



APPLIES TO ACADEMIC YEAR 2011/2012

BST 3202 Sales Management and Personal Sales

Programme

Bachelor in Marketing (3. year), Elective

Responsible for the course

Gorm Kunøe

Department

Department of Marketing

Term

According to study plan

ECTS Credits

15

Language of instruction

Norwegian

Introduction

In general companies are more focused than ever on their top line and how their revenue is created. There is no escape from the realities of what was sold, what was not sold and what has to be sold. Our market economy is depending on skilled sales staffs doing their utmost to sell in competition with skilled national and international competitors. Sales management and personal selling is the key to every company's success, and will have to face and undergo rapid and dramatic changes with the market. These changes are driven by several behavioural, technological, and managerial forces that are irrevocably altering the way salespeople understand, prepare for and accomplish their jobs. Behavioural forces are rising customer expectations, the globalization of markets, and the demassification of domestic markets. Technological forces include IT-systems for sales management, virtual sales offices, and electronic sales channels. Management forces consist of a shift to direct marketing alternatives, outsourcing of various sales functions, and the development of a conscious blend of sales and marketing functions.

Learning outcome

Salespeople and those who manage them realize these changes affect every aspect of sales management from the way the sales department is structured to the selection, training, motivation, and compensation of individual salespeople.

The target of the course is to raise the knowledge of the student on topics within personal sales and sales management to a level that enable them to plan and take responsibility for their own selling effort, and with some experience, the sales effort of others.

Acquired knowledge

- To comprehend what it means in practice to gain the competence that enables the student to function as a professional sales person.
- Get the competence that enables the student to establish and develop customer relations.

Acquired skills

- The students must be made able to contact prospects and to go through a sales process.
- Be able to single handed develop a sales plan that fulfill the activity targets set by the sales manager, and make a plan for the relationship customer.

Reflection

- During the course the student must understand that the sales person is indispensable to the company, and at the same time is an active brand builder towards new and existing customers.
- Through a professionalizing process the course shall establish a critical and constructive attitude to sales, and during the course develop good understanding for the ethical side of the sales process.

Prerequisites

The course requires two years of Business Administration, Marketing or equivalent, including basic course in statistics, MET 3431 or MET 2920.

In addition, students must have the course MRK 3414 Marketing Management (or MRK 2914 Marketing) and MRK 3480 Consumer Behavior (or MRK 2980 Consumer Behavior). It is an advantage to have MRK 3500 Business to business, marketing and sale.

Compulsory reading

Books:

Berg, Petter A. 2009. Kunsten å selge : etablere, beholde og utvikle salgsrelasjoner. 4. utg. Cappelen akademisk forlag
Johnston, Mark W., Greg W. Marshall. 2011. Churchill/Ford/Walker's sales force management. 10th ed. McGraw-Hill/Irwin
Kunøe, Gorm. 2010. Salg og salgsledelse med CRM - systemer. ScanForum. Kap. 3 Operativt salg med CRM - systemet, 271 – 294
Kap. 4. Den selgende organisasjon, side 302 – 350
Del II (100 sider)
Kap. 5. Om å finne kunder med CRM – systemet
Kap. 6. Om å vinne kunder
Kap. 7. Om å binde kunder til seg
Kap. 8. Realisering av kundebevaringsstrategier
Kap. 9. Fremtiden for CRM starter internt
Tre sentrale lover innen salg og salgsledelse (84 sider)
Appendix 3: Markedsføringsloven
Appendix 4: Lov om personopplysninger
Appendix 5: Lov om forbrukerkjøp

Articles:

Cadogan, John W., Lee, Nick og Tarkiainen, Anssi og Sundquist, Sanna. 2009. Sales manager and sales team determinants of salesperson ethical behavior. European Journal of Marketing,. Vol. 43
Darrat, Mahmoud; Amyx, Douglas; Bennett, Rebecca. 2010. An Investigation into the Effect of Work-Family Conflict an Job Satisfaction on Salesperson Deviance.. Journal of Personal Selling & Sales Management. Summer 2010. Vol. 30
Geiger, Susi og Guenzi, Paolo European Journal of Marketing. 2009. The Sales function in the twenty-first century: where are we and where do we go from here?. Vol. 43
Onyemah, Vincent. 2009. The effect of coaching on salespeople's attitudes and behaviors. European Journal of Marketing. Vol. 43
Poujol, F. Juliet and John F. Tanner, Jr.. 2010. The Impact of Contests on Salespeoples's Customer Orientatio n: An Application of Tournament Theory,. Journal of Personal Selling & Sales Management. 30 (winter)
Sarin, Shikhar, Trina Sego, Ajay K. Kohli, Goutam Challagalla. 2010. Characteristics that Enhance Training Effectiveness in Implementing Technological Change in Sales Strategy : A Field-Based Exploratory Study. Journal of Personal Selling & Sales Management. 30 (Spring)
Verhoef, Peter C. 2003. Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development. Journal of Marketing. Vol. 67

Recommended reading

Books:

Jobber, David, Geoff Lancaster. 2009. Selling and sales management. 8th ed. Financial Times/Prentice Hall
Manning, Gerald L., Barry L. Reece, Michael Ahearne. 2010. Selling today : creating customer value. 11th ed. Pearson Education International

Course outline

The course consist of two part courses with separate literature. We will start with the course "Professional Selling" (36 teaching hours) and continue with "Sales management" (36 teaching hours)

Professional selling

Introduction to personal sales and sales planning
Planning and systems management
Sales planning and data support
The strategy of the sale
The role of the sales man and her/his personal qualifications
The psychology of the sale
Sales techniques
Closing deals
Effectiveness and personal planning
Ethics in sales
Control and management by key figures
Presentation and presentation skills

Sales Management

Sales management and the role of selling within the organization

- What is sales management?
- Formulating the sales program from planning to evaluation
- The influence of the external and internal environment on sales

The buying and selling process

- Organizations' buying process (B2B)
- Sales activities
- Steps in the selling process
- Alternative sales methods

The role of selling in a CRM-context

- Customer Relationship Management (CRM)
- The role of personal selling within the company's strategies

Organizing the sales effort

- The goal of the sales organization
- Horizontal structures in the sales staff
- Account management and Key Account Management

The role of information in sales management

- Analysis of market opportunities
- Forecasting techniques
- Sales quotas
- The size of the sales staff

Implementation of the sales program

Sales persons performance: Behavior, role perception, and satisfaction

- Understanding salesperson performance – the model
- Stages in the salesperson's role perception
- Role conflicts and ambiguity

Sales persons performance: Motivating the sales force

- The psychological process of motivation
- The impact of a salesperson's personal characteristics on motivation
- The impact of environmental and organizational conditions on motivation

Personal characteristics and sales aptitude: Criteria for selecting salespeople

- Determinants of successful sales performance
- Job-specific determinants of good sales performance

Sales force recruitment and selection

- Job analysis and selection issues
- Selection procedures

Sales training: Objectives, techniques and evaluation

- Objectives of sales training
- The development of sales training programs

Sales person compensation and incentives

- What motivates today's relationship salesperson?
- Overview of compensations and incentives
- Deciding on the most appropriate mix and level of compensation

Evaluation and control of the sales program

- Cost analysis and customer satisfaction
- Evaluating salesperson performance

Computer-based tools

IT - software will not be used interactively in the course. However, software for analytical purposes will be presented

Learning process and workload

The course consists of 80 hours of class room teaching and work in groups.

In order to secure learning it is emphasized that the student should be prepared for class, to that effect cases will be distributed before each lecture and are supposed to be solved before the lecture in question.

In the course of the semester five assignments within sales analysis and sales management will be proposed. The student will have to solve at least three of the five assignments. The assignments can be used in the project report. The assignments will be evaluated by the teacher and rated "accepted/not accepted", and three of the five assignment must be accepted before the student can register for the final exam.

Teaching activities	Hours spent
Participation in lectures	72
Preparations to lectures	48
Solving cases (individually and in groups)	80
Own studies of literature and writing project report	120
Diverse and own study administration	80
Sum	400

Use of hours

Examination

A project report on a given topic concludes the course.

The project paper may be solved individually or in groups of up to three students.

Examination code(s)

BST 32021 Project Paper, counts 100 % to obtain final grade in BST 3202 Sales Management and Personal Sales, 15 credits.

Examination support materials

All support materials are allowed.

Re-sit examination

A re-sit examination is offered at next course.

Additional information