

Syllabus: Course: Sales Management©

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Purpose & focus of class: To teach the fundamentals of sales management. Case material will be referred back to its relevance to business in Russia.

The class will use a combination of textbook material and case studies supplemented with instructor lectures. Students will be organized into groups and make class presentations in various stages of the selling process. Instruction will also include guest lectures from entrepreneurs and sales management professionals from the Moscow business community.

This course is an elective in the AIBEc course curriculum. It prepares students for new challenges in current and new work situations in several ways:

- Understand the sales process. What do buyers want and need?
- The role of selling and the sales person in the market.
- Issues in sales management, managing the sales force
- Sales prospecting and sales forecasting
- Think about a career in sales and sales management in Russia.

Grading will be based on student's participation in the case study, group presentations, mid-term & final exams. Class material will come from two textbooks, the first from 'Fundamentals of Selling,' by Charles Futrell and the second from 'Sales Management,' by Robert Calvin. Case studies from the Harvard Business School are used.

Class Schedule: The class meets every Monday & Wednesday at AIBEc from 19:00-22:00. 1 or 2 classes may be held on Friday evenings vs. a Monday or Wednesday.

Grades & Grading: Midterm exam - 25% of grade, Final exam - 40% of grade, Group Presentations -35% of grade.

Class #1: (Monday, 19 May) Background & introductions, course syllabus, objectives, purposes & expectations, Q&A. Introduction to Sales, the Sales Process & Sales Management. What is sales, its role in marketing and its function in business & industry? In this class, we will discuss the function of sales in the economy, the sales process, and the future of sales. Read the HBS Case: 'Manage the Customer, Not Just the Sales Force.'

Class #2 & 3: (Wednesday, 21 May & Monday, 26 May) Types/Kinds of Sales and Why People Buy. The sales function depends on the product being sold, how it is being sold, and understanding why customers buy. In these two classes, we discuss types of products, why customers buy, relationship marketing and the different forms that sales takes. Read Futrell, Chapters 2 & 4.

Classes #4 & 5: (Wednesday, 28 May & Monday, 2 June) Issues in Sales Management. In these two classes, we discuss issues in sales management; prospecting, making the initial contact with the customer, the sales presentation, the customer decision-making process, answering/solving customer objections, closing the sale, and managing the relationship post-sale. Read Futrell, chapters 7 & 8. Review the HBS case, 'Manage the Customer, Not Just the Sales Force,' and read pages 1-5 of the HBS case 'Aspects of Sales Management.'

Class #6: Midterm Exam. (Wednesday, 4 June)

Classes #7 & 8 (Monday, 9 June & Wednesday 11 June): Sales Force Planning, Forecasting, and Compensation. In these two classes, we discuss planning activities to build the sales force, recruitment, selection, compensation and management. Read Futrell, Chapters 16 & 17, and pages 5-17 of the HBS case 'Aspects of Sales Management.'

Classes 9 & 10 (Monday 16 June & Wednesday 18 June): Strategic Sales Issues. The sales function is not about just making a sale. It is about positioning the company for the future, providing early intelligence to perceptions & shifts in the market to the company's offering, and strategic account selling. Read HBA cases, 'Learning from Losing a Customer,' 'Managing Customers,' & 'Strategic Sales, A Boardroom Issue.'

Class #11 Monday, 23 June): Group Presentations on HBS Cases.

Class #12: (Wednesday, 25 June) Final Exam.