



# MKTG8054

## Strategic Sales Management

Session 1, Online-scheduled-weekday 2022

*Department of Marketing*

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## General Information

Unit convenor and teaching staff

Lecturer and Unit Convenor

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Contact via email

sessional

Every Thursday 5-6 pm via Zoom

Credit points

10

Prerequisites

Admission to MMktg

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' capacity to analyse and apply theories and concepts underpinning strategic sales management. 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 develop students' skills to design a strategic plan to manage sales activities from the opening to closing stages of the sales. This unit will equip students with the skills to evaluate and apply ethical and social issues associated with strategic sales management.

## 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 apply 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 and apply ethical and social issues associated with strategic sales management.

## General Assessment Information

**Late submissions of assessments** Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

**Table 1: Penalty calculation based on submission time**

Submission time after the due date (including weekends)	Penalty (% of available assessment task mark)	Example: for a non-timed assessment task marked out of 30
< 24 hours	10%	10% x 30 marks = 3-mark deduction
24-48 hours	20%	20% x 30 marks = 6-mark deduction
48-72 hours	30%	30% x 30 marks = 9-mark deduction
72-96 hours	40%	40% x 30 marks = 12-mark deduction
> 96 hours	100%	Assignment won't be accepted

**Special Consideration** To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Practice-based activities</u>	20%	No	Week 2- Week 12
<u>Sales Process Role-Playing (individual)</u>	40%	No	Week 7
<u>Strategic Sales plan (individual)</u>	40%	No	Week 13

### Practice-based activities

Assessment Type <sup>1</sup>: Participatory task

Indicative Time on Task <sup>2</sup>: 17 hours

Due: **Week 2- Week 12**

Weighting: **20%**

Workshop activities give you the opportunities to internalise your learning. These activities also allow you to engage in discussions with your peers and share your thoughts, help you explain your points of view, and develop not only your own knowledge, but also assist your fellow classmates to gain a better understanding of the topic of discussion. Weekly in-class group activities worth 50% of overall 20% marks assigned to this assignment and will be presented to the class in form of oral or written.

On successful completion you will be able to:

- Analyse and apply theories and concepts underpinning strategic sales management.
- Assess and select sales strategies that support long-term relationships with customers through face-to-face and technology-mediated communications.
- Design a strategic sales management plan.
- Evaluate and apply ethical and social issues associated with strategic sales management.

### Sales Process Role-Playing (individual)

Assessment Type <sup>1</sup>: Simulation/role play

Indicative Time on Task <sup>2</sup>: 30 hours

Due: **Week 7**

Weighting: **40%**

This assessment assesses your skills in face-to-face sales negotiation situations. It helps you to

improve your creativity and attention to details. You are required to work in a group of 2 and submit a role-play pre-recorded- video. You are further required to submit your individual script/ dialogue between a seller and a buyer to the lecturer. The assessment requires two sections: (1) 1000 words individual write up of initial sales strategies to start negotiation which is worth 20 marks; (2) 15 minute role play which is worth 20 marks.

On successful completion you will be able to:

- Analyse and apply theories and concepts underpinning strategic sales management.
- Assess and select sales strategies that support long-term relationships with customers through face-to-face and technology-mediated communications.
- Evaluate and apply ethical and social issues associated with strategic sales management.

## Strategic Sales plan (individual)

Assessment Type <sup>1</sup>: Report

Indicative Time on Task <sup>2</sup>: 30 hours

Due: **Week 13**

Weighting: **40%**

This assessment will assess your aptitude to apply your knowledge of strategic sales management theories, concepts, and models and apply them to a real-world situation. You have to develop and formulate an appropriate strategic sales plan to manage the selling effort for a B2B situation in a written format. You have to provide a 2000 words  $\pm 10\%$  written report.

On successful completion you will be able to:

- Analyse and apply theories and concepts underpinning strategic sales management.
- Assess and select sales strategies that support long-term relationships with customers through face-to-face and technology-mediated communications.
- Design a strategic sales management plan.
- Evaluate and apply ethical and social issues associated with strategic sales management.

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<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment

- the [Writing Centre](#) for academic skills support.

<sup>2</sup> Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

## Delivery and Resources

### Mode of Delivery:

Weekly 1hr pre-recorded seminar

PLUS

Weekly 2 hr ONLINE Workshop (synchronous) including 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

### OR

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

Edwards, J., Miles, M.P., D'Alessandro, S. and Frost, M., 2022. Linking B2B sales performance to entrepreneurial self-efficacy, entrepreneurial selling actions. *Journal of Business Research*, 142, pp.585-593.

Peesker, K.M., Kerr, P.D., Bolander, W., Ryals, L.J., Lister, J.A. and Dover, H.F., 2022. Hiring for sales success: The emerging importance of salesperson analytical skills. *Journal of Business Research*, 144, pp.17-30.

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.

Paesbrugge, 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.

Arlı, 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

Please check the [iLearn](#)

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

## Student Support

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

### The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)

## Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](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.