MKTG8054

Strategic Sales Management

Session 1, Weekday attendance, North Ryde 2020

Department of Marketing

Contents

General Information

Unit convenor and teaching staff
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Room 223, Level 2, 4 Eastern Road Building
Thursday, 5pm-6pm

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Credit points
10

Prerequisites
Admission to MMktg or (admission to MCom and MKTG8020)

Corequisites

Co-badged status

Unit description
Firms that offer multifaceted products, services and customer solutions must strategically manage their salesforce to explain and validate the value of their offerings to potential B2B and B2C customers. Strategic sales management is critical to a firm's success because skilful sales managers guide and coach the sales force to connect with customers, align their sales goals with buyer objectives, and ethically respond to their technical/non-technical enquiries. This unit focuses on developing students' knowledge of strategic sales management. This unit will develop students' skills to successfully design a strategic plan to manage sales activities from the opening to closing stages of the sales. This unit focuses on advancing students' skill to manage long-term relationships with customers/clients through face-to-face seller-buyer communications and technology-mediated communications. This unit will equip students with the skills to effectively engage in sales processes and commit to ethical sales practices.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

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

ULO1: Analyse and discuss theories and concepts underpinning strategic sales management.

ULO2: Assess and select sales strategies that support long-term relationships with customers through face-to-face and technology-mediated communications.

ULO3: Design a strategic sales management plan.

ULO4: Evaluate ethical and social issues associated with strategic sales management and personal selling.

Assessment Tasks

Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult iLearn for revised unit information.

Find out more about the Coronavirus (COVID-19) and potential impacts on staff and students

General Assessment Information

*Late assessment submissions must also be submitted through the appropriate submission link in iLearn. No extensions will be granted unless an application for Special Consideration is made and approved. There will be a **deduction of 10%** of the total available marks made from the total awarded mark for each **24 hour period** or part thereof that the submission is late. Late submissions will not be accepted after solutions have been discussed and/or made available.*

Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

Delivery and Resources

Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Mode of Delivery:

3hr workshop (1hr seminar + 2 hr in-class practices, activities, and exercises)

Prescribed Textbooks:

Ingram, T.N., LaForge, R.W., Avila, R.A., Schwepker Jr, C.H. & Williams, M.R., (2019), Sales Management: Analysis and Decision Making, 10th Edition, Routledge: ISBN – 9780367252748

<u>**OR**</u>

Ingram, T.N., LaForge, R.W., Avila, R.A., Schwepker Jr, C.H. & Williams, M.R., (2015), Sales Management: Analysis and Decision Making, 9th Edition, Routledge: ISBN – 9780765644510

Recommended Resources:

Johnston, M.W. & Marshall, G.W. (2016) **Contemporary selling: building relationships,**

creating value, 5th Edition, Routledge: ISBN – 9781315668345

Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019) **Selling and sales management,** Pearson UK: ISBN - 9781292205021

Cummins, S., Peltier, J.W. and Dixon, A., 2016. Omni-channel research framework in the context of personal selling and sales management: A review and research extensions. Journal of Research in Interactive Marketing, 10(1), pp.2-16.

Johnston, M.W. and Marshall, G.W., 2016. Introduction to Sales Management in the Twenty-First Century. In Sales Force Management (pp. 29-54). Routledge.

Schrock, W.A., Zhao, Y., Richards, K.A., Hughes, D.E. and Amin, M.S., 2018. On the nature of international sales and sales management research: a social network–analytic perspective. Journal of Personal Selling & Sales Management, 38(1), pp.56-77.

Rodriguez, M., Peterson, R.M. and Ajjan, H., 2015. CRM/social media technology: impact on customer orientation process and organizational sales performance. In Ideas in Marketing: Finding the New and Polishing the Old (pp. 636-638). Springer, Cham.

Itani, O.S., Goad, E.A. and Jaramillo, F., 2019. Building customer relationships while achieving sales performance results: Is listening the holy grail of sales?. Journal of Business Research, 102, pp.120-130.

Lu, Q.S. and Miller, R., 2019. How Social Media Communications Combine with Customer Loyalty Management to Boost Green Retail Sales. Journal of Interactive Marketing, 46, pp.87-100.

Itani, O.S., Jaramillo, F. and Chonko, L., 2019. Achieving top performance while building collegiality in sales: It all starts with ethics. Journal of Business Ethics, 156(2), pp.417-438.

Harindranath, R.M., Sivakumaran, B. and Jacob, J., 2019. The moderating role of sales experience in adaptive selling, customer orientation and job satisfaction in a unionized setting. Journal of Business & Industrial Marketing.

Du, M., Gao, H. and Zhang, J., 2019. Toward a guanxi-bases view of structural holes in sales gatekeeping: A qualitative study of sales practices in China. Industrial Marketing Management, 76, pp.109-122.

Rahman, A.U., Shah, F.A. and Jan, S., 2019. The Moderating Role of Supervisory Support in the Relationship of Emotional Intelligence and Job Performance of Pharmaceutical Sales Representatives. Review of Economics and Development Studies, 5(1), pp.11-22.

Chatterji, A.K., Cunningham, C.M. and Joseph, J.E., 2019. The limits of relational governance:

Sales force strategies in the US medical device industry. Strategic Management Journal, 40(1), pp.55-78.

Geiger, S., Guenzi, P., Storbacka, K., Ryals, L., Davies, I.A. and Nenonen, S., 2009. The changing role of sales: Viewing sales as a strategic, cross-functional process. European Journal of marketing.

Malshe, A., Friend, S.B., Al-Khatib, J., Al-Habib, M.I. and Al-Torkistani, H.M., 2017. Strategic and operational alignment of sales-marketing interfaces: Dual paths within an SME configuration. Industrial Marketing Management, 66, pp.145-158.

Anderson, R.E., Cohen, A.H., Christ, P.F., Mehta, R. and Dubinsky, A.J., 2019. Provenance, evolution, and transition of personal selling and sales management to strategic marketing channel management. Journal of Marketing Channels, pp.1-15.

Viio, P. and Grönroos, C., 2016. How buyer–seller relationship orientation affects adaptation of sales processes to the buying process. Industrial Marketing Management, 52, pp.37-46.

Gopalakrishna, S., Garrett, J., Mantrala, M.K. and Sridhar, S., 2016. Assessing sales contest effectiveness: the role of salesperson and sales district characteristics. Marketing Letters, 27(3), pp.589-602.

Bilginer, Ö. and Erhun, F., 2015. Production and sales planning in capacitated new product introductions. Production and operations management, 24(1), pp.42-53.

Alavi, S., Habel, J., Schmitz, C., Richter, B. and Wieseke, J., 2018. The risky side of inspirational appeals in personal selling: when do customers infer ulterior salesperson motives?. Journal of Personal Selling & Sales Management, 38(3), pp.323-343.

Brown, S.P., Leigh, T.W. and Rhi-Perez, P., 2015. Dimensions of Working Hard in Personal Selling: Effects of Time Commitment and Work Intensity on Sales Performance and Job Satisfaction. In Global Perspectives in Marketing for the 21st Century (pp. 457-461). Springer, Cham.

Lee, J.Y., Sridhar, S. and Palmatier, R.W., 2017. The effect of firms' structural designs on advertising and personal selling returns. International Journal of Research in Marketing, 34(1), pp.173-193.

Paesbrugghe, B., Sharma, A., Rangarajan, D. and Syam, N., 2018. Personal selling and the purchasing function: where do we go from here?. Journal of Personal Selling & Sales Management, 38(1), pp.123-143.

Sharma, A., 2016. What personal selling and sales management recommendations from developed markets are relevant in emerging markets?. Journal of Personal Selling & Sales Management, 36(2), pp.89-104.

Singh, R., Kumar, N. and Puri, S., 2017. Thought self-leadership strategies and sales performance: integrating selling skills and adaptive selling behavior as missing links. Journal of Business & Industrial Marketing, 32(5), pp.652-663.

Agnihotri, R., Gabler, C.B., Itani, O.S., Jaramillo, F. and Krush, M.T., 2017. Salesperson ambidexterity and customer satisfaction: Examining the role of customer demandingness,

adaptive selling, and role conflict. Journal of Personal Selling & Sales Management, 37(1), pp.27-41.

Arli, D., Bauer, C. and Palmatier, R.W., 2018. Relational selling: Past, present and future. Industrial Marketing Management, 69, pp.169-184.

Recommended Journals (Further Reading):

- Journal of Business Research

- Marketing letters

- Journal of Personal Selling & Sales Management

- European Journal of Marketing

- Journal of Business & Industrial Marketing

- International Journal of Research in Marketing

- Production and operations management

- Industrial Marketing Management

- Journal of Interactive Marketing

- Journal of Business Ethics

- Journal of Personal Selling & Sales Management

Unit Schedule

Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult iLearn for latest details, and check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Please refer to iLearn

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy

- Academic Integrity Policy

- Academic Progression Policy

- Assessment Policy

- Fitness to Practice Procedure

- Grade Appeal Policy

- Complaint Management Procedure for Students and Members of the Public

- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- Getting help with your assignment

- Workshops

- StudyWise

- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides

- Ask a Librarian

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Changes from Previous Offering

This is the first time this unit is offered

Changes since First Published

Date	Description
05/02/2020	checking to add the small note about the previous offering it was already added.