The American University in Cairo
School of Business
Department of Management

Syllabus
Sales Management (MBA)
Marketing 523 (01)
Fall Semester 2012

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Class room: C110
Class time: Sundays 6:00 pm to 9:00 pm

Vision of the School of Business

The School of Business sees itself becoming globally recognized as the leading business school connecting the region and the world.

Mission of the School of Business

The School of Business strives to create an environment that fosters the development of principled and innovative business leaders and entrepreneurs who can make a difference.

Mission of the Department of Management

Our mission is to develop business leaders who are dedicated to the betterment of society by providing a high quality business education to top caliber students from all segments of Egyptian society as well as from other countries while focusing on continuous improvement and a commitment to excellence in learning, intellectual contributions and service.

In support of this mission the department:

- Provides a high quality contemporary-style business education that blends a global perspective with national cultures and is relevant to the business needs of Egypt and the region.
• Provides programs that encourage the development of an entrepreneurial spirit that emphasizes creativity, innovation, individual initiative and teamwork
• Provides a learning environment that fosters faculty/student communication and promotes lifelong learning and career development
• Encourages faculty development activities that improve teaching, maintain competence and that keep faculty current with ideas and concepts in their field.
• Seeks to develop a portfolio of intellectual contributions to learning and pedagogy, to practice, and to the theory and knowledge base of the disciplines.

Course Description and Objectives:

Sales management is becoming a critical success factor in many modern sales organizations. The course focuses on what it takes to be successful in managing the sales function in a personal, direct sales environment. It asks the student to put himself/herself in the position of being a prospective sales manager. This context helps the student better relate to the realities of the environment and how the concepts of the course can be applied to practical sales management situations, and management performance requirements. The course will provide the student with a systematic framework for understanding how sales is distinguished from marketing, and what it takes to effectively manage the sales function. The course content details the topics covered in support of the objectives below:

• To provide the student with a basic understanding of the processes and skills necessary to be successful in personal direct selling within the industrial market place.
• To provide an understanding of the tools and techniques necessary to effectively manage the sales function, the sales organization and the sales individual.
• To provide students with advanced skills in the areas of interpersonal communications, motivational questioning techniques and high-leverage employee process management.

Competency Coverage

The effective management of a company’s sales force involves three interrelated sets of decisions or processes that students must learn in this course:

1. **The formulation of a sales program.** The strategic sales program should consider the environmental factors faced by the firm. Sales executives organize and plan the company’s overall personal selling efforts and integrate these with the other elements of the firm’s marketing strategy.

2. **The implementation of the sales program.** The implementation phase involves selecting appropriate sales personnel and designing and implementing policies and procedures that will direct their efforts toward the desired objectives.
3. **The evaluation and control of a sales program.** The evaluation phase involves developing methods for monitoring and evaluating sales force performance. Evaluation facilitates adjusting the sale program or the way it is implemented when performance is unsatisfactory.

**Teaching Method:**

The class will use a combination of textbook material, evaluation, sales plan projects, sales tools, and case studies supplemented with instructor practical lectures. Students will be organized into groups and make class presentations in various stages of the selling process. Instruction will also include guest lecturers from entrepreneurs and sales management professionals from the business community. The lectures will be supplemented with practical cases of sales experience every class.

**Course Guidelines:**

**Participation:**

In this course students are expected to interact with the business community, be able to work effectively in teams, and be active participants in classroom discussions, including meaningful comments and questions regarding the subject. Sincere, pertinent questions and comments will only enhance a student’s final grade.

**Sales Tool:**

You are required to design three sales tools or techniques and choose one of them to share with the class in your presentation. Examples of tools may include: sales incentive plan, sales call evaluation form, sales forecasting method, interview guide to recruit sales team, sales process check list, sales training content, sales analysis tools, … etc. the tools need to be practical and applicable.

**Case Study:**

As a group you will be given a case to analyze, present to the class and write a report. The cases and group selection will be done during the first meeting. The presentation dates are assigned in the time table of this syllabus.

**Sales Observation:**

You are expected to spend some time (preferably an entire day) with a salesperson, for the purpose of observing and evaluating the sales representative's selling techniques. A written report of the experience will be turned in to the instructor, including the name of the salesperson, his or her company affiliation, address and office phone number. You should analyze the activities of the salesperson with respect to the material discussed in class. One means of organizing the paper is to use the "Presentation Evaluation Form," a copy of which is attached to this syllabus. The sales observation should be typed double-spaced and handed in on the date assigned. Critical analysis is presumed. That is, tell what the salesperson did and why you thought it was good or bad. Include critical dialogue between the salesperson and customers.
Evaluation Report:
The intention here is to provide guest speakers during the term, time permitting. This guest will be an executive from a prominent enterprise responsible for a function influential in the performance of marketing or sales management. The objective of this session will be to relate personal experiences and philosophies about the significance, issues and critical factors for success in performing the Executive Marketing and/or Sales Management functions. You are required to write a brief 1-2 page report evaluating the only one of the guest speakers’ session against the learning of this course. This report will be due one week after the guest speakers’ class.

Sales Plan:
Writing a sales plan requires you to ask tough questions about the nature of the business. What is the need for your product or service? What are the benefits? What is the target market and how will you penetrate it? What is your sustainable competitive advantage? How will you develop the team/channels to sell the product or service? What caliber team is required? What are the risks of the venture and what can you do to reduce them? What are the financial implications of the plan? What resources, including funding, are required? The most effective way to understand the sales process is to take a hands-on approach. You will be required to work in a team to deliver a practical sales plan; the main milestones are as follows:
- Team selection, which will be formulated on the first day of class.
- Target product/service selection (refer to the time table for due date)
- Group presentation due during the last two class meetings

Professional Conduct Expectations:

1. RAISE THE BAR. Stretch yourself – work on challenging projects and do more than the minimum. Attend professional meetings and read material aimed at professionals.

2. ENGAGEMENT. Come to class prepared. Ask questions during class. Encourage others in your class to ask questions. Work on assignments when you get them rather than waiting until they are due.

3. ATTITUDE. Show energy and initiative. Be constructive, so offer suggestions during the semester. Take responsibility for failures as well as successes.

4. COURTESY. Pay attention during class and minimize side conversations. Examples of not paying attention include sleeping, reading non-class material, working on homework, and starting to pack up and leave before class is over. Turn off cell phones during class, and call at a reasonable hour if you need to reach your professor.

5. HONESTY. Make sure authorship of work is accurately reported. Give proper reference to cited work when used.
Text and other reading materials


Additional handouts will be distributed in due time for class activities

Performance Evaluation:

Students’ performance will be based on the following:

- Attendance 6%
- Participation 4%
- Designing of a 2 sales tool or instrument (present one)
  - Tool # 1 5%
  - Tool # 2 5%
  - Presentation of one tool 5% 15%
- Cases study analysis
  - Presentation 5%
  - Report 10% 15%
- Sales observation exercise and report 10%
- Guest Speaker (or MBA debates) evaluation report 10%
- Sales plan peer evaluation reports 10%
- Developing a practical sales plan for a company
  - Presentation 10%
  - Report 20% 30%
# Calendar of Classes & Due Dates

<table>
<thead>
<tr>
<th>Class # (12)</th>
<th>Date</th>
<th>Sales Tool</th>
<th>Prof. Selling</th>
<th>Case Study</th>
<th>Sales Plan</th>
<th>Topics / Chapters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sept 2nd</td>
<td>Orientation</td>
<td>Team Selection</td>
<td>Team Selection</td>
<td>Team Selection</td>
<td>Introduction</td>
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<tr>
<td>2</td>
<td>Sept 9th</td>
<td>Introduction</td>
<td></td>
<td></td>
<td></td>
<td>Sales Funnel</td>
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<tr>
<td>3</td>
<td>Sept 16th</td>
<td>Sales person profile</td>
<td>Team Confirmation</td>
<td></td>
<td></td>
<td>Strategic Planning Sales Leadership</td>
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<tr>
<td>4</td>
<td>Sept 23rd</td>
<td>Sales definition &amp; process</td>
<td>Cases 1,2</td>
<td>Team Confirmation</td>
<td></td>
<td>Analyzing Customers &amp; Markets</td>
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<tr>
<td>5</td>
<td>Sept 30th</td>
<td>Opening</td>
<td>Cases 3, 4</td>
<td></td>
<td></td>
<td>Sales Force</td>
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<tr>
<td>6</td>
<td>Oct 7th</td>
<td>Behavior styles</td>
<td>Cases 5, 6</td>
<td></td>
<td></td>
<td>Process Management</td>
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<tr>
<td>7</td>
<td>Oct TBD</td>
<td>Sales tool 1</td>
<td>Cases 7, 8</td>
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<td>Guest Speaker</td>
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<tr>
<td>8</td>
<td>Nov 18th</td>
<td>Discovery Advocating</td>
<td>Cases 9, 10</td>
<td>Sales Plan Idea</td>
<td>Knowledge Management</td>
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<tr>
<td>9</td>
<td>Nov 25th</td>
<td>Sales tool 2</td>
<td>Handling objections &amp; Closing</td>
<td>Cases 11, 12</td>
<td>Sales Quiz</td>
<td></td>
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<tr>
<td>10</td>
<td>Dec 2nd</td>
<td>Sales relationship</td>
<td>Back up for GS Visit</td>
<td>Report due</td>
<td>Presentation &amp; Report Preparation</td>
<td>Review</td>
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<tr>
<td>11</td>
<td>Dec 9th</td>
<td></td>
<td></td>
<td>Presentation &amp; Reports Groups 1, 2, 3 &amp; 4</td>
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<tr>
<td>12</td>
<td>Dec 16th</td>
<td></td>
<td></td>
<td>Presentation &amp; Reports Groups 5, 6, 7 &amp; 8</td>
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**Presentation Evaluation Form**

**Criteria for Evaluation**

**Salesperson Approach (15 points possible) Inadequate Good Excellent**

1. How was the greeting handled? _______ _______ ________
2. Did the salesperson gain the prospect's attention with an opener? _______ _______ ________
3. Appearance and demeanor. _______ _______ ________

**Comments:**

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

**Points**

_____________________

**Problem Recognition (20 points possible) Inadequate Good Excellent**

1. Did the salesperson encourage the prospect to think about his need and problems? _______ _______ ________
2. Did the salesperson use open and closed questions to begin the flow of information? _______ _______ ________
3. Did the salesperson encourage the buyer to continue the flow of information? _______ _______ ________
4. Did the salesperson check for understanding? _______ _______ ________
5. Was the problem confirmed? _______ _______ ________
6. Were questions kept simple? _______ _______ ________
7. Was burden placed properly on the salesperson? _______ _______ ________
8. Depth of questioning. _______ _______ ________
9. Did the salesperson ask about benefits, not features? _______ _______ ________

**Comments:**

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

**Points**

_____________________

**Presentation (20 points possible) Inadequate Good Excellent**

1. Were an adequate number of features offered? _______ _______ ________
2. Were benefits explained and did they relate to prospect needs? _______ _______ ________
3. How well was the product dramatized? _______ _______ ________
4. Did the salesperson make himself understood? (idea spaced out, repetition, choice of language, etc) _______ _______ ________
5. Depth of product knowledge. _______ _______ ________
6. Was the presentation appropriate for the personality style of the buyer? _______ _______ ________

**Comments:**

___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

**Points**

_____________________
Handling Objections (15 points possible) Inadequate Good Excellent
1. Were proven methods for handling objections used? _______ _______ ________
2. How well were objections handled? _______ _______ ________

Comments:
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

Points ______________________

Closing (20 points possible) Inadequate Good Excellent
1. Did the salesperson attempt to close at the right time? _______ _______ ________
2. Were proven closing techniques used well? _______ _______ ________
3. Was the close appropriate for the personality style of the buyer? _______ _______ ________

Comments:
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

Points ______________________

Miscellaneous (10 points possible) Inadequate Good Excellent
1. Did the salesperson demonstrate active listening? _______ _______ ________
2. Did the salesperson take note of nonverbal behavior by the prospect? _______ _______ ________
3. Enthusiasm. _______ _______ ________
4. Non-verbal behavior by the salesperson. _______ _______ ________

Comments:
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

Points ______________________

Overall Comments
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

Points _________