Pepperdine University
The George L. Graziadio
School of Business and Management

Dr. Hamid Aït-Ouyahia

MBA 641.13

Sales Management
Summer 2004
Tuesday
6-10:00 pm
Malibu Campus
Syllabus
Introduction

In many industries, sales force represents a company’s key link with its customers and the successful design and management of the selling organization is of critical importance for the success of the business. Managers must learn new ways to improve sales force productivity, introduce new selling techniques, manage multiple sales channels and motivate sales people. At last, many of you will have some kind of sales responsibility in your future career. Therefore, the contents of this course can be valuable to you fairly immediately.

Course Description

This course will provide a systemic view of sales organizations and will survey the most important concepts, theories, and modeling techniques presently available for analyzing sales management decisions in the areas of organizing, allocating and controlling the selling effort.

Course Objectives

A first objective of the course is to help potential managers to make major decisions in the sales management area. A second objective is to provide students with an analytical framework and computer-based techniques that can assist them in their sales planning decisions. A third objective is to improve the student’s understanding of the selling-buying process and of the negotiation techniques that are necessary for effective selling.

Texts and Course Materials
Because of the large quantity of material that must be covered, regular and systematic preparation on the part of the student is of great importance. The format of the course is a combination of readings, lectures, class discussions, exercises, and case discussions. We will be using the following teaching methods:

a) Reading from textbook and articles: to provide structure, to introduce language, concepts and techniques and, generally, to ‘set the scene’.
b) Problems and in-class exercises.
c) Lectures/discussions. To provide further amplification, deepen some of the techniques and clarify your understanding.
d) Case studies. To strengthen and test your skills in listening, diagnosis and decision making.
e) Paper presentation

Each student is expected to prepare the assigned materials, to attend class and to actively participate in class discussions. Your learning in this course is directly related to your willingness to expose your ideas and conclusions to the critical judgment of the class, as well as to your efforts to build on and evaluate the comments of your classmates.

The required text is
Douglas Dalrymple and William Cron, Sales Management, 7th or 8th edition, Wiley

If read in advance, the assigned text chapters give you exposure to the topics. Class sessions will be devoted primarily to probing, extending, and applying the material in the readings and the cases (see class schedule/assignment below).

Case discussion
You are expected to have prepared the case and to participate in case actively. **AT LEAST THREE** reports on any selected cases should be written and handed in (before class discussion). **A FIRST CASE MUST BE HANDED IN BEFORE OR ON WEEK 3.**

Project
You are expected to select an article of interest to you in the sales management domain and, on week 4,5, 6 to lead the class in a discussion of the main points covered in the article. **AN EXECUTIVE SUMMARY SHOULD BE PROVIDED THE SAME DAY.** Please make sufficient copies of the summary to be shared with the class.

Tests
A written tests will take place on week 7.

Grading
The grades for the course will be computed from the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>40%</td>
</tr>
<tr>
<td>Cases written reports</td>
<td>20%</td>
</tr>
<tr>
<td>Paper presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Test</td>
<td>20%</td>
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</tbody>
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Attendance Policy
Regular attendance is important for systematic progress. If personal situations require you to miss a class, it is your responsibility to keep up with the planned schedule.

Schedule of Classes
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
<th>Assignments due</th>
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</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Introduction to sales management. Sales planning and strategic planning</td>
<td>Chapters 1,2</td>
<td></td>
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<tr>
<td>Week 2</td>
<td>The personal selling function. Territory and account management.</td>
<td>Chapters 3, 4 and 5</td>
<td>Case: Arapahoe</td>
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<tr>
<td>Week 3</td>
<td>Sales ethics. Forecasting</td>
<td>Chapters 6, 7</td>
<td>Case: Hannover Bates</td>
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<tr>
<td>Week 4</td>
<td>Organizing and sizing the selling effort</td>
<td>Chapters 8</td>
<td>Case: Shanandoah B paper presentation</td>
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<td>Week 5</td>
<td>Designing territories, recruiting and training representatives</td>
<td>Chapters 9,10,11</td>
<td>Case 1: D.F Hardware Case 2 Jefferson-Pilot paper presentation</td>
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<tr>
<td>Week 6</td>
<td>Leading, motivating and compensating the sales force</td>
<td>Chapters 12,13,14</td>
<td>Cases: 1. Power &amp; Motion Case 2: Abott paper presentation</td>
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<tr>
<td>Week 7</td>
<td>Wrap-up <strong>Test</strong></td>
<td>Again Chapter 1,2 and 8</td>
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Hamid Aït-Ouyahia, Pepperdine University, 2004