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The American
University of Florence**SYLLABUS**Rev. 7
June 2023
Academic AffairsFormat revised 2023
Syllabus revised in 2018**ISB - INTERNATIONAL SCHOOL OF BUSINESS****DEPARTMENT OF MANAGEMENT****COURSE TITLE: SALES MANAGEMENT****COURSE CODE: BUMASM300****3 Semester Credits****1. DESCRIPTION**

This course focuses on the formulation, implementation, and evaluation of sales execution. Topics range from developing a market strategy to choosing a sales methodology, establishing a successful sales culture, developing and implementing a talent management system, offering rewards to support the sales force, and evaluating success via the metrics system. The course engages students in the current issues of sales management. Students examine case studies of leading sales organizations and develop their own sales execution plan in teams throughout the term.

2. OBJECTIVES

Upon successful completion of this course students will:

- Understand fundamental terms and concepts of information sales management
- Examine and gain knowledge on Sales perspectives,
- Develop the ability to evaluate different sales techniques and evaluate the best alternative
- Communicate effectively with buyers and sellers among different Sales Environments
- Learn how to build a Sales Budget as a starting point for Business Planning
- Gain knowledge on Sales forecasting and Management
- Develop the ability to apply Sales Control as a responsibility of sales management

3. REQUIREMENTS

There are no prerequisites for this course.

4. METHOD

This course consists of lectures, class discussions, projects. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

5. TEXTBOOK - FURTHER READINGS - RESOURCES

TEXTBOOK (Copy available at the university library):

- Jobber, David & Lancaster, Geoff. *Selling and Sales Management*, Pearson, 2015.

The textbook is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

LIBRARIES IN FLORENCE

Please consult the posted schedules for official opening times of the university library. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a

scanner and internet access so that you may save or email a digital copy of the pages needed. Students may also utilize additional libraries and research centers within the local community:

BIBLIOTECA PALAGIO DI PARTE GUELFA

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:

http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

BIBLIOTECA DELLE OBLATE

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

www.bibliotecadelleoblate.it

THE HAROLD ACTON LIBRARY AT THE BRITISH INSTITUTE OF FLORENCE

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: www.britishinstitute.it/en

6. FIELD LEARNING

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION - GRADING SYSTEM

10% Attendance

15% Participation, Homework and Reading

10% Assignments

20 % Midterm Exam

15% Final Project

30 % Final Exam

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C- =70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE - PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

Absences are based on academic hours: 1 absence equals 3 lecture hours.

Two absences: 6 lecture hours, attendance and participation grade will be impacted.

Three absences: 9 lecture hours, the final grade may be lowered by one letter grade.

Four absences: 12 lecture hours, constitutes automatic failure of the course regardless of when absences are incurred.

Please note:

- The above hours refer to lecture hours. Please note that the contact / credit hour policy in the academic catalog includes additional distribution ratios according to delivery category. Ex: 1 absence equals 6 FL/SL/Lab hours or 9 EL hours.
- Hours may be distributed in different formats according to the academic course schedules.

LATE ARRIVAL AND EARLY DEPARTURE

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

TRAVEL (OR DELAYS DUE TO TRAVEL) IS NEVER AN EXCUSE FOR ABSENCE FROM CLASS.

It is the student's responsibility to know how many absences are incurred. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also apply to Field Learning and site visits.

11. EXAMS - PAPERS - PROJECTS

Attendance and participation

Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work and in-class activities, responsible behavior, and completion of assignments will be assessed.

Reading and quizzes

Reading of the textbook is mandatory for successful completion of the course, further reading is highly recommended. Regular reading quizzes have been designed to ensure that you are completing the reading and engaging in active learning and critical thinking about course concepts outside of class. They are also designed to help you prepare for the final exam in manageable increments. Quizzes may be open-note, which means you may use your notes to assist you in taking the quiz. Notes must be originals (not photocopied) and in your own handwriting. Quizzes will NOT be open book.

Exams

Format (for both exams): the exam is divided into three sections:

Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points

Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.

Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

Please note, the instructor may use a different format for the exam. TBA on the first lesson.

Remember that the date and time of the exams cannot be changed for any reason, so please organize your personal activities accordingly and consult the course calendar.

12. LESSONS

Lesson 1	
Meet	In class

Lecture	Course overview, assignments and expectations Selling environment and prospective
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Demonstrate understanding of course content, objectives, assignments and expectations. • Understand the general nature and role of selling including where it fits into the marketing mix • Identify the responsibilities of sales management • Recognize the role of selling as a career
Readings/ Assignments	Assignment: Review Mephisto Products Ltd study case on Chapter 1 of the textbook and answer questions 1 and 2. Review the course website for details. Read: Textbook, pp. 1 to 45.

Lesson 2	
Meet	In class
Lecture	Sales Strategies
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Understand and appreciate the difference between sales and marketing strategies • Appreciate where the key marketing concepts fit into the planning process • Identify component parts of the communications mix • Differentiate between objectives, strategies and tactics
Readings/ Assignments	Assignment: Select a company of your choice and conduct a SWOT analysis and a PEST analysis for the company. Further details on class link on the course website. Read: Textbook pp. 47 to 73.

Lesson 3	
Meet	In class
Lecture	The consumer and organizational buyers' behavior Sales Setting
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Tell the different motivations of consumer and organizational buyer and how to formulate different strategies for approaching each one. • Recognize the importance of relationship management • Understand the forces that impact on selling and sales management • Evaluate push and pull promotional strategies • Appreciate the role of exhibitions and PR in as a selling tool • Be aware of implications of selling and the internet
Readings/ Assignments	Assignment: Review "Gardov Ltd" case on page 148 of textbook and answer related questions. Read: Textbook chapters 3 and 4 pp. 77-147

Lesson 4	
Meet	In class
Lecture	International Selling Law and Ethical issues

Objectives	By the end of this class students will be able to gain knowledge on: <ul style="list-style-type: none"> • General international selling organization • Environmental influences on international sales • How legal controls affect sales activities • Ethical issues in sales
Readings/Assignments	Assignment: Review the course website for details Read: Textbook chapters 5 and 6, pp. 52-211

Lesson 5	
Meet	In class
Lecture	Sales technique: sales responsibilities, preparation and personal Selling Skills
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Asses what preparation is needed prior to selling • Understand the meaning and importance of the sales cycle • Understand the Art of Negotiation • Distinguish and gain knowledge on the various phases of the selling process • Close a sale
Readings/Assignments	Assignment: Give 3 examples of marketing situations when the use of personal selling is most likely to be particularly effective and important. Review the course website for details Read: Textbook pp. 219-235

Lesson 6	
Meet	In class
Lecture	Key Account management
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Understand what a key account is and the advantages and disadvantages of Key Account management • Understand the criteria used to select Key Accounts • Identify the key components of a Key Account information and Planning System
Readings/Assignments	Assignment: Review Cloverleaf plc study case and analyze the reasons for the failure to secure the order Review the course website for details Read: Textbook pp. 269-289

Lesson 7	
Meet	In class
Lecture	MIDTERM EXAM

Lesson 8	
NA	ACADEMIC BREAK

Lesson 9	
Meet	In class
Lecture	Relationship selling and direct marketing

Objectives	By the end of this class students will be able to tell: <ul style="list-style-type: none"> • The main elements that compose relationship selling • The notion of reverse marketing and the changes it is bringing in this sector • The meaning and components of Direct marketing • The media used in direct marketing and how to set up a direct marketing campaign
Visit	Assignment: Review the course website for specifics
Readings/Assignments	Read: Textbook pp. 293-365.

Lesson 10	
Meet	In class
Lecture	SALES MANAGEMENT 1: Internet and IT applications
Objectives	By the end of this class students will be able to gain knowledge on: <ul style="list-style-type: none"> • How information technology development has altered the selling and sales management functions • How SME can use internet technology to market and sell their products and to manage customer relationship CRM
Readings/Assignments	Review the course website for specifics Reading from the textbook pp. 339-333

Lesson 11	
Meet	In class
Lecture	SALES MANAGEMENT 2: Recruitment and Selection
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Appreciate that salesperson selection is a key to ultimate selling success • Apply interview and selection procedures in the context of recruitment salesperson • Understand the advantages and drawbacks of certain test and procedures
Readings/Assignments	Assignment: Review <i>Plastic Products Ltd</i> case study on page 389 of Textbook and answer discussion question 1 and 2. Review the course website for specifics. Read: Textbook pp. 373 to 389

Lesson 12	
Meet	In class
Lecture	SALES MANAGEMENT 3: Motivation and Training
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> • Gain knowledge on certain motivation theories in the context of selling • Apply motivation in practice • Set sales targets and quotas • Understand the main skills of a successful leader • Organize suitable sales training programs and evaluate their usefulness
Readings/Assignments	Assignment: Research on the web on different Leadership styles (at least 4) and find an example of existing persons that represent each style of leadership. Format and timing to be reviewed on the course website. Read: Txtbook from pp. 391-416

Lesson 13	
Meet	In class
Lecture	SALES MANAGEMENT 4: Organization, Compensation and Evaluation
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> • Appreciate the advantages and disadvantages of different salesforce organization structures • Understand the factors to be considered when developing sales territories • Establish priorities • Understand the importance of sales evaluation and the key role of information in this process • Set qualitative and quantitative measures of performance
Visit	Review Silverton Confectionery Company case study on page 435 of Textbook and decide how many sales people are required in your opinion.
Readings/Assignments	Read: Textbook pp. 419 - 434 and pp. 472 - 484

Lesson 14	
Meet	In class
Lecture	<p>Sales forecasting and budgeting</p> <p>http://study.com/academy/lesson/sales-budget-definition-examples.html</p> <p>Group project presentations</p>
Objectives	<p>Be able to identify trends and budgeting strategies.</p> <p>Gain an understanding of the concept of sales budget.</p>
Readings/Assignments	<p>Read: Textbook pp. 439-464.</p> <p>Review all reading assigned so far in view of the Final exam.</p> <p>Submit: Group Project Presentation.</p>

Lesson 15	
Meet	In class
Lecture	FINAL EXAM