



Western Technical College

10104165 Sales Team Management

Course Outcome Summary

Course Information

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| Description | This course will focus on the responsibility and functions of a sales manager including: an evaluation of various sales organizational structures, sales forecasting, budgeting, ethics in sales, and an overview of best practices in recruiting, selecting, testing and training salespeople. Special attention will be paid to retaining, compensating, and motivating sales teams. |
| Career Cluster | Marketing |
| Instructional Level | Associate Degree Courses |
| Total Credits | 3 |
| Total Hours | 54 |

Pre/Corequisites

Prerequisite 10104163 Advanced Professional Selling

Textbooks

Dalrymple's Sales Management: Concepts and Cases. 10th Edition. Copyright 2009. Cron, William L, and Thomas E. DeCarlo. Publisher: John Wiley & Sons. **ISBN-13**: 978-0-470-16965-0. Required.

Success Abilities

1. Live Responsibly: Foster Accountability
2. Refine Professionalism: Act Ethically
3. Refine Professionalism: Improve Critical Thinking
4. Refine Professionalism: Participate Collaboratively
5. Refine Professionalism: Practice Effective Communication

Program Outcomes

1. Apply customer service skills in the sales process
2. Apply sales cycle strategy
3. Analyze the market for potential customers
4. Use sales tools in the sales process
5. Apply sales management techniques
6. Demonstrate professionalism in sales

Course Competencies

1. Examine the role of the sales manager.

Assessment Strategies

- 1.1. Presentation

Criteria

You will know you are successful when

- 1.1. you explain the benefits of developing a cross functional team to aid in the planning process.
- 1.2. you identify steps of the planning process for sales forecasting and budgeting.
- 1.3. you describe the role of adjustment and flexibility in the planning process.
- 1.4. you outline bottom line impacts of organizational planning.

Learning Objectives

- 1.a. Describe the sales management planning process.
- 1.b. Outline the key variables used to analyze an organization.
- 1.c. Describe the role of sales forecasting in the planning process.
- 1.d. Describe potential growth strategies for organizations.
- 1.e. Describe the role of budgeting in the sales planning process.

2. Explore theories of leadership success.

Assessment Strategies

- 2.1. Reflection

Criteria

You will know you are successful when

- 2.1. you match leadership experiences to leadership theory.
- 2.2. you interpret the context of the leadership experience.
- 2.3. you describe the particular challenges of leading sales teams.
- 2.4. you describe specific challenges that you may encounter in leadership.

Learning Objectives

- 2.a. Differentiate between supervision, management and leadership.
- 2.b. Explain the positional and personal forms of power a sales manager might employ.
- 2.c. Differentiate between transactional and transformational leaders.
- 2.d. Compare trait, behavioral, and contingency theories of leadership.

3. Compare methods of motivating sales teams.

Assessment Strategies

- 3.1. Written Product

Criteria

You will know you are successful when

- 3.1. you differentiate between monetary and non-monetary motivation techniques.
- 3.2. you outline the impact of individual values on motivation.
- 3.3. you describe common pitfalls in monetary motivation techniques.

3.4. you outline methods for aligning motivation to business objectives.

Learning Objectives

- 3.a. Describe modes of inspiration that help motivate sales team efforts.
- 3.b. Describe various theories of motivation.
- 3.c. Describe the role that incentive programs play in sales team motivation.
- 3.d. Describe the role organizational climate plays in motivation.

4. Examine the process of creating a sales budget.

Assessment Strategies

4.1. Written Product

Criteria

You will know you are successful when

- 4.1. you identify typical sales budget line items.
- 4.2. you differentiate between fixed and variable costs.
- 4.3. you describe the impact of sales force size on sales budgets.
- 4.4. you outline the relationship between sales forecasts and sales budgets.
- 4.5. you describe common business bottom line considerations of the budgeting process.

Learning Objectives

- 4.a. Describe the role of a sales budget in the organization.
- 4.b. Describe the role of aligning sales budgets to business objectives.
- 4.c. Examine sales budget formats and layouts.
- 4.d. Describe the role of the W's (where, when, how much and who) in evaluating past budget variance.

5. Compare various sales team compensation models.

Assessment Strategies

5.1. Scenario Response

Criteria

You will know you are successful when

- 5.1. you align compensation strategy to business objectives.
- 5.2. you differentiate between straight salary, straight commission and combination methods.
- 5.3. you recognize the components of a compensation mix.
- 5.4. you describe the impact of compensation on employee motivation.
- 5.5. you describe the impact of compensation on company objectives.

Learning Objectives

- 5.a. Outline common business objectives considered when developing a compensation mix.
- 5.b. Describe methods of evaluating a sales compensation mix once it is in place.
- 5.c. Differentiate between straight salary, straight commission and combination methods of compensation.
- 5.d. Describe the motivational impacts of compensation approaches.
- 5.e. Describe the importance of compensation modeling prior to roll out.

6. Outline the steps in the sales training process.

Assessment Strategies

6.1. Written Product

Criteria

You will know you are successful when

- 6.1. you describe the role of company objectives in the sales training process.
- 6.2. you identify the complexity of the product or service.
- 6.3. you examine a new sales team member's strengths and weaknesses.
- 6.4. you appraise various training methods.

Learning Objectives

- 6.a. Outline methods for developing company based training.
- 6.b. Describe the key elements of the sales process.
- 6.c. Outline the benefits and challenges of group and individual training.

- 6.d. Compare discussions, role playing, simulations, and lecture as training methods.
- 6.e. Describe the importance of mentoring in the sales training process.

7. Outline best practices for sales force performance evaluations.

Assessment Strategies

- 7.1. Written Product

Criteria

You will know you are successful when

- 7.1. you describe evaluation preparation techniques.
- 7.2. you describe easy to understand performance measures.
- 7.3. you explain the relationship between work and results.
- 7.4. you outline positive reinforcement techniques as a method for review.

Learning Objectives

- 7.a. Describe some of the challenges in evaluating sales performance.
- 7.b. Describe the process of outlining a sales plan that includes current state assessment, goals, a roadmap and an evaluation.
- 7.c. Differentiate between outcome-based measures, behavior-based measures and professional development based measures.
- 7.d. Describe various types of sales quota including dollar based, unit volume, and point quota systems.
- 7.e. Describe the role of sales representative territory or customer marketing plans in sales evaluation plan.

8. Construct a strategy for designing a sales territory.

Assessment Strategies

- 8.1. Product

Criteria

You will know you are successful when

- 8.1. you compare geographic and non-geographic sales territory strategies.
- 8.2. you compare strategies for balancing work load based on company size and territory size.
- 8.3. you describe how sales territory strategy is related to sales team size.
- 8.4. you describe bottom line impacts of sales territory design.

Learning Objectives

- 8.a. Characterize the benefits of designing a well-crafted sales territory strategy.
- 8.b. Describe the role of the CRM in designing and servicing sales territories.
- 8.c. Describe key triggers for sales territory revision.
- 8.d. Describe strategies for dealing with the impact of sales territory revisions.
- 8.e. Characterize the dependent relationship between sales force planning and territory design.