

MANAGING SALESPEOPLE



LAWRENCE B. CHONKO

BEN M. ENIS

JOHN F. TANNER, JR.

Managing Salespeople

Lawrence B. Chonko

Baylor University

Ben M. Enis

University of Southern California

John F. Tanner, Jr.

Baylor University

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Senior Series Editor: Susan Nelle Barcomb
Senior Editorial Assistant: Sarah Carter
Cover Administrator: Linda Dickinson
Composition Buyer: Linda Cox
Manufacturing Buyer: Louise Richardson
Text Designer: Karen Mason

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To the Instructor

This textbook is an action book designed for a course in sales management. Its purpose is to get your students actively involved in managing salespeople. We believe that managing salespeople is an exciting subject and a useful one. As with any subject, its principles can be studied in a classroom and applied to real-world situations. Our text combines principles and applications to make the learning process more meaningful.

FEATURES OF THIS BOOK

This textbook contains a number of innovations and features.

Learning Objectives: Located at the beginning of every chapter, learning objectives help focus the student on the important points covered in the chapter.

From the Field: Interspersed throughout the text, the From the Field features highlight and enhance points made in the text. They contain how-to activities as well as excerpts from professional sales managers' journals.

Summary: A descriptive summary of key points concludes each chapter.

Sales Manager's Vocabulary: A list of key terms from the chapter, The Sales Manager's Vocabulary follows the summary in each chapter.

Discussion Questions and Scenarios: Following the list of key terms in every chapter are review questions and discussion exercises.

Selected References: Each chapter contains a list of carefully selected references for optional reading.

HOW THE BOOK IS ORGANIZED

Part One provides an overview of the profession of managing salespeople. Chapter One describes the world of the sales manager's job, activities, and relationships.

Part Two concerns the interpersonal relationships of sales managers. Chapter Two is a review of ethics as it relates to the sales management profession. Chapter Three discusses how sales managers fit into the overall marketing activity of an organization. Since this course may provide students with their

only exposure to what salespeople do, in Chapter Four we offer an overview of the salesperson's activities. Chapter Five reviews how sales managers must communicate with, supervise, and lead salespeople.

Part Three of the text describes the planning activities sales managers are involved in. Chapter Six describes various ways in which sales forces can be organized. Chapters Seven through Nine discuss the sales forecasting, quota setting, and budgeting activities of sales managers. Chapter Ten discusses the importance of sales territories to the overall sales management task.

The next section, Part Four, covers recruiting, hiring, and training. Chapter Eleven deals with recruiting and selecting salespeople and Chapter Twelve with training salespeople. While we recognize that all students might not enter sales careers, much of this material is applicable to any career choice.

Part Five of this text describes the sales manager's task of motivating salespeople. Chapter Thirteen presents a general overview of what motivation is all about. Chapter Fourteen discusses the role of compensation as a motivator. Salespeople are motivated by more than compensation. We call these other motivators *incentives* and discuss them in Chapter Fifteen.

Part Six concerns controlling sales performance. Chapter Sixteen discusses the evaluation of selling volume and costs. Chapter Seventeen describes how sales managers can quantitatively evaluate the performance of individual salespeople. Chapter Eighteen describes qualitative ways to evaluate sales performance and provides an overview of the performance appraisal process.

SUPPLEMENTS

A creative and useful supplements package is available free to adopters of the text.

Sales Manager's Bulletins: A professional newsletter, *Sales Manager's Bulletin*, published by the Bureau of Business Publications, is shrinkwrapped with every instructor's edition. These newsletters are written for the professional market and contain numerous articles, insights, tips, and hints for practitioners and make this textbook real-world and exciting. Students will be able to relate chapter content and principles of management to the practical, real-world articles in the newsletters. Each adopter of the textbook will receive a free subscription to this professional newsletter; students will get copies of four newsletters and the opportunity to subscribe to the newsletter at a special discounted rate.

Instructor's Manual with Test Bank: A practical instructor's manual contains answers to all of the end-of-chapter questions and scenarios. A complete test bank containing hundreds of true/false, multiple choice, and matching test questions is also contained in this valuable material. A complete case study, "Southwest Sales Region," located within the *Instructor's Manual with Test Bank*, can be duplicated and given to students. This experiential case activity allows students to practice being a sales manager in a southwest sales manager's district.

Software: A template diskette in 5 $\frac{1}{4}$ " format is included with the Instructor's Manual. It contains Lotus 1-2-3 worksheets that the students can use to work through the "Southwest Sales Region" case study. The instructor's manual contains all solutions to the case study as well as the printouts of the Lotus 1-2-3 worksheets.

ACKNOWLEDGMENTS

We have learned much from teachers, colleagues, and students, and from scholars and practitioners of personal selling. It is difficult to reference, indeed in some cases it is difficult even to know, who is responsible for a given concept or a particular formulation. We hope that those whose work we have used, whether explicitly referenced or unwittingly adapted, are not dissatisfied with our representations of their work.

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We thank all of these individuals and organizations for their assistance in putting together this textbook.

To the Student

HOW TO LEARN FROM THIS BOOK

We hope that you will not just read this book, but really learn from it. We have planned it carefully to assist you in that learning. Take a minute now to look it over. Let us suggest to you a procedure for using this book to learn about sales management. Approach each chapter using the following procedure:

1. **Familiarize:** First, become generally familiar with the material. Look at the chapter objectives, then skim the text of the chapter—headings, passages that catch your eye, and so on. Then read the summary and look at the key terms and concepts.
2. **Read:** Now that you know what you are going to learn, read all of the material—carefully, but steadily. Circle or underline points or passages you want to ponder, but do not stop to do so now. Read the entire chapter at one sitting.
3. **Absorb:** Now go back and reread parts that are particularly interesting to you, or are not completely clear and/or which do not square with your previous knowledge or experience. Think about these parts. Make notes in the margin. Try to get completely straight in your own mind what we have said.
4. **Apply:** Talk over the material with others (classmates, instructor, friends who are sales managers). Use the scenarios, the participation projects, and the annotated readings to gain a true working knowledge of this material. This does not mean that you have to agree with all of it, but that you can apply the major aspects of it to real people-management situations.
5. **Review:** Now check yourself out. Put the material aside for a time. When you go back to it, look carefully at the behavioral objectives that begin each chapter. Can you do each one? If not, can you explain to classmates and instructors why not? Reread and absorb the material until you are comfortable applying it or are very sure that you know why it cannot be applied in a given situation.

If you follow this procedure or one similar to it, you will learn this material. That is, you will be able to use it in management situations which you will encounter. And that is the purpose, isn't it?

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