



Date		Credits	3 Credits
Course Title	Hotel Sales Management	Course Number	HF 30620
Pre-requisite (s)	HFT 2500	Co-requisite (s)	None
Hours	45 Hours		

Place and Time of Class Meeting

San Ignacio University
3905 NW 107 Avenue, Suite 301
Miami, FL 33178

Name and Contact Information of Instructor

Book required

(The Institution recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)

Sales Management, Shaping Future Sales Leaders

Tanner, Jeff & Honeycutt, Earl D & Erffmeyer, Robert, C.

Prentice Hall, 2014

ISBN-13: 978-0-989701372 (paperback)

ISBN-13: 978-0-132324120 (hard cover)

Classroom expectations for students

Attendance Policy

Students are expected to attend all scheduled university classes for the courses that they are registered for and to achieve the goals set forth by each class instructor. Attendance is taken daily. Enrolled students are permitted no more than **2** “free” absences in one semester. Students missing **3-5** classes over the course of the semester will receive a one-letter grade deduction from their final course grade; missing more than **6** classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of an absence.

Student Tardiness Policy

A student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 6 tardies, the instructor will contact the San Ignacio University Coordinator of Student Affairs and Academic Department and request an intervention session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

NOTE: Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws. Students who commit plagiarism will obtain a grade of “Failure” on their exam or assignment.

Course Description

This course will provide the students with the necessary tools to close sales, generate revenue, attract customers, and develop plan sells promotions, the use of public relations and marketing. The students will be expected to create a sales plan that integrates all the aspects that a hotel can offer with creative and innovation

Learning Objectives

At the end of this course the student will be able to:

- Describe the sales management process and the responsibilities and activities of sales managers.
- Explain what the sales functions consists of and how salespeople affect a firm’s supply chain.
- Understand the historical development and different approaches to examining leadership.
- Recognize the contributions made by contemporary leadership approaches.
- Identify the more common ethical dilemmas that face sales people, sales managers, and sales executive.
- Distinguish between those organizational policies and practices that support ethical behavior and those that enable unethical behavior.
- Develop appropriate courses of action when one is personally faced with an ethical dilemma.
- Understand individual forces that influence the B2B buying process
- Comprehend how buyer-seller relationships are established and maintained.
- Understand individual forces that influence the B2B buying process.
- Explain how common technologies used today have altered sales forces and the way they are managed.

- Explain what a customer relationship management system is and the challenges related to implementing one.
- Understand that a sales force can be organized in multiple ways that match the way customers want to buy.
- Explain the advantages and disadvantages of different sales force organizational structures.
- Explain why it is important to have a diverse sales force.
- Distinguish the elements that contribute to effectiveness and ineffective training programs.
- Explain and describe the difference between sales supervision, management, and leadership.
- Identify the skills and abilities a person needs to become a good sales manager.
- Understand the elements of teamwork and how to successfully develop and work with teams, including virtual teams.
- Recognize the ethical challenges facing leaders and teams in the sales environment.
- Describe how sales managers use goals to guide and control the efforts of their sales forces.
- Apply goal setting theory in order to improve managerial and motivational practices.
- Summarize how motivation has been conceptualized and how the contributions of past studies can be incorporated into managerial activities.
- Explain the different models of motivation and how sales managers can utilize them.
- Distinguish different situations in which financial and nonfinancial rewards should be used to motivate sales people.
- Illustrate how compensation systems can be utilized to address different motivational needs.
- Identify the major elements of customer data integration.
- Explain how documented accessible customer information benefits a firm's various functional groups.
- Create sales forecasts using the various types of forecasting methods prominently implemented in sales settings.
- Understand the importance of profitability and the application of ROI and ROAM.
- Explain both input and output objective sales performance measures.
- Describe how the sales manager can implement an effective performance review.
- List and explain different cultural categories that guide organizations.
- Contrast the differences related to managing domestic versus overseas sales personnel.
- Explain why having a diverse sales force is important to the success of today's sales organizations.

Topical Outline and Schedule

DATE	WEEK 1
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the selling process in most companies and how various selling approaches affect the sales of the company. • Discuss the importance of a company having the proper system to sell in a multichannel environment. • Identify the traits of a successful sales person and sales manager. • Explain the importance of ethics and the law in sales. • Discuss the B2B relationship process. • Define how technology influences buyers in the market place. • Explain why a reliable customer relationship management system is crucial to the success of a company. • Identify the importance of leveraging information technology to increase market share. • Explain the designing and organizing of a reliable sales force. • Define the results of recruiting and selecting the proper sales staff. • Discuss managing a sales team, keeping the team motivated by coaching and mentoring the sales team. • Identify the importance of turning service into sales. • Discuss how culture affects the sales process.
TOPIC (S)	<ul style="list-style-type: none"> • Review and discuss the syllabus. • Discuss Library Orientation Course, Instructor to verify completion • Discuss the traits of a successful sales leader. • Explain how technology has impacted sales. • Identify the importance of hiring a reliable sales team to increase sales. • State the cultural differences and how the advantages and disadvantages to the sales team.
LEARNING ACTIVITIES	<p>Discussion of Syllabus Group discussion of their ideas of sales. As a group prepare a mission statement for the class.</p>
HOMEWORK & ASSIGNED READINGS	<p>Review the Syllabus Complete the Library Orientation Course. Instructor to verify completion. Homework: Read Chapter One and complete the questions and problems on page 22. Read Case Study #1 on page 374 and answer the questions on page 379, be prepared to discuss in the next class.</p>
DATE	WEEK 2
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Define the strategy hierarchy in a company. • Understand how a firm's sales and marketing strategies affect its overall strategy.



	<ul style="list-style-type: none"> • Identify the different types of selling strategies and how the selling process carries across those types. • Describe the sales management process and the roles of each person on the sales team. • Discuss the responsibilities and activities of sales managers. • Explain the importance of the customer relationship management systems that are utilized by companies to increase market penetration. • Compare and contrast the various selling approaches that are used in the sales force. • Discuss the importance of setting objectives to increase sales. • Understand how to prepare action plans to monitor sales. • Identify the roles of each participant in a sales team. • Compare and contrast the role of a sales person and a sales manager.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss Final Class Project & Presentation, • Discuss the how strategy hierarchy is utilized so each level can prepare a solid marketing plan. • Explain the effects that each relationship has on the company and consequently the importance of a solid Customer Relationship Management system. • Identify the benefits of detailed objectives and action plans • Compare and contract various selling approaches. • Discuss the various selling process and how each has a place in the selling field. • Define what makes a good sales leaders • Discuss the sales executive and sales managers duties
LEARNING ACTIVITIES	<p>Participate in group discussion. Discuss the Caselets on page 23 Discuss Case Study #1 on page 374</p>
HOMEWORK & ASSIGNED READINGS	<p>Homework: Read chapter 2 complete questions and problems on page 38 Case study #2 on page 380 answer the questions on page 381 Be prepared to discuss in class</p>
DATE	WEEK 3
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the duties of each of the sales functions. • Discuss how salespeople affect a firm's supply chain. • Identify the various channels in which the sales function can be carried out. • Explain how effective sales management efforts can align a firm's sales strategy in a multi-channel environment. • Discuss selling in a multi-channel environment. • Define the various types of outsourced salespeople. • Discuss the different types of company employed salespeople.

	<ul style="list-style-type: none"> • Discuss how seamless integration benefits the company as well as the customers. • Explain how alignment is achieved via technology.
TOPIC (S)	<ul style="list-style-type: none"> • Discussion of student topic selection, library research, tentative bibliography • Explain the sales function and multi-sales channels and how each has advantages and disadvantages. • Discuss how aligning the organization is critical in the age of technology. • Compare the various types of employees and how each has an impact on the company. • Explain the supply chain process from the beginning to the end, • Discuss outsourcing and how it impacts consumers.
LEARNING ACTIVITIES	<p>Case Study Group discussion of Caselets on page 40 and 41 Group activity to discuss how technology has changed how people buy.</p>
HOMEWORK & ASSIGNED READINGS	<p>Library Research. Develop Tentative Bibliography Due: Project Topic Due: Tentative Bibliography Homework: Read Chapter 3 and answer questions and problems on page 58. Read Case Study #3 on page and answer the questions and be prepared to discuss in class.</p>
DATE	WEEK 4
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Understand the historical development and different approaches to examining leadership. • Discuss the difference between a leader and a manager. • Recognize the contributions made by contemporary leadership approaches. • Identify issues today's sales leaders face. • Examine the skills of a successful leader. • Discuss leadership practices versus management practices. • Review the emerging theories of leadership.
TOPIC (S)	<p>Due: Project Topic Due: Tentative Bibliography</p> <ul style="list-style-type: none"> • Discuss leadership and the sales executive and how the development of a leader has evolved. • Examine behavioral approaches to sales and how each situation requires a different approach. • Identify steps to motivate the sales force to increase sales. • What is leadership and how leaders are developed. • Discuss leadership challenges for the sales executive. • Review the importance of selecting and hiring the proper sales people.

	<ul style="list-style-type: none"> • Discuss how to diversify the sales force.
LEARNING ACTIVITIES	<p>Group Discussion of Caselets on 59 and 60 Discussion of case study #3 Discuss as a group what motivates a person in the workforce.</p>
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Read Chapter 4 and answer questions on page 81. Read case study #4 and answer questions at the end of the case study, be prepared to discuss in class.</p>
DATE	WEEK 5
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Identify the more common ethical dilemmas that face sales people, sales managers, and sales executive. • Distinguish between those organizational policies and practices that support ethical behavior and those that enable unethical behavior. • Explain how principled leadership can foster a firm's ethical principles and corporate culture. • Develop appropriate courses of action when one is personally faced with an ethical dilemma. • Examine libertine ethics and how they affect others. • Discuss laws that affect sales.
TOPIC (S)	<ul style="list-style-type: none"> • Examine if profit is more valuable than values and morals. • Review approaches to ethics, what are the pros and cons of each. • Discuss how the conventionalist approach is viewed by others. • Explain the protestant ethic and how people use this to justify their actions. • Discuss the market imperative and how it compares to Darwin's approach and the notion of survival of the fittest. • Review how the libertine ethic is expressed by people because of their need to have freedom and do what they want as long as no one gets hurt. • Discuss how sales people are viewed as boundary spanners.
LEARNING ACTIVITIES	<p>Group discussion of Caselets on page 108 and 109 Discussion of case study 4 Review for exam 1</p>
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Read Chapter 5 and complete the questions and problems on page 106. Read case study 5 and answer the questions at the end of the study, be prepared to discuss in class.</p>
DATE	WEEK 6
SPECIFIC OBJECTIVES	<p>EXAM I</p> <ul style="list-style-type: none"> • Recognize how people make organizational purchasing decisions.

	<ul style="list-style-type: none"> • Describe and explain the three buying situations. • Identify the different roles played by buying center members. • Understand individual forces that influence the B2B buying process. • Comprehend how buyer-seller relationships are established and maintained. • Explain success factors that apply to buyer-seller relationships. • Discuss seller performance factors that lead to successful customer relationships.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss how to deliver long term customer value. • Examine the decision making process of a consumer. • Review the buyer's decision making process: Problem recognition, information search, evaluation of alternatives, purchase decision. And post purchase evaluation. • Review the buying stages in the B2B buying process. • Explain the buyer's criteria. • Discuss the various levels that influence the decision maker in the B2B process. • Review the purchaser, influencer, users, and gatekeepers in the B2B process. • Discuss team selling and how each participant affects the bottom line. • Identify the participant in multi-level selling. • Discuss the importance of a solid Customer Relationship Management system. • Review the strategies used in customer retention. • Discuss why business relationships end.
LEARNING ACTIVITIES	<p>Group discussion of case study 5 Discussion of Caselets on pages 130 and 131 Role play a sales interaction and have the others analyze the interaction.</p>
HOMEWORK & ASSIGNED READINGS	<p>Read Chapter 6 and 7 and complete the questions and problems on page 154 ad 183. Read case study 6 and 7 and answer the questions at the end of each case study, be prepared to discuss in class</p>
DATE	WEEK 7
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain how common technologies used today have altered sales forces and the way they are managed. • Explain what sales force automation technology is and what it is used for. • Explain what a customer relationship management system is and the challenges related to implementing one. • Explain how a firm's goal affects the organization of its sales force. • Understand that a sales force can be organized in multiple ways that match the way customers want to buy.

	<ul style="list-style-type: none"> • Explain the advantages and disadvantages of different sales force organizational structures. • Describe the various reporting relationships sales forces typically have. • Understand the advantages and disadvantages of outsourcing a firm's sales force.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss how to design and organize the sales force. • Review commonly used technology in sales. • Discuss the importance of a solid management software system. • Explain the importance of a knowledge based system to provide information to the customer. • Discuss sales force automation and how the technology has assisted sales people. • Review Customer Relationship Management systems. • Discuss issues in sales technology. • Discuss the challenges of implementing a CRM and SFA systems • Review the benefits of using technology in the workplace. • Discuss how a firm's goals determine the sales force. • Review how to organize the members of the sales force. • Compare and contrast when to a specialist versus a generalist. • Discuss how to structure the sales force. • Explain the telemarketing process and how sales increase with the use of the inside sales people. • Discuss the span of control in the sales force.
LEARNING ACTIVITIES	<p>Group discussion of case study 6 and 7 Discussion of Caselets on pages 156, 157, and 185 Class activity on developing goals for a sales force.</p>
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Read Chapter 8 and 9 and complete the questions and problems on page 183 ad 211. Read case study 8 and 9 and answer the questions at the end of each case study, be prepared to discuss in class</p>
DATE	WEEK 8
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Define why having a formal selection process improves the quality of newly hired sales people. • Discuss why it is important to analyze the skills a sales person needs to succeed and include that information in a job description. • Identify the sources from which salespeople can be recruited both within and outside of the firm. • Explain the five steps of the selection process. • Explain why it is important to have a diverse sales force. • List common recruiting mistakes and ways to avoid them. Identify factors that help determine what types of training are needed by sales

	<p>personnel.</p> <ul style="list-style-type: none"> • Summarize the inputs needed to design and deliver an effective sales training program. • Explain why it's important to assess the effectiveness of a firm's sales training and what's involved in the assessment. • Distinguish the elements that contribute to effectiveness and ineffective training programs.
<p>TOPIC (S)</p>	<ul style="list-style-type: none"> • Review the process to hire the right sales people. • Discuss the process to plan to hire sales people. • Explain how to calculate the turnover rate. • Discuss how to conduct a job analysis to optimize the sales force. • Review the steps to write a job description. • Discuss the methods used to recruit qualified candidates. • Review the traits that can be used to recruits internal and external candidates • Explain how to use referrals and other methods to recruit. • Discuss the application form for sales staff. • Explain how to conduct an effective interview. • Compare the various interview styles that can be used and when each benefits the firm. • Discuss how to handle background verifications. • Discuss the benefits of a diverse workforce. • Explain how to avoid common hiring mistakes. • Explain how to evaluate the success of the firm's sales force via the recruiting and selection efforts. • Discuss the importance of sales training. • Explain the training process. • Review how to identify the sales training needs. • Explain how to design a sales training program to fit the needs of the firm. • Describe how to write effective training objectives. • Compare and contrast different training methods and how to select the most effective delivery method for the firm. • Determine the best methods to analyze the training efforts.
<p>LEARNING ACTIVITIES</p>	<p>Discussion of Case Studies 8 and 9 Discussion of Caselets on page 185 Class discussion about sales training.</p>
<p>HOMEWORK & ASSIGNED READINGS</p>	<p>Continue research and work on final project Homework: Read Chapter 10 and complete the questions and problems on page 235. Read case study 10 and answer the questions at the end of the study, be prepared to discuss in class.</p>

DATE		WEEK 9
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain and describe the difference between sales supervision, management, and leadership. • Identify the skills and abilities a person needs to become a good sales manager. • Understand the elements of teamwork. • Discuss how to successfully develop and work with teams. • Explain how to work with virtual team members. • Recognize the ethical challenges facing leaders and teams in the sales environment. 	
TOPIC (S)	<ul style="list-style-type: none"> • Define what is supervision and when is the term used. • Explain what is a manager and the different management functions. • Define the traits of a leader and how a leader leads versus a manager. • Discuss the sources of power. • Define how power is transmitted. • Discuss the new school of management thought. • Explain the leadership competencies that sales managers need. • Discuss the benefits of mentoring team members. • Define the elements of teamwork and explain how different teams operate. • Explain virtual teams and how they integrate into the firm. 	
LEARNING ACTIVITIES	<p>Analysis of the examples raised in class. Discuss caselet on page 236 and 237 Group discussion of case study 10</p>	
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Read Chapter 11 and complete the questions and problems on page 254. Read case study 11 and answer the questions at the end of the study, be prepared to discuss in class.</p>	
DATE		WEEK 10
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Describe how sales managers use goals to guide and control the efforts of their sales forces. • Summarize the elements of an effective goal. • Distinguish when different outcomes and behavioral sales goals should be used. • Identify different resources available to capture information used for making effective decisions on goals. • Apply goal setting theory in order to improve managerial and motivational practices. • Explain the pros and cons of goal setting. • Define what the best method to establish goals is. 	

	<ul style="list-style-type: none"> • Assess when sales people assist in establishing their goals. • Discuss how goal setting impacts the sales person's performance.
TOPIC (S)	<ul style="list-style-type: none"> • Define what a sales quota is and when it should be established. • Explain why sales goals are important to an organization. • Discuss why using goals to guide and manage the performance of a firm's sale force is important. • Discuss how to motivate the sales force with sales goals. • Assess the financial return on the firm's investment in its products and services. • Compare the results achieved by sales people in different sales regions and territories. • Discuss the various types of goals and quotas. • Define what is input based goals or activity based goals. • Explain expense quotas and the importance of monitoring the expenses in a sales environment. • Define varies metric systems and how to determine which is the appropriate method for a firm. • Discuss how to set goals for the right period of time. In a seasonal environment the highest goals should be set for the strongest sales period and subsequent goals are adjusted accordingly. • Explain what should be the consequences if a team member does not meet their goals. • Discuss when it is appropriate to adjust and reset goals. • Explain the process for setting appropriate goals.
LEARNING ACTIVITIES	Discussion of Caselets on page 256 and 257 Discussion of Case Study 11
HOMEWORK & ASSIGNED READINGS	Continue research and work on final project Homework: Read Chapter 12 and complete the questions and problems on page 285. Read case study 12 and answer the questions at the end of the study, be prepared to discuss in class.
DATE	WEEK 11
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Summarize how motivation has been conceptualized and how the contributions of past studies can be incorporated into managerial activities. • Explain the different models of motivation and how sales managers can utilize them. • Identify generational differences in motivation and how to adopt motivational approaches for each group. • Describe how managers can utilize different motivational approaches for each group. • Distinguish different situations in which financial and nonfinancial rewards should be used to motivate sales people.

	<ul style="list-style-type: none"> • Illustrate how compensation systems can be utilized to address different motivational needs.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss why sales goals are important to an organization. • Identify how goals can help firm manage the performance of a sales force. • Explain how to compare the results achieved by sales people in different sales territories and regions. • Discuss the different types of goals and quotas that a firm can use to measure the performance of the sales team. • Explain how to measure the pipeline of the sales team members to determine how the sales person is managing the stream of customers. • Illustrate how expense quotas are utilized to keep the cost of products under control. • Explain how to handle situations when team members are not meeting their sales goals. • Determine when it is proper to change sales goals. • Utilize SMART goals when setting goals for the team. • Discuss how goal setting impacts the performance of the sales team. Summarize how motivation has been conceptualized and how the contributions of past studies can be incorporated into managerial activities. • Explain Discuss what motivates each individual sales person. • Explain intrinsic and extrinsic motivation factors. • Review Maslow's Hierarchy of Needs to classify the sales team to motivate them based on their individual needs. • Explain Adam's Equity Theory and Expectancy Theory and how they motivate each sales person on the team. • Compare and contrast generational characteristics and differences. • Define the different ways each person is motivated and the importance of the manager to understand what motivates each team member to increase sales. • Discuss financial and nonfinancial rewards and when each one is appropriate to utilize with the sales force. • Define the components of a rewards program and the best time to institute the program. • Discuss compensation of the sales team. Base salary or variable pay which is appropriate to use. • Define the entire reward package that is available to each sales person. • Compare the advantages and disadvantages of expense account plans. • Discuss methods managers can utilize to motivate each team member as an individual. • Discuss how sales managers can utilize motivation to improve the

	<p>performance of their team.</p> <ul style="list-style-type: none"> • Identify generational differences in motivation and how to adopt motivational approaches for each group. • Describe how managers can utilize different motivational approaches for each group. • Discuss the do's and don'ts of motivation to improve the sales force. • Distinguish different situations in which financial and nonfinancial rewards should be used to motivate sales people. • Illustrate how compensation systems can be utilized to address different motivational needs.
LEARNING ACTIVITIES	<p>Discussion of Caselets on page 256 and 257 Case study 12 Class discussion of goal setting and how it has impacted them if applicable.</p>
HOMEWORK & ASSIGNED READINGS	<p>Due: First Draft of Final Project Read Chapter 13 and complete the questions and problems on page 310. Read case study 13 and answer the questions at the end of the case study, be prepared to discuss in class.</p>
DATE	WEEK 12
SPECIFIC OBJECTIVES	<p>MIDTERM EXAM II</p> <ul style="list-style-type: none"> • Identify the major elements of customer data integration. • Explain how documented accessible customer information benefits a firm various functional groups. • Create sales forecasts using the various types of forecasting methods prominently implemented in sales settings. • Discuss the competitive edge that the sales force brings to the firm via their knowledge base of each customer. • Explain the importance of manufacturing, product development, finance and accounting, marketing, and human resources with sales management. • Explain sales forecasting based on the market and past sales. • Discuss how to determine market potential based on elasticity and inelastic demand. • Discuss forecasting methods utilized in sales. • Define factors that affect the sales of a company based on market potential. • Review the forecasting process.
TOPIC (S)	<ul style="list-style-type: none"> • Identify the major elements of customer data integration. • Discuss the benefits of documented accessible customer information and how the information is valuable to other groups in the firm. • Define forecasts using the various types of forecasting methods prominently implemented in sales settings. • Discuss how the information that each member of the team regarding customers give the company a competitive edge.

	<ul style="list-style-type: none"> • Discuss how other department of the firm such as manufacturing, product development, finance and accounting, marketing, and human resources are important to the sales team. • Explain how past performance and the current market can be used to forecast future sales. • Explain elasticity and inelastic demand and how to determine market potential based on demand. • Review the various methods that sales managers use to forecast future sales. • Explain how the market potential affects the sales of the company. • Discuss the forecasting process and how it can be used to hire staff or terminate staff based on the forecast.
LEARNING ACTIVITIES	<p>Discuss the Caselets on page 312 and 313</p> <p>Discuss Case Study 13</p> <p>Group discussion on their experiences with forecasting.</p>
HOMEWORK & ASSIGNED READINGS	<p>Read Chapter 14 and complete the questions and problems on page 340. Read case study 14 and answer the questions at the end of the study, be prepared to discuss in class.</p>
DATE	WEEK 13
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain why it is important to evaluate the overall performance of the firm's sales force. • List the advantages and disadvantages of sales costs, and profit analysis. • Understand the importance of profitability and the application of ROI and ROAM. • Explain both input and output objective sales performance measures. • Explain the difference between performance and effectiveness. • Compare formal and informal evaluations. • Describe how the sales manager can implement an effective performance review.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss how evaluation helps the sales manager determine what is working and why. • Explain methods used to evaluate the sales force to determine which goals are working and which need to be adjusted. • Describe how to complete a cost analysis to make sure that the costs are not exceeding the profits. • Discuss how to conduct a profit analysis to ensure that costs are in line with the product cost. • Explain ratio measures for evaluating the sales force. • Discuss ROI to evaluate the performance of the sales force. • Explain ROAM used by senior management to evaluate the performance of sales managers.

	<ul style="list-style-type: none"> • Illustrate how managers can use the performance of the sales team to determine if pricing is not competitive, if the product is not high in quality, or if the sales team needs more training. • Explain the importance of using technology to track sales and performance.
LEARNING ACTIVITIES	<p>Discuss Caselets on pages 341 and 342. Discuss Case study 14 Class activity to determine ROI and ROAM</p>
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project. Read Chapter 15 and complete the questions and problems on page 366. Read case study 15 and answer the questions at the end of the study, be prepared to discuss in class.</p>
DATE	WEEK 14
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain what characterizes an organization's corporate culture. • List and explain different cultural categories that guide organizations. • Discuss how a firm's culture impacts its sales culture. • Discuss the global, national, and local cultures have on sales management. • Contrast the differences related to managing domestic versus overseas sales personnel. • Explain why having a diverse sales force is important to the success of today's sales organizations.
TOPIC (S)	<ul style="list-style-type: none"> • Explain how the corporate culture of a firm affects the sales force. • Discuss the marketplace orientation of a firm. • Explain low versus high performance cultures. • Illustrate how a company can achieve internal alignment. • Discuss the factors that contribute to misalignment and entropy. • Explain the position of a sales manager and how they contribute to the creation of the culture of the company. • Discuss how external cultures affect a firm's sales force. • Discuss the different levels of culture. • Explain the various components of culture. • Review cross cultural communication problems. • Discuss how to manage a global sales force. • Review the changing demographics and diversity of the sales force. • Explain the benefits of embracing diversity.
LEARNING ACTIVITIES	<p>Review for final exam Discuss case study 15 Discuss Caselet on page 368</p>
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Prepare for final presentation and final exam</p>

DATE		WEEK 15
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Final Project • Final Presentation • Final Exam • Discuss the selection process for a sales person. • Review a sample job description and have the class suggest ideas to improve the job description. • Discuss ethics in business specifically in a sales environment. 	
TOPIC (S)	<ul style="list-style-type: none"> • Explain the best techniques to utilize in the selection process. • Discuss the importance of a job description that encompasses all of the duties and responsibilities of a sales person. • Review ethics and why it is so important for a sales person to be ethical in their work environment. 	
LEARNING ACTIVITIES	Student presentations Class discussion of job descriptions. Class discussion of ethics.	
HOMEWORK & ASSIGNED READINGS	Prepare a 500 word analysis of the course. Summarize what you learned during the class, pick a topic that you feel you can use and describe why you believe it will be beneficial and how you plan on incorporating it in your everyday activities.	

Instructional Methods

In developing methodological strategies, it is best to discuss them between teachers and students in an environment of freedom and mutual agreement in order to ensure that the students make them their own and take responsibility for their execution and for attaining the goals of this course.

The following strategies may be used in this class:

1. A review of the literature.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.
7. Preparation of a didactic plan.
8. Carrying out a micro-class.

Additional Instructional Materials and References

- 1) Magic Numbers For Sales Management: KE - 07 edition by John Davis

- 2) Professional Selling And Sales Management Paperback 1st edition by [Ralph Jackson](#), [Robert Hisrich](#), and [Stephen Newell](#)

- 3) Advanced Sales Management Handbook and Cases – 11th edition by [Linda M. Orr](#)

Assessment Criteria and Methods of Evaluating Students

96 – 100%	→ A
90 – 95%	→ A-
87 – 89%	→ B+
83 – 86%	→ B
80 – 82%	→ B-
77 – 79%	→ C+
73 – 76%	→ C
70 – 72%	→ C-
67 – 69%	→ D+
63 – 66%	→ D
60 – 62 %	→ D-
< 59%	→ F

Do not count on a curve!

Generally, the grades “A” through “C-” are considered passing grades. Grades “W” and “I” indicate that no grades were earned for the course. A “W” grade indicates that the student withdrew from the course. An “I” grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an “I” grade instead of an “F”, pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the “I” grade becomes an “F”.

Distribution of Grade Elements

Homework: 15%

Exams I, II, III: 30%



Final Presentation: 30%

Final Research Project: 25%

Total: 100 %

Date Syllabus Was Last Reviewed: 01-21-13