or if your writing skills are not as strong as you’d like, please plan a little extra time to get help with the Writing Center.

The Writing Center is located in Robinson Hall A114, (703-993-1200),
http://writingcenter.gmu.edu

University Libraries

You are strongly encouraged to use the University Databases and Libraries. You may want to use the “Ask a Librarian” service: http://library.gmu.edu/mudge/IM/IMRef.html

Counseling And Psychological Services (CAPS):
(703) 993-2380; http://caps.gmu.edu

University Policies

The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.
# Matrix Showing Key Topics, Textbook Reading Schedule, Assignment Due Dates and Exam Schedule

Events that will be graded are in bold face.

<table>
<thead>
<tr>
<th>Class and date</th>
<th>Key Topics</th>
<th>Textbook Reading Schedule</th>
<th>Group Responsibilities, Project Milestones and Key Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 1 August 28</td>
<td>Introduction; syllabus review; expectations; marketing/sales context; sales management and sales managers; group dynamics; case study methodology</td>
<td>Chapter One: <em>Introduction to Sales Force Management and the Evolving Roles</em></td>
<td>Select groups for case studies</td>
</tr>
<tr>
<td>Class 2 Sept. 4</td>
<td>Business ethics; the ethical challenge of sales forces</td>
<td>Chapter Two: <em>Managing Ethics in a Sales Environment</em></td>
<td>Interview Project Deliverable #1 due 09/07/13</td>
</tr>
<tr>
<td>Class 3 Sept. 11</td>
<td>Customer relationship management; loyalty and retention; technology and CRM</td>
<td>Chapter Three: <em>Customer Relationship Management and Building Partnerships</em></td>
<td></td>
</tr>
<tr>
<td>Class 4 Sept. 18</td>
<td>Roles of sales representatives; selling process; applying CRM to sales process</td>
<td>Chapter Four: <em>The Selling Process</em></td>
<td>Concept Review for Exam One</td>
</tr>
<tr>
<td>Class 5 Sept. 25</td>
<td>Forecasting and relation to operational planning; forecasting approaches; budgeting</td>
<td>Chapter Five: <em>Sales Forecasting and Budgeting</em></td>
<td>Exam Part One</td>
</tr>
<tr>
<td>Class 6 Oct. 2</td>
<td>Organization planning; sales management process; organizing the sales force</td>
<td>Chapter Six: <em>Sales Force Planning and Organizing</em></td>
<td>Interview Project Deliverable #2 due</td>
</tr>
<tr>
<td>Class 7 Oct. 9</td>
<td>Establishing and revising sales territories; time management and routing</td>
<td>Chapter Seven: <em>Time and Territory Management</em></td>
<td></td>
</tr>
<tr>
<td>Class 8 Oct. 16</td>
<td>Importance of recruitment; sources; recruiting; making the selection</td>
<td>Chapter Eight: <em>Recruiting and Selecting the Sales Force</em></td>
<td>Concept Review for Exam Two</td>
</tr>
<tr>
<td>Class 9 Oct. 23</td>
<td>Leadership; power; leadership theories; communications</td>
<td>Chapter Ten: <em>Sales Force Leadership</em></td>
<td>Exam Part Two</td>
</tr>
<tr>
<td>Class 10 Oct. 30</td>
<td>Sales compensation plans; developing the plans; elements and trends in sales compensation</td>
<td>Chapter Twelve: <em>Sales Force Compensation</em></td>
<td>Case Study #1 due: Jindi Enterprises: Finding a New Sales Manager</td>
</tr>
<tr>
<td>Class 11 Nov. 6</td>
<td>motivation theories; rewards and incentives</td>
<td>Chapters Eleven: <em>Sales Force Motivation</em></td>
<td>Interview Project Deliverable #3 due</td>
</tr>
<tr>
<td>Class 12</td>
<td>Nov. 13</td>
<td>Sales training; delivery; instructional methods; evaluation</td>
<td>Chapter Nine: <em>Training the Sales Force</em></td>
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<tr>
<td>Class 13</td>
<td>Nov. 20</td>
<td>Sales force analyses; improving profitability</td>
<td>Chapter Thirteen: <em>Sales Volume, Cost and Profitability</em></td>
</tr>
<tr>
<td>Class 14</td>
<td>Dec. 4</td>
<td>Performance appraisals; feedback; emerging perspectives</td>
<td>Chapter Fourteen: <em>Sales Force Performance Evaluation</em></td>
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<tr>
<td>Wednesday, Dec. 11</td>
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<td><strong>Comprehensive Final Examination</strong></td>
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Classes meet from 4:30 P.M. to 7:10 P.M. The Final Exam will be from 4:30 P.M. to 7:15 P.M.
Appendix: SOM Undergraduate Learning Goals and the Course

This course addresses the following Learning Goals of the School of Management (SOM):

1. **Our students will be competent in their discipline.**  
   Discipline competence will be measured in this course using exams, the case study project, the course-long, interview project, and participation in the areas of textbook chapter exercises and discussions.

2. **Our students will be aware of the uses of technology in business.**  
   This course requires students to send and receive e-mails, access and navigate the Blackboard learning system, conduct online research, and create MS Word and PowerPoint project documents.

3. **Our students will be effective communicators.**  
   This course requires all students to demonstrate their writing and speaking skills by composing and presenting a class project using Word and PowerPoint. Students also will be graded on their oral and written class participation.

4. **Our students will have an interdisciplinary perspective.**  
   Sales management and marketing draws upon many sister disciplines, including psychology, sociology, economics, public policy and regulation, law, accounting, finance, information systems, management and statistics.

5. **Our students will be knowledgeable about global business and trade.**  
   While the focus of the course is domestic sales management, the reality of international competition demands attention to global business and trade issues.

6. **Our students will recognize the importance of ethical decisions.**  
   The textbook for this course weaves marketing ethics though the entire course in separate exercises and as a critical dimension in all areas. Students also pursue ethics in the interview project.

7. **Our students will be knowledgeable about the legal environment of business.**  
   Legal dimensions occur throughout the course.

8. **Our students will be knowledgeable about team dynamics and the characteristics of effective teams.**  
   Students in this class will be part of a team working on the class project that requires some research and make recommendations. That project requires communication, cooperation, leadership, decision making and group consensus finding.

9. **Our students will understand the value of diversity and the importance of managing diversity in the**
context of business. Assignments include market analysis that underscores group and individual differences based on age, geography, ethnicity, gender and income.

10. Our students will be critical thinkers. Examinations and the projects require students to understand, apply and synthesize a variety of marketing issues, concepts, approaches and principles in a comprehensive, strategic approach. The interview project requires students to prepare hypotheses and analyses to support critical thinking.