

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG 307

Sales Management

UNIT OUTLINE

Semester 1, 2010

Department of Business



**MACQUARIE UNIVERSITY CAMPUS
UNIT OUTLINE**

Year and Semester: 2010 Semester 1

Lecturer in Charge: Steve Erichsen

Prerequisites / Co requisites: MKTG204 OR MKTG208 OR MKTG210 and STAT170

ABOUT THIS UNIT

Whether we believe selling and sales management is an art or a science, every organisation focuses much of its time on generating revenue from the products and services it sells. This unit involves organising and planning the company's overall selling efforts and integrating these efforts with other elements of the firm's marketing strategy. It also includes the selecting of appropriate sales personnel, and designing and implementing policies and procedures that will direct their efforts towards the firm's desired objectives. The final part of the unit involves developing procedures for monitoring and evaluating sales force performance so that adjustments can be made to either the sales program or its implementation when performance is unsatisfactory.

TEACHING STAFF

Lecturer in Charge: Steve Erichsen
E-mail: erichsen@optusnet.com.au Mobile: 0412 246 099

Consultation by appointment

Unit Convenor: Leanne Carter
E-mail: lcarter@efs.mq.edu.au Tel: 9850 6467

Consultation Mondays, 12.30-1.30pm and Tuesdays, 3.00 to 4.00pm.
At other times by appointment.

CLASSES

Classes will be held on Thursday evening from 6.00pm to 9.00pm on the dates listed herein. Delivery of this course will include a combination of powerpoint slides, videos, class discussions, brief field exercises and guest speakers.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Required Text: *Dalrymple's Sales Management*, 10th Edition
William L. Cron & Thomas E. DeCarlo 2009 Wiley

Available at the Co-op Bookshop. You will need to purchase or have access to the text throughout the semester:

UNIT WEB PAGE

We will use the Blackboard system for provision and exchange of information during the semester.
<http://www.learn.mq.edu.au>

LEARNING OBJECTIVES AND OUTCOMES

The objective of this unit is to provide an understanding of the responsibilities of management in achieving company strategies through professional and effective sales management techniques. This will include the variant requirements that service and manufacturing organisations have and their impact on sales team make up and effectiveness.

The specific basic objectives of the unit are:

1. To enable students to grasp the true value of selling as a critical corporate function;
2. To give students an understanding of the role of selling and sales management as part of the daily operation of all organisations;
3. To gain an insight into the various sales methodologies that an organisation may employ;
4. To review the role of the account manager/salesperson;
5. To analyse the sales team structure and how to build, train and manage that team;
6. To review the tools used to motivate and compensate sales teams.
7. Use oral skills to educate and engage a target audience.
8. Participate as an effective and involved member of a small group.
9. Demonstrate use of written skills to integrate key marketing theoretic concepts and to create a coherent and theoretically rigorous argument.
10. Use secondary research skills to collect, collate and integrate scholarly peer reviewed journal opinion on applied marketing topics.

Throughout the course, the emphasis is on the practical processes as used in the modern business: identifying needs, building the appropriate team, analysing results and using it as the basis of your decision making.

Topics

- Understanding selling
- Account Management
- Sales Force Organisation
- Recruiting Sales Staff
- Sales Training
- Leading and Motivating a Sales Team
- Managing and Delivering Compensation Programs

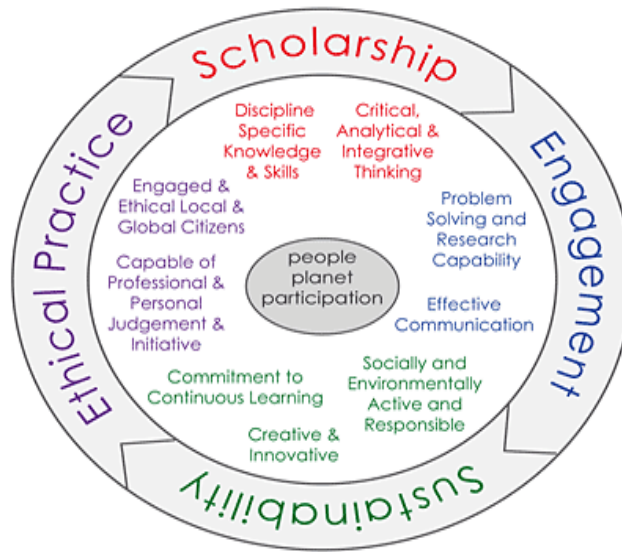
Graduate Capabilities – Critical, Analytical and Integrative Thinking

Macquarie University's stated Graduate Capabilities may be viewed as a mix of cognitive capabilities, and personal, interpersonal, and social capabilities. In addition to the abovementioned learning outcomes, the MKTG307 Sales Management unit has been designed to develop your skills within the specific graduate capability area of *critical, analytical and integrative thinking*.

We want our graduates to be capable of achieving the following;

- a) To be able to reason, question and analyse information
- b) To be able to integrate and synthesise learning and knowledge from a range of sources and environments
- c) To be able to critique constraints, assumptions, and limitations
- d) To be able to think independently and systematically in relation to scholarly activity in the workplace and in the world in general
- e) To be able to develop advanced skills in information and technology literacy

The graduate capability concerning critical, analytical and integrative thinking will therefore be developed throughout the MKTG307 Sales Management unit through both the unit's content and through its assessment.



RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Assessment Summary

A summary of the assessment for this Unit is provided in the table below. Please see section below for details of each assessment task.

| Assessment Task | Due Date | Weight | Graduate Capability | Learning Objectives |
|--|---|--------|---------------------|-------------------------------|
| Individual Assignment | Available in Week 3 Due in Week 7 W/C 19 April. | 20% | A, B, D | 1, 2, 4, 7, 9, 10 |
| Group Assignment | Available in Week 6 Due in Week 10 W/C 10 May | 20% | A, B, D, E | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 |
| Mid Semester Test (40 Multiple Choice) | Will be held in class in Week 8 | 10% | A, B, C, D | 1, 2, 3, 4, 5, 6 |
| Final Examination | See University Examination Timetable. | 50% | A, B, C, D, E | 1, 2, 3, 4, 5, 7, 8 |

Assessment comprises four elements:

1. **Individual Project - (20% of total assessment)**
2. **Group Assignment - (20% of total assessment)**
3. **Mid Term Exam – (10% of total assessment)**
4. **Final Examination – there will be a 2 hour examination (50% of total assessment).**

Assessment 1

Individual Project

The topic will be distributed in Week 3 for return during class in Week 7 (W/C April 19).

Weighting: 20% of total assessment based 15% for submission and 5% for presentation.

Assessment 2

Group Assignment

Students will be organised into syndicate teams. This is a group exercise – all members of the group are expected to contribute actively and substantially. Some members of the group may provide more input in the research area whereas others may do more of the actual written presentation. The group will be required to acknowledge that all group members have given quality time to the project. Your groups will be organised in class. The topics will be distributed in class in Week 6 – your responses and presentations will be required by end of class in Week 10. Late submission of the Group Project will incur a penalty of 10% of the value of the assignment for every day that it is late.

Weighting: 20% of total assessment based on 15% for submission and 5% for presentation.

Assessment 3

Mid Term Examination

Time Limit 1 Hours

Date: Week 8

Weighting: 10%

Assessment 4

Final Examination

Time Limit: 2 Hours

Date: TBA during the Semester 1 examination period

Weighting: 50%

Please Note: You must pass the final exam to receive a pass in this subject

The examination will be closed book and of two hours duration. It will likely be in the form of a combination of multiple choice and short answer essay questions and focused on the concepts presented in the text and the lectures.

General

All assignments are to be typed in a 12-point font. Marks will be deducted for assignments that exceed the stipulated word limit by more than 10%. Your assignments will be marked according to the following criteria:

- Expression (spelling, syntax, grammar);
- Description (accurate, coherent, unambiguous);
- Argument (valid, logical, reasonable);
- Relevance (with respect to the set topic); and
- Research (effective use and acknowledgement of relevant literature).

Assignments are to be submitted with the name of the subject and the assignment on the front cover. Your names and Student Identification Numbers are to be clearly identified on the front cover of each assignment.

Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic sheets.**

Any assignment received after the due date will lose 10% of the total available marks for each working day or part thereof, that it is late. No assignment will be accepted after two weeks after the due date, that is, you will receive a Fail grade for the assignment.

Students should note that those who ask for their assignments to be remarked may obtain a mark that is lower than the original mark. If you ask for a remark, the new mark is the one that will be used - even if it is lower than the original mark. Requests of a reconsideration of a grade must be made in writing and signed.

Remember the essay must be your own work. Plagiarism is a serious offence.

Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.

Writing your assignments

Remember, when writing an assignment, you need to do more than to "cut and paste" ideas taken from different sources, even if they are acknowledged. This information taken from other sources needs to be used as an illustration of a more general point you have made, or as an indication of substantiating evidence, or as a starting point from which you make further elaboration. Even definitions often require some contextualising or further statements on significant aspects.

You are the one who has to develop the thesis or argument of your assignment and who has to demonstrate you are thinking about the meaning of what you have been reading.

Good assignments will include:

- An introductory passage that engages with the question posed and which establishes the writer's argument or position, in other words, the introduction should be indicative of the argument and analysis that you will present;
- Evidence of well organised thoughts that systematically develop an argument;
- Evidence of an understanding of relevant concepts;
- Evidence of thought about the connection between the work being critiques and its relation to other sources that you have consulted;
- **Remember to answer the question.**

ATTENDANCE AND PARTICIPATION

Class members are required to complete the assigned reading; prepare for and attend all classes; participate in class discussions; complete the assignments; and complete a final examination.

Participation is an important contribution to the success of the classroom experience. It is expected that students will have completed at least the basic reading on each topic and have given some thought to the essential questions posed by the case studies in the textbook for particular sessions.

(NB **80% attendance** at classes is a prerequisite to passing the unit, Please contact the lecturer by e-mail if you are unable to attend classes on a particular day or session.)

This is a single semester (half-year) 3-credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

PLAGIARISM

The Dangers of Plagiarism and how to avoid it:

The integrity of learning and scholarship depends on a code of conduct governing good practice and acceptable academic behaviour. One of the most important elements of good practice involves acknowledging carefully the people whose ideas we have used, borrowed, or developed. All

students and scholars are bound by these rules because all scholarly work depends in one way or another on the work of others.

Therefore, there is nothing wrong in a student using the work of others as a basis for their own work, nor is it evidence of inadequacy on the student's part, provided they do not attempt to pass off someone else's work as their own.

To maintain good academic practice, so that a student may be given credit for their own efforts, and so that their own contribution can be properly appreciated and evaluated, they should acknowledge their sources and they should ALWAYS:

- State clearly in the appropriate form where they found the material on which they have based their work, using the system of reference specified by the Division in which their assignment was set;
- Acknowledge the people whose concepts, experiments, or results their students have extracted, developed, or summarised, even if they put these ideas into their own words;
- Avoid excessive copying of passages by another author, even where the source is acknowledged. Find another form of words to show that the student has thought about the material and understood it, but stating clearly where they found the ideas.

If a student uses the work of another person without clearly stating or acknowledging their source, the result is falsely claiming that material as their own work and committing an act of PLAGIARISM. This is a very serious violation of good practice and an offence for which a student will be penalised.

A STUDENT WILL BE GUILTY OF PLAGIARISM if they do any of the following in an assignment, or in any piece of work which is to be assessed, without clearly acknowledging their source(s) for each quotation or piece of borrowed material:

- Copy out part(s) of any document or audio-visual material, including computer-based material;
- Use or extract someone else's concepts or experimental results or conclusions, even if they put them in your own words;
- Copy out or take ideas from the work of another student, even if they put the borrowed material in their own words;
- Submit substantially the same final version of any material as a fellow student. On occasions, a student may be encouraged to prepare their work with someone else, but the final form of the assignment must be their own independent endeavour.

STUDENT SUPPORT SERVICES

Students who require assistance are encouraged to contact the Student Services Manager at Macquarie City Campus. Please see reception to book an appointment.

Macquarie University provides a range of Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

DETERMINATION OF OVERALL GRADE

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see <http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or <http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

APPEALS AGAINST A FINAL GRADE

If you honestly believe there is an error in your final grade or that it is unfair, please submit a Grade Review application within five (5) days of the release of your grade to the Student Services Manager at Macquarie City Campus.

Prior to lodging any Grade Review application, it is strongly recommended that you view your final exam script. Public script viewing sessions can be arranged with the Student Administration Manager at Macquarie City Campus.

FINAL EXAM

You are expected to present yourself for examination at the time and place designated in the Final Examination Timetable. The timetable will be available in Draft form approximately in week ten of this semester.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available on the MQC website. If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. All students are expected to ensure that they are available until the end of the teaching semester that is the final day of the official examination period.

Semester 1, 2010 Lecture Schedule

| Week | Week Commencing | Lecture Topic | Textbook Reference |
|------------------------------|-----------------|--|--------------------|
| 1 | 22 February | Introduction | Chapter 1 |
| 2 | 1 March | Sales Strategy | Chapter 2 |
| 3 | 8 March | Sales Opportunity Management Personal Assignment Allocated | Chapter 3 |
| 4 | 15 March | Account Management | Chapters 4 |
| 5 | 22 March | Customer Interaction Management | Chapter 5 |
| 6 | 29 March | Sales Territory Design Group Assignment allocated | Chapter 6 |
| <u>Semester Break</u> | | | |
| 7 | 19 April | Sales Team Recruitment Personal Assignment due | Chapter 7 |
| 8 | 26 April | Sales Training Mid Term Examination | Chapter 8 |
| 9 | 3 May | Leadership | Chapters 9 & 10 |
| 10 | 10 May | Motivating Salespeople Group Assignment due | Chapter 11 |
| 11 | 17 May | Compensation Plans | Chapter 12 |
| 12 | 24 May | Evaluating Sales Performance | Chapter 13 |
| 13 | 31 May | Course Review | |