

SALES MANAGEMENT

ANALYSIS AND DECISION MAKING



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To our parents and to Jacque, Susan, and Alexandra.

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P R E F A C E

Our objective in writing *Sales Management: Analysis and Decision Making* is to provide comprehensive and rigorous coverage of contemporary sales management in a readable, interesting, and challenging manner. Findings from recent sales management research are blended with examples of current sales management practice into an effective pedagogical format. Topics are covered from the perspective of a sales management decision maker. This decision-making perspective is accomplished through a chapter format that typically consists of discussing basic concepts, identifying critical decision areas, and presenting analytical approaches for improved sales management decision making. Company examples from the contemporary business world are used throughout the text to supplement chapter discussion.

LEVEL AND ORGANIZATION

This text was written for the undergraduate student enrolled in a one-semester or one-quarter sales management class. However, it is sufficiently rigorous to be used at the MBA level, if supplemented with additional readings.

A sales management model is used to present coverage in a logical sequence. The text is organized into six parts to correspond with the six stages in the sales management model.

Part One: Describing the Personal Selling Function is designed to provide students with an understanding of personal selling prior to addressing specific sales management areas. Colleagues across the country have suggested that available sales management texts do not provide enough coverage of personal selling. We decided to devote three chapters at the beginning of the text to this topic.

Part Two: Defining the Strategic Role of Personal Selling consists of two chapters that discuss important relationships between personal selling and organizational strategies at the corporate, business, marketing, and account levels. Each chapter in this part focuses on how strategic decisions at different organizational levels affect sales management decisions and personal selling practices.

Part Three: Designing the Sales Organization addresses the key decisions required to establish an effective sales organization. The two chapters in this part investigate alternative sales organization structures and examine analytical methods for determining salesforce size, territory design, and the allocation of selling effort.

Part Four: Developing the Salesforce changes the focus from organizational topics to people topics. The two chapters in this part cover the critical decision areas in the recruitment and selection of salespeople, and in training salespeople once they have been hired.

Part Five: Directing the Salesforce continues the people orientation by examining important areas of salesforce motivation and reward systems. The last of three chapters in this part discusses the general supervisory and leadership roles necessary for successful sales management.

Part Six: Determining Salesforce Performance concludes the sales management process by addressing evaluation and control procedures. Differences in evaluating the effectiveness of the sales organization and the performance of salespeople are highlighted and covered in separate chapters. The three chapters in this part focus on evaluation approaches and how they can be used to diagnose problems and develop effective sales management solutions.

PEDAGOGY

The following pedagogical format is used for each chapter to facilitate the learning process.

Learning Objectives. Specific learning objectives for the chapter are stated in behavioral terms so that students will know what they should be able to do after the chapter has been covered.

Opening Vignettes. All chapters are introduced by an opening vignette that typically consists of a recent, real-world company example addressing many of the key points to be discussed in the chapter. These opening vignettes are intended to generate student interest in the topics to be covered and to illustrate the practicality of the chapter coverage.

Key Words. Key words are highlighted in bold type throughout each chapter and summarized in list form at the end of the chapter to alert students to their importance.

Boxed Inserts. Each chapter contains three boxed inserts titled "Sales Trend," "Sales Technology," and "International Sales." These items provide specific company examples illustrating important topics covered in the chapter and related to general sales management trends, the use of new technologies, or international sales management issues.

Figure Captions. Every figure in the text includes a summarizing caption designed to make the figure understandable without reference to the chapter discussion.

Chapter Summaries. A chapter summary recaps the key points covered in the chapter by restating and answering questions presented in the learning objectives at the beginning of the chapter.

Discussion Questions. Ten discussion questions are presented at the end of each chapter to review key concepts covered in the chapter. Some of the questions require students to summarize what has been covered, while others are designed to be more thought-provoking and extend beyond chapter coverage.

Application Exercises. Five application exercises conclude each chapter, requiring students to apply what has been learned in the chapter to a specific sales management situation. Many of the application exercises require data analysis.

CASES

The book contains a mixture of short, medium, and long cases—28 in all. The shorter cases can be used as a basis for class discussion or short written assignments. The longer cases are more appropriate for detailed analysis and class discussions or presentations by individuals or student groups. Most of the cases are located at the end of the six parts of the book. We have tried to match the major focus of each case with the appropriate chapter coverage in the book. In addition, four comprehensive cases that integrate multiple sales management decision areas are presented at the end of the book.

ANCILLARIES

Instructor's Manual, Test Bank, and Transparency Masters. A comprehensive package of ancillary materials is available to make it as easy as possible for professors to teach a rigorous and interesting sales management course. The *Instructor's Manual, Test Bank, and Transparency Masters*, prepared by the authors, contains a separate section for each chapter as well as teaching notes for all of the cases. Each section includes a summary; examples, exercises, and materials not covered in the book that could be incorporated into class discussion; and answers to review questions and application exercises. The manual also contains sample course outlines. The *Test Bank* contains multiple-choice and true-false questions and is available in a computerized version for IBM microcomputers.

A large number of *transparency masters* are in the manual, more than half of which represent figures and tables that do not appear in the book. Finally, the manual concludes with a user-friendly discussion of the microcomputer software available with the book and how this software could be used in a sales management class.

Microcomputer Software. Two microcomputer disks have been developed for use with the book. The first disk contains spreadsheet templates that can be used in solving several of the application exercises and five of the cases. The second disk contains a stand-alone computer exercise, SPREE, for evaluating salesperson performance. The software is designed to be very easy for students to use, and everything necessary to incorporate the microcomputer analysis into a sales management class is provided in the *Instructor's Manual*.

Sales Management Update. We have tried to make the book as current as possible by incorporating recent sales management examples and research results. However, sales management is a dynamic field with new examples and research findings continuously emerging. Therefore, we have decided to prepare a "Sales Management Update" that will be available each year in early January and early August. The update will be organized according to the chapters in the book and will include the latest company examples, new research findings, and other teaching aids geared to each chapter, making it easy for professors to incorporate this current information into their class sessions.

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The writing of a book is a long and arduous task that requires the dedicated efforts of many individuals. The contributions of these individuals are greatly appreciated and deserve specific recognition.

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Thomas N. Ingram
Raymond W. LaForge

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