



Alan Zayer

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Office Hours: Contact me via email or phone to schedule an appointment. Office hours will be online at: <http://connect.luc.edu/>. I will provide an exact link after we confirm an appointment.

Email Correspondence: I pride myself on responding to my students promptly. Expect to get a response within 24 hours of your email and 48 hours on the weekend or holidays.

Sales and Strategic Leadership

MARK 463, Section 888 1058,

Winter 2016-2017

Thursday's 6-9 PM, Online

Catalog Description:

Prerequisites: MARK 460.

This course develops an understanding of the tools and techniques required for developing a sales force and for managing revenue generation within organizations.

Outcome: Students apply processes for hiring and managing sales professionals; tools for successful account management; and skills in solving revenue generation problems facing profit and non-profit organizations.

Course Overview

Professional sales management integrates sales and marketing management. Furthermore, the entire sales and marketing organization must function as a team while working with customers to solve problems of mutual interest. Focus is placed on the aspects that are critical to developing, executing and managing a powerful, long-lasting sales strategy. Emphasis is placed on relationship selling, which seeks to establish long-term partnerships with customers based on trust, quality, service and mutual respect. You will be exposed to the pragmatic view of field

sales people regarding time management, creative problem-solving, and strategic issues involved in personal selling.

IMPORTANT NOTE:

We will not be teaching HOW to use Sakai, PowerPoint, Adobe Connect or Panopto in this course; participants must have a working knowledge of all three of these programs in order to succeed in the course. If you need instruction on how to use any other these three, please contact me so we can arrange for training.

Online Session, 3 hour in length, every Thursday
This is the link for session on Sakai

Since we are limited in time we will be going over the most important and difficult sections. All students are required to be current on all of the material prior to each session. All session will be recorded with a link appearing on Sakai soon after each session.

I will be informing all of you via Sakai, email, the forums and ever online session on what is due the following week, including long projects due at the end of the quarter.

Forums and Chat rooms: I have taken the liberty of creating several forums and chat rooms on Sakai. You may communicate with each other and me via both. I tend to check the forums as often as I check my email so expect responses quickly.

Course Objectives and Learning Outcomes:

- 1) To gain an understanding of the sales process.
- 2) To explore various sales management techniques, including:
 - a) how to recruit;
 - b) how to select;
 - c) how to train.
- 3) To examine different ways to develop a successful sales organization.
- 4) To explore current, realistic business problems in sales and sales management.

Required Materials:

Sales Management: Shaping Future Sales Leaders

2nd Edition, by Tanner, Honeycutt, and Erffmeyer

ISBN: 978-0-9897013-5-8

Since this is an online class the electronic version of this is available to you. Please ask in the bookstore.

3 Harvard Business School Cases:

1) FormPrint Ortho500

Frank V. Cespedes; Alisa Zalosh

Publication Date: Sep 09, 2014, Revision Date: Dec 02, 2014

2) Nokia's Bridge Program: Redesigning Layoffs (A) & Nokia's Bridge Program: Outcome and Results (B)

Sandra J. Sucher; Susan Winterberg

Publication Date: Feb 23, 2015, Revision Date: Aug 02, 2016

3) Sales Compensation Vignettes

Frank V. Cespedes

Publication Date: May 10, 2016

Course Requirements and Grading Criteria

All students are expected to read all assigned chapters, cases, and articles prior to attending each online class. Class discussions are only as rich and valuable as the viewpoints, questions and opinions shared by prepared participants. All student work is expected to comply with the Loyola School of Business Administration Honor Code. All written assignments are due electronically by the time class starts. If you cannot attend a session, it is expected you will contact the instructor and still of the assignment done on time. However, it is your responsibility to make sure the assignment has been received in a timely manner and in a format that can be opened and read. Written assignments should be in 12 pt. font and double-spaced.

Grading Criteria

Student performance will be evaluated as follows:

Class Participation 25%

Harvard Business School Cases 30% (10% each)

Group Research/Project Presentations 45%

Three Harvard Business Cases

-Each student will be expected to turn in a 2-3 page, typed, double spaced, 12-pt font paper on the day the case is due. Questions will be provided by the instructor.

Group Project presented during the 10th week

-Students will profile a firm or non-profit that they perceive as having an effective sales team. See Appendix.

<u>Percentage Range</u>	<u>Letter Grade†</u>	<u>Loyola's Quality Points*</u>
93 to 100	A-	3.33
90-91-92	B+	3.00
87-88-89	B	2.67
83-84-85-86	B-	2.33
80-81-82	C+	2.00
77-78-79	C	1.67
73-74-75-76	C-	1.33
70-71-72	D+	1.00
65-66-67-68-69	D	0.00
60-61-62-63-64	F	
Less than 60	4.00	
A	3.67	

Quinlan School of Business Policies:

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all online classes, for the full class period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

➤There are only 10 online class sessions, and it is important that each student plan to attend all online sessions. A significant portion of the final grade is given to class participation.

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. Make-up examinations are discouraged. Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed

physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website: [Honor Code](#)

Class by Class/Week by Week Course Outline

Class Number & Date

Topic & Assignment/Readings

1) November 10th

Introduction to Sales Management.

Introductions, course layout and expectations. Read and prepare to discuss Chapter 1.

2) November 17th

The Sales Function and Leadership.

Read and prepare to discuss Chapters 2 & 3.

3) December 1st

Ethics, B2B and CRM.

Read and prepare to discuss Chapters 4 & 5.
First Harvard case due.

4) Dec 8th

Leveraging IT / Designing and Organizing the Sales Force.

Read and prepare to discuss Chapters 6 & 7.

Appendix A:

Group Project presented during the 10th week.

-Students will profile a firm or non-profit that they perceive as having an effective sales team.

This will be done in four parts:

- 1) Detail and discuss why you think the firm you have chosen has an effective sales team, incorporating the principles we have discussed in class. Students will be expected to use available primary and secondary sources to help them complete their analysis. A detailed company analysis is required.
- 2) Make recommendations on how you feel this firm or non-profit can improve its sales revenue.
- 3) Interview a member of the firm's sales team (preferably the sales manager) to give you an inside look into the company and help guide your team's analysis and recommendations.
- 4) All teams will present their findings to the class during the last week of class. Each group will be required to turn in a 6-8 page, typed, double-spaced, 12-pt font paper before they present during the last week of class. Presentations should be at least 10 minutes long and be created on Panopto. Because this is a recorded presentation, timing and an excellent visual component are important. I reserve the right to adjust individual grades based on peer evaluations.

Please note: This class may occasionally deviate from the course outline above.

The instructor reserves the right to make changes as needed to the course syllabus.