



Lahore University of Management Sciences

MGT 322 – Sales Force Management Spring Semester 2018

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COURSE BASICS				
Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	2	Duration	
Recitation/Lab (per week)	Nbr of Lec(s) Per Week		Duration	
Tutorial (per week)	Nbr of Lec(s) Per Week		Duration	

COURSE DISTRIBUTION	
Core	
Elective	
Open for Student Category	
Close for Student Category	

COURSE DESCRIPTION
<p>Course Description: Continual changes in economic, social & cultural fronts have required the business organizations to become more market oriented-more responsive to customers. The role of sales force is expanding greatly in these changing times. Now the sales persons are engaged in consultative relationship with their customers. They are expected to solve customer problems, not just sell Products.</p> <p>As the nature of personal selling changes, so does the role of Sales Manager. Today's Sales managers are viewed as "Team leaders" Rather than bosses. Managers in this century are being asked to manage multiple sales channels, such as telemarketing, eMarketing as well as field sales people.</p> <p><i>Values & Ethics</i> play critical role in success of any Sales professional career (Even more than other professions). To understand the implication & consequences of Ethical decision, especial emphasis will be given throughout the courses in addition to dedicated Sessions.</p>

COURSE PREREQUISITE(S)	
MKTG 201	Principles of Marketing

COURSE LEARNING OUTCOMES (CLO)	
	<p>Upon successful completion of the course, students should be able to:</p> <ol style="list-style-type: none"> 1). Make Linkage between Sales Strategy and corporate strategy 2). Characteristics of Sales person 3). Understand Frameworks & Practical learning's for an effective Sales force design 4). Design Sales territories, Quotas & Objectives 5). Recruiting, Training, Motivating & Compensating the sales force 6). Technology in Sales



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	<p>7). Discuss and debate a variety of topics in finance relevant to Channel managers including the ethical and global perspectives in making Channel decisions</p> <p>8). Present and defend their analysis and recommendations effectively, both in oral and written forms. (General Learning Goal)</p>
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UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES

	<p>General Learning Goals & Objectives</p> <p>Goal 1 –Effective Written and Oral Communication Objective: Students will demonstrate effective writing and oral communication skills</p> <p>Goal 2 –Ethical Understanding and Reasoning Objective: Students will demonstrate that they are able to identify and address ethical issues in an organizational context.</p> <p>Goal 3 – Analytical Thinking and Problem Solving Skills Objective: Students will demonstrate that they are able to identify key problems and generate viable solutions.</p> <p>Goal 4 – Application of Information Technology Objective: Students will demonstrate that they are able to use current technologies in business and management context.</p> <p>Goal 5 – Teamwork in Diverse and Multicultural Environments Objective: Students will demonstrate that they are able to work effectively in diverse environments.</p> <p>Goal 6 – Understanding Organizational Ecosystems Objective: Students will demonstrate that they have an understanding of Economic, Political, Regulatory, Legal, Technological, and Social environment of organizations.</p> <p>Major Specific Learning Goals & Objectives</p> <p>Goal 7 (a) – Program Specific Knowledge and Understanding Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations. (including subject knowledge)</p> <p>Goal 7 (b) – Understanding the “science” behind the decision-making process (for MGS Majors) Objective: Students will demonstrate ability to analyze a business problem, design and apply appropriate decision-support tools, interpret results and make meaningful recommendations to support the decision-maker</p>
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Indicate below how the course learning objectives/outcomes specifically relate to any program learning goals and objectives.

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication	Students get a number of opportunities to demonstrate their ability to communicate effectively (CLO #8)	CP, Readings, and Exam
Goal 2 –Ethical Understanding and Reasoning	Ethical perspectives in some of the case studies are highlighted (CLO #7)	CP. Readings and Exam
Goal 3 – Analytical Thinking and Problem Solving Skills	Analytical thinking and problem solving skills are essential for success in this course (CLO #1-6)	CP, Quizzes, Group project, Exercises, and Exam
Goal 4 – Application of Information Technology	Role of E channel in Channel strategy (CLO#5)	Readings
Goal 5 – Teamwork in Diverse and Multicultural Environments	Students work in groups of 4-5 persons each to work on projects. Most reading & case settings are global and multicultural	Reading / Cases
Goal 6 – Understanding Organizational Ecosystems	Develop students understanding of the interaction of firm specific variables with	CP, Quizzes, Assignments, Cases, and Exam



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	reference to marketing function , industry, and the economy (CLO #4)	
Goal 7 (a) – Program Specific Knowledge and Understanding (Subject Knowledge)	Major Goal: Comprehensive coverage of topics in Sales (CLO #1-6)	CP, Quizzes, Assignments, Cases, and Exam
Goal 7 (b) – Understanding the “science” behind the decision-making process	NA	NA

GRADING BREAKUP AND POLICY

The course grade is based on the following criteria:

Source	% of Total
Class Participation	20
Quizzes/Assignments	15
Group Project	30
Final Examination	35
Total	100

Class Participation and Attendance: Students are expected to attend all classes. If you are not present at the beginning of a class or leave class during the session without instructor’s prior permission, you will be considered absent for the day. You must review the assigned materials in advance of the class in order to contribute meaningfully to class discussions.

Quizzes: Several unannounced quizzes will be given on the assigned material (readings, cases, assignments, etc) during the term. No make-up quizzes will be given.

EXAMINATION DETAIL

Midterm Exam	No
Final Exam	Yes/No: Yes Combine Separate: Combined Duration: 3 Hours Exam Specifications:

COURSE SCHEDULE

MODULE/SESSION	SESSION TOPIC AND CASE	READING MATERIAL	SESSION OUTCOME(S) (STUDENTS WILL BE ABLE TO ...)
Session 1	Topic: Salesperson Characteristics & Overview of Sales force management	Characteristics of Salesperson Personal Selling & Sales management	Appreciate the scope of Sales person and how Sales force management can be a source of sustainable value for the firm. (CLO # 1)
Session 2	Topic: Salesperson Characteristics & Overview of Sales force management	<ul style="list-style-type: none"> As above 	As above
Session 3	Topic: Sales force Strategy	<ul style="list-style-type: none"> Sales force assessment & strategy (Chapter 2) 	CLO#1 & 2



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Session 4	Topic: Sales force strategy Assignment	<ul style="list-style-type: none"> Sales force assessment & strategy (Chapter 2) Contd. 	CLO#1 & 2
Session 5	Topic: Sizing the sales force for strategic advantage	<ul style="list-style-type: none"> Sizing the sales force for strategic advantage (Chapter 3) 	CLO#2&3
Session 6	Topic: Sales force structure	<ul style="list-style-type: none"> Structuring the sales force for strategic advantage (Chapter 4) 	CLO#2 & 3
Session 7	Topic: Sales territories design	<ul style="list-style-type: none"> Designing sales territories that increase sales (Chapter 5) 	CLO#2 & 3
Session 8	Topic: Sales territories design	<ul style="list-style-type: none"> Designing sales territories that increase sales (Chapter 5) 	CLO#2 & 3
Session 9	Topic: : Sales force recruitment	<ul style="list-style-type: none"> Recruiting the best people (Chapter 6) 	CLO# 5
Session 10	Topic: Sales force recruitment Assignment	<ul style="list-style-type: none"> Recruiting the best people (Chapter 6) Contd.. 	CLO#5
Session 11	Topic: Sales force training	<ul style="list-style-type: none"> Training the Sales force (Chapter 7) 	CLO 5
Session 12	Topic: Challenges of first line Sales manager	<ul style="list-style-type: none"> The critical role of the first line Sales manager (Chapter 8) 	CLO# 1-5
Session 13	Topic: Challenges of first line Sales manager Case: James Steiner	<ul style="list-style-type: none"> The critical role of the first line Sales manager (Chapter 8) 	CLO# 1-5
Session 14	Topic: Sales force motivation	<ul style="list-style-type: none"> Motivating the Sales force (Chapter 9) 	CLO#6
Session 15	Topic: Compensation	<ul style="list-style-type: none"> Compensating for Results (Chapter 10) 	CLO#5
Session 16	Topic: Compensation	Compensating for Results (Chapter 10) Contd	Clo#5
Session 17	Topic: Setting effective goals and objectives	Setting effective goals & objectives (Chapter 11)	CLO#1-5
Session 18	Topic: Setting effective goals and objectives	<ul style="list-style-type: none"> Setting effective goals & objectives (Chapter 11) Contd 	CLO#5
Session 19	Topic: Critical role of Sales manager Case: A Day to day in life of DM	<ul style="list-style-type: none"> 	CLO#1-5



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Session 20	Topic: Performance Management in Sales force	Performance management (Chapter 14)	CLO#5
Session 21	Topic: Performance Management in Sales force	Performance management (Chapter 14)	CLO#1-5
Session 22	Topic: Performance Management in Sales force Assignment	Performance management (Chapter 14)	CLO#5
Session 23	Topic: Technology in Sales	<ul style="list-style-type: none"> • Using technology to assist the Sales force in Customer Relationship management Chapter 13 	CLO#6
Session 24	Topic: Sales Culture	Building a Potent Sales force culture	CLO#1-6
Session 25	Topic: Work on Project		CLO#1-6
Session 26	Work on project		CLO#1-6
Session 27	Topic: Project Presentation		CLO#1-6
Session 28	Topic: Project Presentation Wrap up		CLO#1-6

TEXTBOOK(S)/SUPPLEMENTARY READINGS

Textbook:

The complete guide to accelerating Sales force performance: **Andris A. Zoltners Phd AMacom**

Articles/Reading: Miscellaneous Readings from Harvard Business School & Harvard Business Review