### COURSE SYLLABUS

<table>
<thead>
<tr>
<th>SESSION</th>
<th>DATE</th>
<th>TOPIC</th>
<th>READINGS/ASSIGNMENT</th>
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</table>
| 1       | 9/24 | Accelerating Sales Force Performance | Read the Sales Force Vignettes  
A Sales Force Productivity Framework  
Read Chapter 1: The Role of the Sales Force in the  
Go-to-Market Strategy  
Read Chapter 2: Sales Force Assessment and Strategy |
| 2       | 10/1 | Sales Force Productivity Assessment | Case Analysis: Milford Industries (A, B, C)  
Sales Force Design  
Read Chapter 3: Sizing the Sales Force for Strategic Advantage  
Read: Match Your Sales Force Structure to Your Business Life Cycle |
| 3       | 10/8 | Sizing the Sales Force for Strategic Advantage | Read Chapter 4: Structuring the Sales Force for Strategic Advantage  
Case Analysis: Hart Hospital Equipment Sizing and Structuring |
| 4       | 10/15| Structuring the Sales Force for Strategic Advantage | Case Analysis: Master Cement & Concrete, Inc.  
Geographic Deployment  
Read Chapter 5: Designing Sales Territories That Increase Sales  
Read: Sales Territory Alignment: An Overlooked Productivity Tool |
| 5       | 10/22| Talent Management  
• Recruiting and Retaining the Best Salespeople  
• The First-Line Sales Manager  
• Performance Management | Case Analysis: Howard, Shea & Chan Asset Management (A, B, C)  
Read: Chapter 6: Recruiting the Best Salespeople  
Read Chapter 8: The Critical Role of the First-Line Sales Manager  
Case Analysis: Ethitex Pharmaceuticals  
Read Chapter 14: Performance Management |
| 6       | 10/29| Talent Management  
• Performance Management  
• Motivating the Sales Force | Case Analysis: I.M.A.G.E. International  
Sales Force Culture  
Read Chapter 9: Motivating the Sales Force  
Read Chapter 15: Building a Potent Sales Force Culture |
| 7       | 11/5 | Compensating for Results | Case Analysis: Big City Times  
Read Chapter 10: Compensating for Results |
| 8       | 11/12| Compensating for Results | |
| 9       | 11/26| Goal and Objective Setting | Case Analysis: Milford’s Goal Setting  
Sales and Marketing Interface  
Read Chapter 11: Setting Effective Goals and Objectives  
Case Analysis: Delta Pharmaceuticals |
| 10      | 12/3 | Project Presentations | |
## CASE DISCUSSION QUESTIONS

<table>
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<tr>
<th>SESSION</th>
<th>CASE TITLE</th>
<th>DISCUSSION QUESTIONS</th>
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| 2       | Milford Industries (A, B, C)                  | 1. What are the three most significant sales force issues, challenges or concerns facing the Capital District?  
2. How would you address these issues, challenges or concerns? |
| 3       | Hart Hospital Equipment Sizing and Structuring | 1. Evaluate the current size and structure proposal.  
2. Suggest an alternative if the current proposal can be improved. |
| 4       | Master Cement & Concrete, Inc.                | Give this case a try.                                                                                                                                 |
| 5       | Howard, Shea & Chan Asset Management (A, B, C) | 1. Do you agree with the proposed strategy?  
2. Who would you hire? |
|         | Ethitex Pharmaceuticals                         | The Ethitex discussion questions are in the case.                                                                                                   |
| 6       | I.M.A.G.E. International                       | What do you like about Bart Reynolds’ motivation programs? What don’t you like about them?                                                          |
| 7       | Big City Times                                 | Give this case a try.                                                                                                                               |
| 8       |                                               |                                                                                                                                                      |
| 9       | Milford’s Goal Setting                        | Set quotas for Milford’s Capital District.                                                                                                          |
|         | Delta Pharmaceuticals                          | 1. Is there a problem here? What are the root causes of the problem?  
2. How would you propose to fix the problems? |
| 10      |                                               |                                                                                                                                                      |