



Course **MKT 6331, Building and Managing Professional Sales Organizations**
Professor Dr. Keith Thurgood
Term Fall 2016
Meetings Monday, 7:00-9:45 PM in JSOM 2.904

Professor's Contact Information

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Office Hours 6:00 – 7:00 PM Monday, 3 PM Wednesday
Other Information Grading questions are generally best addressed in person during office hours. I intend to respond to all student communication by the end of the first business day after receipt of the e-mail messages. I prefer that students use my utdallas.edu contact information.

General Course Information

**Pre-requisites,
Co-requisites, &
other restrictions**

None
The focus of this course is on the development and management of a professional sales organization. The course will explore the different strategies and approaches needed to effectively lead and manage a sales team. While the course will examine the various training programs available, there will be relatively little emphasis on sales techniques. (Professional Sales I and II are specifically designed for learning and developing sales techniques). In this course we will examine issues related to building and managing a high performance sales team and how to manage the sales effort at various stages of the company and product lifecycle; hiring and retaining sales personnel; compensation and incentive plans; sales forecasting and developing key strategic alliances. We will examine these processes through the lens of multiple product lines, multiple sales channels and different geographic regions.

Course Description

Learning Outcomes

1. Understand the difference between leading and managing
2. Understand the importance of metrics, methodology and management as it relates to the sales force
3. Understand how business results, sales objectives and sales activities are related
4. Understand the drivers of sales performance
5. Understand the sales process
6. Understand how to build a capable sales force

Required Texts & Materials

Required Texts, Readings, & Materials Cracking the Sales Management Code, Jordan and Vazzana, McGraw Hill, ISBN: 978-0-07176-573-2
Harvard Case packet link will be provided via e-learning

Assignments & Academic Calendar

[Topics, Reading Assignments, Due Dates, Exam Dates]

Aug 22 **INTRODUCTION:** Review syllabus, introductions, course overview. Sales lab
Activity: Two - minute speed sell
Discussion: What can be managed / State of Sales and Sales Management / Performance / Key Measures; Chapter 1

SALES LEARNING CURVE
Aug 29 **Activity:** HBR article “Sales Learning Curve”
Discussion: Managing the number / Sales activities / Understanding business results; Chapters 2,3
Assign Teams

Sep 5 **LABOR DAY: NO CLASS**

DRIVERS OF SALES PERFORMANCE
Sep 12 **Activity:** HBR Article, “Leadership That Gets Results”
Discussion: Sales Objectives and Sales activities / Connecting the dots / Sales Process; Chapters 4,5,6
Case #1: As Assigned

COMPLEX SALES ENVIRONMENTS
Sep 19 **Activity:** HBR article “Marking the Major Sale”
Discussion: The Sales cycle / Review of chapters 3,4,5
Case #2: As Assigned

COLLECTING AND MANAGING METRICS
Sep 26 **Activity: Guest Lecture**
Discussion: Which metrics matter and why / what to measure / accountability Reports / Shaping the environment / Enablement; Chapters 7,8

CHALLENGER MODEL
Oct 3 **Activity:** HBR article “Dismantling the Sales Machine”
Discussion: The challenger method / Acquire, retain, grow / Review chapter 4 /
Case #3: As Assigned

MANAGING A COMPLEX SALES PROCESS
Oct 10 **Activity:** Review HBR article, “Making the major sale” / Connecting the sales process to measurable outcome
Case #4: As Assigned

Oct 17 **MANAGING THE SALES PROCESS**
Activity: Group project #1 / Initial Working session

Discussion: Sales Process review

COACHING MODULE 1/Role Play
Oct 24 Activity: HBR article “Closing Gaps and Improving” / Role Play
Discussion: Managers /Leaders / Actions to Improve

BUILDING YOUR PRESENTATION / MODEL (Sales Process Mapping)
Oct 31 Activity: Developing and building your presentation / Practice
Discussion: Review and previous weeks key learnings / Incorporate into presentation / Chapter 9 / Format for presentation / Other as needed

BUILDING YOUR PRESENTATION / MODEL (Sales Recruiting)
Nov 7 Activity: Developing and building your presentation / Practice
Discussion: Format for presentation / Other as needed

COACHING MODULE 2 / Role Play
Nov 14 Activity: HBR article “What Coaching is All About: It’s Place in Management” / Team taping sessions (Sales Lab) / Role Play
Discussion: Managers /Leaders / Actions to Improve

Nov 21-25 NO CLASS / THANKSGIVING BREAK

Nov 28 GROUP REPORTS
Activity: Individual and Team Presentations / Rookie Preview Discussion

Dec 5 FINAL PRESENTATIONS
Activity: Individual and Team Project Presentations

Dec 9-15 FINALS WEEK / Additional Presentations if needed

Course Policies

Grading (credit) Criteria	Individual Case Studies (4): 45% Group Projects (2): 30% Class Participation: 25% Details on each assignment noted here. I intend to review this during the first class and negotiate with you on approach and changes so that we achieve maximum value. 1. Individual Case Studies: You will prepare several case studies in an executive summary format throughout the semester. This will allow you to consider and present key issues and concerns; outline a strategy; and discuss other topical issues in sales management. Basic guidelines for preparing
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	<p>these papers can be found in Appendix A of this syllabus. It is of particular importance to note that the cases are to be prepared individually by each student. Students should not collaborate or work together on these projects. You may, as a matter of course, consult with other knowledgeable leaders in the sales management area, but the work must be your own. These are due (uploaded) in E-learning at the beginning of the class period. competition criteria.</p> <p>2. Group Project #1: Sales Process Mapping Report (15%). You will be assigned to a group for this project. Your group will extensively map out the sales activities for their assigned company. This will be a complete mapping from customer first contact to the end of the customer relationship. Completing this project will require students to interview their respective firms in great detail. The mapping report will be due shortly after mid-term of the semester.</p> <p>3. Group Project #2: Sales Recruitment and Retention Strategy (15%). As groups complete the mapping of the sales function and use your insights to develop an appropriate recruitment and retention strategy for the focal firm. This strategy would include a coaching model, a training model, and a recruiting model. It is expected that this report will be presented to members of the executive team of your assigned company during the final week of class or during finals week. This activity will likely be done in the sales lab.</p> <p>4. Class participation: This course is a sales class. Just as in real life, when an appointment is missed, it is gone! There are no make ups. On occasion your employment or life may require you to miss your scheduled commitment to attend class. Professional courtesy would suggest that you inform other parties (the professor and other group members) when you are going to be late, leave early, or if you are unable to attend. Your presence at all classes is essential and I am unable to “recreate” the learning environment during most class participation activities. Therefore, missing a class will affect your grade. I expect relevant, informed, and insightful comments from you and your groups. Therefore, preparing for the class <u>before</u> the class is a critical element of learning. Class participation points will be awarded for attendance, participation in guest lectures and the following activities: case studies; Role Play activities; any other scheduled activities in class or online.</p>
Make-up Exams	None
Extra Credit	Rookie Preview Participation (up to 10%). Rookie Preview will be held at the end of the semester (around May). You will receive extra credit equal to your Rookie Preview score. In other words, if you score 50, you will receive 10% of that score or 5 points. The maximum extra credit is 10% of your total score.
Late Work	Late work will not be accepted
Special Assignments	TBD
Class Attendance	Class participation is a graded portion of the class. See the grading criteria noted earlier.
Classroom Citizenship	I expect all students to be respectful of diverse thoughts and communication and adhere to the UTD policies and guidelines.
Comet Creed	<p><i>This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:</i></p> <p><i>“As a Comet, I pledge honesty, integrity, and service in all that I do.”</i></p>
UT Dallas Syllabus Policies	<i>The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus.</i>

and Procedures	Please go to http://go.utdallas.edu/syllabus-policies for these policies.
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The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.