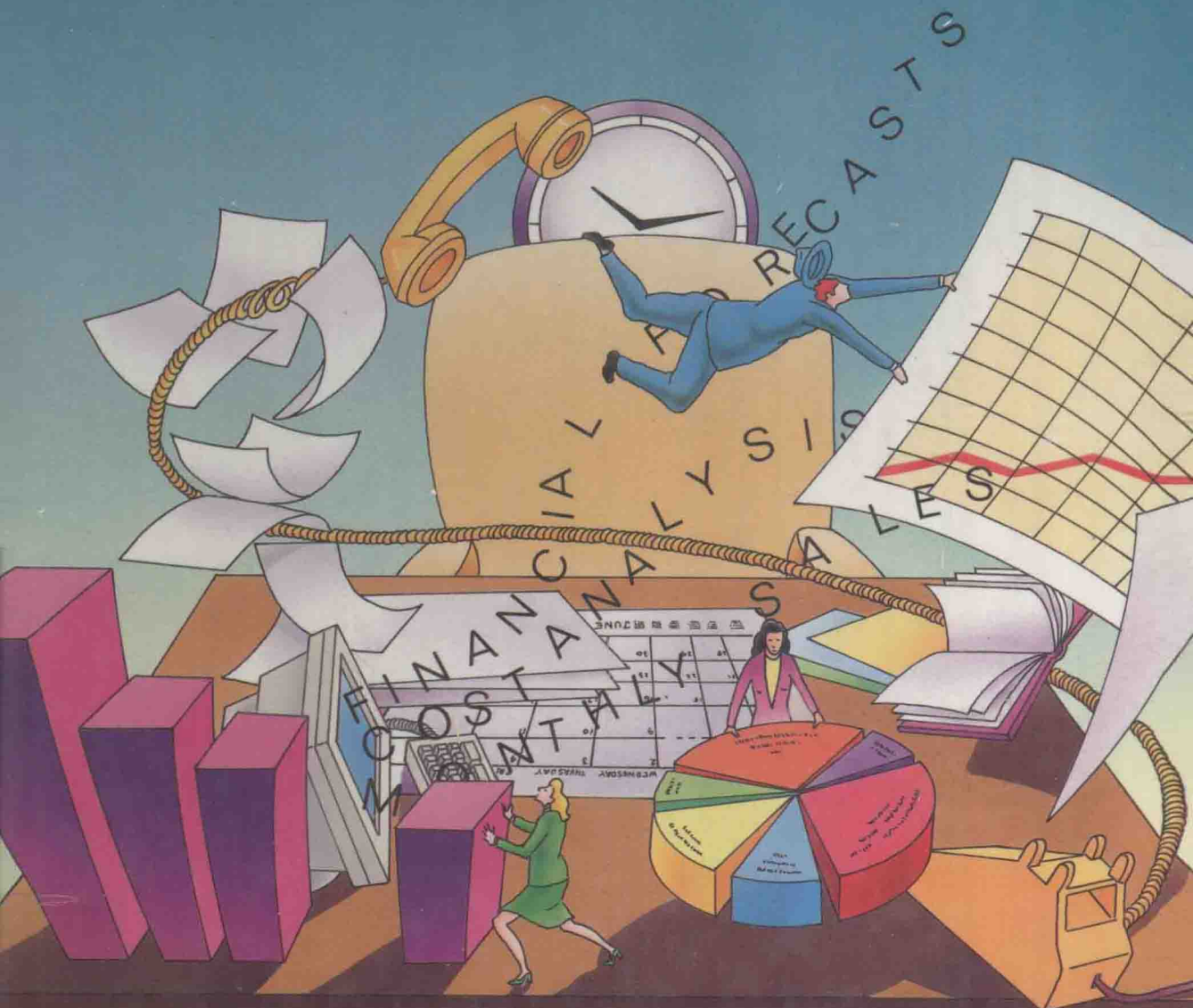


SALES MANAGEMENT

CONCEPTS AND CASES

FIFTH EDITION



DOUGLAS J. DALRYMPLE • WILLIAM L. CRON

FIFTH EDITION

SALES MANAGEMENT

► Concepts and Cases ◀

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Preface

This book is designed to help students learn about sales management concepts and how to apply them to solve business problems. Since most marketing students start their careers as salespeople, they need to understand the role of the sales manager to function more effectively in their jobs and prepare themselves for their first promotion opportunity. Effective management of salespeople is critical to business success because many goods and services demand personal contacts to close the sale. However, the cost of calls is growing rapidly, and sales managers must know how to handle these resources effectively. Sales calls are a key weapon in the marketing game, and managers of the future will need experience in this area if they expect to move up the executive career ladder.

► APPROACH AND OBJECTIVES

Sales Management focuses on the activities of first-line field sales managers. To function effectively as managers, students must know how salespeople perform their jobs. With this in mind, we have positioned four chapters near the front of the book to emphasize how salespeople interact with customers and prospects. This information is particularly useful for students who have not taken—and for schools (such as SMU) that do not offer—courses in personal selling. To make sure that our students understand personal selling, we have them make a videotaped sales presentation, which is carefully evaluated and graded.

Our approach to sales management is comprehensive, up-to-date, and practical. We use many real-world examples and present them in an easy-to-read style. A story about an individual firm at the beginning of each chapter introduces students to the subjects to be covered. Boxes highlight recent developments, topical issues, and

unique sales strategies. Special emphasis is placed on current issues of managing strategic account relationships, team development, diversity in the work force, total quality management, and ethical issues. We conclude each chapter with several detailed cases so that students can apply what they have learned by resolving realistic business dilemmas.

► CHANGES IN THE FIFTH EDITION

This new edition has an exciting set of added features. These include:

- New discussions of ethical issues at the end of each chapter.
- New discussions of total quality management in the chapters on sales management.
- Eleven new role play exercises.
- Twenty-one new cases, increasing the total number of cases to 49. Cases appear at the end of each chapter.
- New sales call planning software for use with Case 5-3.
- New Sales Manager software for evaluating salespeople in Cases 16-1 to 16-4.
- A new TTG territory mapping program for use with Case 11-3.
- Thoroughly updated tables, figures, and references.

► ORGANIZATION OF THE TEXT

We have worked hard to make sure that this fifth edition of *Sales Management* provides students with the breadth and depth of material they will need to work effectively in a sales organization. We have rearranged several of the chapters to make the sequence of subjects more in tune with the way professors teach this course. “Strategic Planning and Budgeting” now appears as Chapter 2 to give students an early view of how sales management fits in with the overall marketing program of the firm. We have also placed “Leadership” before “Motivating Salespeople” to show the interrelated nature of these subjects. The five parts of the book are organized as follows:

- Part 1, “Sales Management Functions and Strategies,” includes chapters describing sales management activities and strategic sales planning.
- Part 2, “Developing the Selling Function,” includes chapters on personal selling, account management, territory management, and sales ethics. The emphasis is on improving the efficiency of customer contact programs.
- Part 3, “Sales Goals and Structure,” includes chapters on estimating potentials and forecasting sales and organizing the sales force. These chapters focus on goal setting and structural controls.

- Part 4, “Building a Sales Program,” includes chapters on recruiting, training, and territory design. Our objective is to hire the best salespeople and prepare them to operate in their own geographic areas.
- Part 5, “Leading and Motivating the Sales Force,” includes chapters on leadership, motivation, compensation, evaluating overall sales performance, and evaluating individual salespeople. The idea is to inspire salespeople to work harder and then evaluate their performance so that plans and assignments can be adjusted for the future.

► LEARNING AIDS

- **Chapter Objectives.** Each chapter begins with a set of objectives to show students what they will learn.
- **Opening Vignettes.** Each chapter starts with a sales story that introduces the chapter material and arouses interest.
- **Boxed Inserts.** Each chapter has one or more boxed examples that highlight recent sales management trends, issues, or strategies.
- **Summaries.** All chapters end with a summary that wraps up the concepts and discussion.
- **Review Questions.** Each chapter has a set of review questions that emphasize the most important topics.
- **Problems.** Each chapter ends with a group of problems that encourage students to apply the concepts they have learned.
- **Key Terms.** Key terms are highlighted in the text and listed at the end of each chapter.
- **Role Plays.** Eight chapters have role play exercises to encourage students to act out the parts of salespeople and managers in realistic job situations.
- **Case Studies.** Forty-nine cases for class discussion and written assignments are grouped at the end of each chapter. These meaty cases challenge students to apply sales management principles to real situations.
- **Appendixes.** Discussions on “Role Play Guidelines” and “Getting a Job in Sales” at the end of the book help students learn how to use role plays effectively, as well as how to write application letters and creative résumés.
- **Indexes.** Case, Author, Company, and Subject indexes help students find information and examples.

► SUPPLEMENTS

Successful sales management courses require a well-written text and an effective set of supplementary teaching materials. We have assembled an outstanding package of these aids to support *Sales Management*.

- **Instructor's Manual.** Includes suggested course syllabi, chapter outlines, lecture notes, lecture enhancement examples, transparency masters, case notes, answers to end-of-chapter problems, and role play instructor notes.
- **Test Bank.** Includes a wide assortment of multiple-choice and true/false questions for each chapter. The test bank is available on computer disks; it allows you to compose exams on a personal computer.
- **Personal Selling Videotapes.** A set of 17 short (three- to five-minute) selling tapes prepared by Wilson Learning Corporation. These tapes provide models of good sales skills, mistakes to avoid, and coaching suggestions for sales managers. Integrated with text discussion.
- **Sales Management Simulation.** Encourages students to practice their sales management skills in a game environment by making decisions on hiring, deployment, retraining, termination, compensation, forecasting, and the design of sales contests for a field sales force. The new fourth edition updates game parameters, allows decisions to be input on work disks, and features the sales of computer network servers.
- **TTG Territory Mapping Program.** Helps students design new sales territories for Case 11-3 on a personal computer.
- **Sales Manager Software.** Assists students in performing a computer evaluation of individual salespeople in Cases 16-1 to 16-3.
- **Sales Call Planning Software.** Helps students use a computer to allocate sales calls to customers in Case 5-3.
- **Forecasting Diskette.** The FORECAST program allows students to make projections to solve problems and case studies. Includes naive, moving average, exponential smoothing, projective, simple regression, and multiple regression techniques. Allows optimization of smoothing constants and the length of moving averages.
- **Lotus Templates for Case Analysis.** Eight of the cases in the book are available on Lotus 1-2-3 templates to encourage students to work with personal computers.
- **Computerized Ethics Case.** This easy-to-use program allows students to make ethical decisions on 22 moral dilemmas. Student choices lead to a variety of outcomes.

► ACKNOWLEDGMENTS

This book could not have been published without the spirited comments and suggestions from a host of colleagues and reviewers. Although we don't have room to mention everyone, we would like to express our appreciation to the following professors, who provided valuable tips for the fifth and previous editions.

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DOUGLAS J. DALRYMPLE
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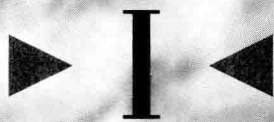
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