

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG307
Sales Management

Semester 1, 2011

Department of Marketing & Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester: 2011, Semester 1

Lecturer in Charge: Mr 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 and Tutor:

Mr Steve Erichsen
E-mail: stephen.erichsen@mq.edu.au Mobile: 0412 246 099

Unit Convenor:

Dr Leanne Carter
E-mail: leanne.carter@mq.edu.au
Consultation Mondays between 12.30 and 1.30pm in teaching weeks and at other times by appointment.

CLASSES

Lecture: see <http://www.timetables.mq.edu.au/>

Tutorials: see <http://www.timetables.mq.edu.au/>

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://learn.mq.edu.au>

LEARNING 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

Marketing graduates are expected to know the following 6 discipline specific knowledge and skills upon graduation. This unit contributes to this learning by helping student develop capability number 1 and 5 below (*italicised*).

1. *Learn to apply marketing principles and tactics in local and global markets for organisations (for-profit or non-profit) and governments in order to achieve commercial outcomes (e.g., profit) or solve social problems (e.g., public health and environmental issues).*
2. Understand how and why consumers make decisions to purchase, use and eventually dispose of products and services resulting in a better understanding of consumerism issues in both for-profit and non-profit sectors.
3. Learn to define a problem consistent with business decisions, determine the information need, and then gather and process data to aid those decisions.
4. Learn how to structure a marketing message in order to achieve cut-through and position a brand through the creative and efficient use of various communication tools.
5. *Understand the key concepts of customer acquisition, retention and development and the delivering of value to targeted segments at a profit by integrating internal processes, enabled by information technology.*
6. Learn marketing strategy models, tools and analytical techniques to aid the assessment of marketing programs in order to maximise a company's chances of achieving a sustainable competitive advantage.

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 2, 3 and 4 below (*italicised*).

1. Critical, Analytical and Integrative Thinking
2. *Problem Solving and Research Capability*
3. *Creative and Innovative*
4. *Effective Communication*
5. Engaged and Ethical Local and Global citizens
6. Socially and Environmentally Active and Responsible
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment of the course has the following components:

	Group Assignment (20%)	Tutorial Contribution and Participation (10%)	Individual Assignment (20%)	Mid-semester test (10%)	Final exam (40%)	Total
Description	Each group will present a report and presentation	Each student is expected to come to tutorials with pre-reading and knowledge to contribute to class discussion and activities.	This project is report/essay	This quiz is one hour and held in Tutorial/Lecturer.	The duration of the exam is 3 hour plus 10 minutes held during the exam period. Combination of multiple choice questions plus short answers and extended responses.	
Due date	Session 12. Power point presentations are due immediately after the presentation.	Ongoing weekly	Session 7 All power point presentation slides as well as reports are due on session 11 to be submitted to your tutor during tutorial.	Session 8	Please check the exam timetable for location and time.	
Marking criteria/standards & expectations	Students are expected to (1) answer the questions set for the case study; (2) make the presentation as interesting by as possible. See a document called "Marking Guide" for more details	See a document called "Marking Guide" for more details	The write up is a formal report of the pitch presentation. It allows the group to communicate what was not possible during the pitch. See a document called "Marking Guide for more details .	This is a early-warning test to see if you have been studying.	n/a	
Submission method	BESS	n/a	BESS	n/a	n/a	

	Group Assignment (20%)	Tutorial Contribution and Participation (10%)	Individual Assignment (20%)	Mid-semester test (10%)	Final exam (40%)	Total
Feedback	Verbal and written feedback will be given in session 6.	n/a	Written feedback will be given before the final examination.	Feedback will be given 2 weeks after the test in tutorials &/or lecture.	n/a	
Estimated student workload (hours)	20 hours	20hours	20 hours	10 hours	40 hours	110 hours
Learning outcomes assessed:						
1.To enable students to grasp the true value of selling as a critical corporate function;	2	1	3	1	5	12%
2.To give students an understanding of the role of selling and sales management as part of the daily operation of all organisations;	2	2	3	2		9%
3.To gain an insight into the various sales methodologies that an organisation may employ;	2			2	5	9%
4.To review the role of the account manager/salesperson;	2		3	2	10	17%
5.To analyse the sales team structure and how to build, train and manage that team;	2			1	10	13%
6.To review the tools	2			2	10	14%

	Group Assignment (20%)	Tutorial Contribution and Participation (10%)	Individual Assignment (20%)	Mid-semester test (10%)	Final exam (40%)	Total
used to motivate and compensate sales teams.						
7.Use oral skills to educate and engage a target audience.	2	1	3			6%
8.Participate as an effective and involved member of a small group.	1	1				2%
9.Demonstrate use of written skills to integrate key marketing theoretic concepts and to create a coherent and theoretically rigorous argument.	1	2	2			5%
10.Use secondary research skills to collect, collate and integrate scholarly peer reviewed journal opinion on applied marketing topics.	1	1	3			5%
Graduate capabilities assessed:						
1.Problem Solving & research capability	2		3			5%
2.Creative and innovative						
3.Effective communications	1	2				3%
Total	20%	10%	20%	10%	40%	100%

Assessment 1

Individual Project

The topic will be distributed in Week 3 for return during class in Week 7.

Your assignment must be submitted to Turnitin; details will be provided with the Assignment Topic.

Weighting: 20% of total assessment.

Assessment 2

Mid Term Examination

Time Limit 1 Hour

Date: Week 8

Weighting: 10%

Assessment 3

Tutorial Participation

All students are expected to attend the tutorial group they are allocated to on a regular basis; any absence that is unexplained will result in a reduced participation mark.

Weighting: 10%

Assessment 4

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 in your tutorial in Week 12. 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: 15% of total assessment based on 15% for submission and 5% for presentation

Assessment 5

Final Examination

A 3 Hour final examination will be provided. The format of the exam is likely to include a combination of Multiple Choice Questions, Short Answer Questions and Extended Answer Questions and will be focused on the concepts presented in the text and the lectures..

Date: TBA during the Semester 1 examination period between June 6th, 2011 and June 24th, 2011.

Weighting: 40%

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

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 critiqued 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 tutorials is a prerequisite to passing the unit, Please contact the lecturer or tutor 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.

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.

LECTURE AND TUTORIAL SCHEDULE

Week	Week Commencing	Lecture Topic	Textbook	Tutorial Activity
1	21 February	Introduction	Chapter 1	
2	28 February	Sales Strategy	Chapter 2	Structure, Expectations and Group Allocation
3	7 March	Sales Opportunity Management Personal Assignment Allocated	Chapter 3	Negotiation Skills 1 Role Plays
4	14 March	Account Management	Chapters 4	Negotiation Skills 2 Role Plays
5	21 March	Customer Interaction Management	Chapter 5	Strategic Selling – Blue Sheet Theory
6	28 March	Sales Territory Design Group Assignment allocated	Chapter 6	Blue Sheet Practice
7	4 April	Sales Team Recruitment Sales Training Personal Assignment due	Chapters 7 & 8	Analysis review of Individual Assignments
<u>Semester Break</u>				
8	25 April	Mid Term Examination		Industry Reviews for Group Assignment
9	2 May	Leadership	Chapters 9 & 10	Leadership Styles and Successes
10	9 May	Motivating Salespeople	Chapter 11	Motivation at different life stages
11	16 May	Compensation Plans Group Assignment due	Chapter 12	Remuneration Analysis
12	23 May	Evaluating Sales Performance	Chapter 13	Group Presentations
13	30 May	Course Review		Group Presentations

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>

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
D - Distinction
CR - Credit
P - Pass
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where

a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

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

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.