Tasmanian School of Business and Economics

BMA609
SALES MANAGEMENT AND PERSONAL SELLING

Semester 2, 2018
Unit Outline

Dr Marcus Bai
CONTACT DETAILS

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NOTICE

This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description

Sales management and personal selling are critical to organisational success, especially in highly competitive markets. Good personal selling skills guide sales professionals toward alignment with buyers, by helping them overcome their problems and challenges, and creating value for both the customer and seller. Sales management skills are critical in developing compensation packages, and in training and motivation programs to make the organisation’s selling efforts more efficient and effective.

This unit focuses on developing students’ knowledge of personal selling and sales management as activities charged with securing, developing, and maintaining profitable long-term relationships with customers. The unit will develop students’ knowledge of selling activities that create, communicate, and deliver value to customers. The unit focuses on the principles of creating and managing customer relationships both by face-to-face seller-buyer interactions, and through technology-mediated environments. The unit will prepare students to become effective and ethical sales managers in today’s highly competitive global economy by integrating current technology, research, and strategic thinking.

Intended Learning Outcomes

On completion of this unit, you will be able to:

- Explain and apply theories and concepts underpinning sales management and personal selling.
- Develop a sales management plan.
- Identify and analyse the ethical and social issues associated with sales management and personal selling.
- Develop implementation plans and assess sales strategy decisions for sales management and personal selling.

Alterations to the unit as a result of student feedback

More role play practices have been included in seminars and workshops in 2018.
### HOW WILL I BE ASSESSED?

#### Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Case Study Analysis Report</td>
<td>Week 5, 15 Aug, 5pm</td>
<td>30%</td>
<td>1, 2 &amp; 3</td>
</tr>
<tr>
<td>Assessment Task 2: Essay</td>
<td>Week 8, 12 Sep, 5pm</td>
<td>30%</td>
<td>1, 2, 3 &amp; 4</td>
</tr>
<tr>
<td>Assessment Task 3: Sales Process Role Playing (Part 1) and Feedback to Role Playing (Part 2)</td>
<td>Week 12, 10 Oct Week 13, 17 Oct, 5pm</td>
<td>40%</td>
<td>2, 3 &amp; 4</td>
</tr>
</tbody>
</table>

#### Assessment details

**Assessment task 1**

**Task description**
The case study analysis report will assess students’ ability to analyse a case, marshal their thoughts and ideas and communicate them via a written report. The aim of case analysis report is to apply theory to solve the case and answer the case questions. Students are expected to write a report on the case. The report should focus on the key issues identified in the case, and must specifically answer the case study questions posed in the case study. This is an individual task. Soft copies of the assignments should be submitted through the allocated Drop-Box / Assignment Box on MyLO.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measured Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Identification of the main sales issues/problems raised within in the case</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Analysis of the sales issues</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Comments on effective sales solutions/strategies and providing recommendations</td>
</tr>
</tbody>
</table>

**Task length**
1000 words ± 10% (excluding references).

**Due by date**
Week 5, 15 Aug 2018, 5.00 pm
Assessment task 2

| Task description | The essay will assess students’ ability to apply their knowledge of theory and discuss a specific issue and/or address an essay question. The essay focuses on analysing and critically examining the literature related to the specified topic. This is an individual task.

Students are required to analyse, evaluate, and communicate the critical issues associated with the topic and draw an appropriate conclusion from the critical analysis of the literature. Each student should select one of the essay topics to be provided on MyLO. The essay must be cited and referenced with at least eight relevant and up to date ‘academic’ references. Soft copies of the assignments should be submitted through allocated Drop Box / Assignment Box on MyLO.

| Criterion | Measures Intended Learning Outcome:
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Identify the practical issues associated with managing a sales force in B2B markets</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Analyse and evaluate issues (confronting sales in B2B markets) related to the question and provide a solution</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Apply and explain sales management and personal selling theories to support argument</td>
</tr>
<tr>
<td>Task length</td>
<td>1500 words ± 10% (excluding references).</td>
</tr>
<tr>
<td>Due by date</td>
<td>Week 8, 12 Sep, 5.00pm</td>
</tr>
</tbody>
</table>

Assessment Task 3:

**Part 1:** This assessment requires the submission of a role-play script/dialogue between seller and buyer. The role play must be acted out in groups of TWO (2). It should be RECORDED and the link to the role play session along with the written script should be submitted to the allocated Drop-Box / Assignment Box. All the procedures and guidelines for recording will be provided on MyLO on Week 2. Groups will be formed by the end of week 3.

Distance students are to work on the role-play while assuming the role of a ‘seller’ only and should highlight/summarise their proposed strategies for overcoming any ‘three’ possible objections/questions from a prospective (hypothetical) buyer after the closure of the sales spiel.

In this assessment a fellow student will take the role of the buyer and the other student will act as the seller.
The role-play script must include:
- What the student (the sales person) will say and do during the first 10 minutes of his/her sales pitch.
- How the student will establish credibility with his/her prospect and create value for the buyer.
- How will the student identify the needs of his/her prospects and
- How he/she can satisfy the buyer through solution selling.

**Part 2:** Each role play presentation will be assessed by two other groups and penalties will apply if a group does not assess the allocated role play sessions. Each assessor group will receive two links related to 2 role play sessions. Sessions will be chosen randomly by the lecturer. Each assessing group will use a marking template to determine an overall mark for the presenter group, AND generate qualitative feedback on the strongest and weakest aspects of the presentation. This will be completed using the marking template (you will find this on MyLO) which should be submitted to the allocated Drop Box / Assignment Box.

Distance students to individually evaluate another distance student’s recorded role-play. The Unit Coordinator can facilitate the arrangement for such evaluation, if the students experience considerable difficulty in organising this activity.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Apply personal selling techniques to make adequate sales-related dialogue with the B2B customer and respond to problem and concerns</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Demonstrate B2B customer issues, concerns and problems, across different stages of the personal selling process</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Present the role of the personal selling within ethical frameworks</td>
</tr>
<tr>
<td><strong>Criterion 4</strong></td>
<td>Implement effective sales tactics to make business with the B2B customer</td>
</tr>
<tr>
<td><strong>Task Length</strong></td>
<td>Part 1: 15 minute presentation for on-campus students and 10 minute for distance students Plus written submission (script) NOT more than 400 words for both on-campus and distance students. Part 2: 600 words ± 10%</td>
</tr>
<tr>
<td><strong>Due by date</strong></td>
<td>Part 1: Week 12, 1 Oct, 5.00pm Part 2: Week 13, 17 Oct, 5.00pm</td>
</tr>
</tbody>
</table>
WHAT LEARNING OPPORTUNITIES ARE THERE?

Resources

Required readings
You will need the following text:


Recommended readings

Tanner, JF, Tanner, J, Honeycutt, ED & Erffmeyer, RC 2014, Sales management: shaping future sales leaders, 2nd edn, Wessex Inc.
Cron, WL & DeCarlo, TE 2009, Dalrymple's sales management, 10th edn, John Wiley & Sons.

Reading Lists
In addition to the texts/software recommended above, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

- *Journal of Marketing Theory & Practice*
- *Journal of Personal Selling and Sales Management*
- *Industrial Marketing Management*
- *Journal of Business to Business Marketing*
- *Journal of Business and Industrial Marketing*
- *International Journal of Sales, Retailing and Marketing*
Details of teaching arrangements

The unit will interweave seminars (2 hour), and workshops (1 hour) built around theory, case discussions and applied problems. There will be a series of 13 weeks of seminars and workshops held throughout the semester. You are in control of your learning in this unit. Subject specific knowledge and cognitive skills that are introduced in seminars are consolidated through workshops, readings and the use of case study material etc. You are expected to participate actively and positively in the teaching/learning environment. In this unit, theory and practice go together; you must read the theory in advance to be able to use it.

Seminars

This seminar series does not cover all there is to learn about Sales Management and Personal Selling, but is presented as a body of information from which students can begin their own enquiries. You will need to read and study further those areas covered and presented in the seminars. Likewise, it is not possible to cover all of the material contained in the prescribed text. Please check the student timetable for venue information.

Workshops

You will need to be well prepared for effective participation and collaboration in workshop activities. These workshops provide you with the chance to apply the theory you learn in seminars through analysing and discussing real world business cases, problems and exercises. Please check the student timetable for venue information.

Distance Mode

Study materials and resources for this unit will be provided through MyLO. You will have access to the following:

- Basic PowerPoint slides. (Available to all modes)
- Recorded audio and PowerPoint presentation from the on-campus lectures (refer to the last page of this Unit Outline for study schedule details). (Available to all modes)
- A Study Guide, with an introductory section and weekly chapters, which provide an overview of the material covered. (Available to all modes)
- Additional readings within each week’s ‘Resources’ folder. (Available to all modes)
- Discussion areas where students can interact with each other. (Details are provided in the Study Guide.) (Available to all modes)

Note that not all the study materials and resources will be available at the start of the semester, with materials usually made available on a week-by-week basis.
<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>TOPIC/ MODULE/ FOCUS AREA</th>
<th>ACTIVITIES</th>
<th>RESOURCES/ READINGS/ FURTHER INFORMATION</th>
</tr>
</thead>
</table>
| 1    | 16 July        | Introduction to Sales Management                  | - Introduction seminar on sales management and personal selling.  
- Short overview on the unit  
- Q & A about unit                                                                 | Chapter 1 + Supplementary material on MyLO                                           |
| 2    | 23 July        | Understanding Sellers and Buyers                  | Seminar on seller and buyer organisations                                                                                                   | Chapter 2 + Supplementary material on MyLO |
| 3    | 30 July        | Value Creation in Sales Process                   | Seminar on buyer-seller relationships                                                                                                         | Chapter 3 + Supplementary material on MyLO |
| 4    | 6 August       | Ethics in Sales                                   | Seminar on contemporary sales and ethical issues                                                                                              | Chapter 4 + Supplementary material on MyLO |
| 5    | 13 August      | The Strategic Role of Technology in Selling and Sales Management | Seminar on the role of CRM and technologies in sales process                                                                               | Chapter 5 + Supplementary material on MyLO |
| 6    | 20 August      | Sales Planning                                    | Seminar on preparing a prospecting plan                                                                                                       | Chapter 6 + Supplementary material on MyLO |
| 7    | 27 August      | Communication in Sales                            | Seminar on sales presentation and demonstrations                                                                                              | Chapter 7 + Supplementary material on MyLO |
| 8    | 10 September   | Sales Negotiations                                | Seminar on Win-Win solutions                                                                                                                 | Chapter 8 + Supplementary material on MyLO |
| 9    | 17 September   | Closing the Sales                                 | Seminar on key personal selling techniques                                                                                                  | Chapter 9 + Supplementary material on MyLO |
| 10   | 24 September   | Self-management in Sales                          | Seminar on territory management                                                                                                               | Chapter 10 + Supplementary material on MyLO |
| 11   | 1st October    | Evaluating Salesperson Performance                | Seminar on motivation and role perception                                                                                                     | Chapter 11 + Supplementary material on MyLO |

**Unit schedule: Seminars**
12 8 October  Managing Sales Recruitment  Seminar on selection criteria and training systems  Chapter 12 + Supplementary material on MyLO

13 15 October  Compensation in Sales  Seminar on sales people evaluation systems  Chapter 13 + Supplementary material on MyLO

Unit schedule: Workshops

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>ACTIVITIES</th>
<th>RESOURCES/ READINGS/ FURTHER INFORMATION</th>
</tr>
</thead>
</table>
| 2    | 23 July        | 1. Cases will be introduced.  
2. Groups for assessment and workshops tasks will be finalised.  
3. Breakout exercise  
4. First role play practice | Chapter 2 + Supplementary material on MyLO |
| 3    | 30 July        | 1. Discussion on a mini case  
2. Problem-solving exercise breakout question on partnership issue in selling | Chapter 3 + Supplementary material on MyLO |
| 4    | 6 August       | 1. Role play practice  
2. Discussion on a mini case  
3. Breakout exercise | Chapter 4 + Supplementary material on MyLO |
| 5    | 13 August      | 1. Role play practice  
2. Breakout question and exercise on sales technologies  
3. Analysis and problem solving | Chapter 5 + Supplementary material on MyLO |
| 6    | 20 September   | 1. Role play practice  
2. Managerial challenges in effective planning; tough choices  
3. Breakout exercise on forecasting the problems | Chapter 6 + Supplementary material on MyLO |
| 7    | 27 August      | 1. Role play practice  
2. Problem solving exercise  
3. Breakout exercise on sales presentation | Chapter 7 + Supplementary material on MyLO |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Activities</th>
<th>Additional Material</th>
</tr>
</thead>
</table>
| 8    | 10 September | 1. Role play practice  
2. Applied problem: sales meetings  
3. Managerial challenge case  
4. Breakout question | Chapter 8 + Supplementary material on MyLO |
| 9    | 17 September | 1. Role play practice  
2. Applied problem in sales interactions  
3. Managerial challenge in training sales people | Chapter 9 + Supplementary material on MyLO |
| 10   | 24 September | 1. Role play practice  
2. Applied sales management problem  
3. Problem solving exercise  
4. Breakout question | Chapter 10 + Supplementary material on MyLO |
| 11   | 1st October | 1. Role play practice  
2. Managerial challenge: measuring skills and relationship  
3. Applied sales management problem (Case) | Chapter 11 + Supplementary material on MyLO |
| 12   | 8 October   | 1. Applied sales management problem  
2. Case analysis | Chapter 12 + Supplementary material on MyLO |
| 13   | 15 October  | 1. Applied sales problem  
2. Q & A | Chapter 13 + Supplementary material on MyLO |
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click [here](#).