

Syllabus

Course description

Course title	Marketing B2B and Sales Management
Course code	27178
Scientific sector	SECS-P/08
Degree	Master Entrepreneurship and Innovation
Semester and academic year	1st semester 2015-2016
Year	1
Credits	6
Modular	No

Total lecturing hours	36
Total lab hours	0
Total exercise hours	0
Attendance	Suggested, but not required
Prerequisites	No formal prerequisite is set; nevertheless, familiarity with topics like Introduction to Marketing is expected
Course page	http://www.unibz.it/en/economics/progs/master/entrepreneurship/courses/default.html

Specific educational objectives	<p>The course refers to the typical educational activities.</p> <p>The objective of this course is twofold. On the one hand, advanced knowledge on the contemporary approaches models, concepts and analytical tools in B2B Marketing is provided. On the other hand, one major goal of the Sales Management perspective of this course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort.</p> <p>At the end of this course student will be able to understand professional B2B sales including its planning and staffing, structure, and evaluation. In addition, students will have the ability to interpret, analyze and discuss B2B marketing strategies.</p>
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Lecturer	Christian Linder, E510b, Christian.linder@unibz.it , +39 0471 013301
Scientific sector of the lecturer	SECS-P/08
Teaching language	German

Office hours	Always after the lecture.
Lecturing assistant	none
Teaching assistant	none
Office hours	none
List of topics covered	<p>Part One</p> <p>Characterization of B2B Marketing Content: Concepts, differences between consumer and industrial markets, Tools: Marketing instruments, resources and strategy analysis</p> <p>B2B Environment: Customers, Organizations, & Markets Content: Buying center concept, buying processes, B2B marketing and different business models Tools: Market segmentation, classification of goods in B2B markets</p> <p>Organizational Buying Behavior Content: Types of buyers, individuals, roles and functions, the role of emotions Tools: Theoretical foundation, both behavioristic and process oriented</p> <p>Branding and Pricing in B2B Markets Content: Concepts, the B2B brand, component branding, brand evaluation Tools: Brand measurement tools, push/pull logic, clue-utilization theory</p> <p>Part Two</p> <p>Personal Selling Process Content: Relationship building, CRM, needs assessment Tools: Process engineering, workflow management</p> <p>Sales Force Organization Content: Personal characteristics and sales aptitude, sales force recruitment and selection Tools: HRD approaches, strategy analysis tools, HR accounting tools</p> <p>Managing the Sales Force: Performance, Compensation and Incentive Plans Content: Performance measurement, types of incentives, motivation Tools: Success dimensions and assessment, calculation</p> <p>Conducting Sale Negotiations</p>

	<p>Content: Types of negotiations, gathering and passing on information, decision making</p> <p>Tools: Process model, game theory</p>
Teaching format	<p>Frontal lectures with intense interaction, exercises, and case study presentation. Students are expected to read in advance cases and other materials in order to participate to the class discussions. In addition, each student has to give a short (5 min) presentation about a specific topic.</p>
Learning outcomes	<p>Knowledge and understanding of theories, models and concepts to describe businesses markets and buying behavior.</p> <p>Ability to apply knowledge and understanding of: a) tools to measure sales success and B2B brand value; b) tools for analysis of B2B marketing strategy.</p> <p>Making judgments on the appropriate strategies, organization and process design of specific firm's B2B and sales management approaches.</p> <p>Communication skills to present in a consistent and convincing way the analysis on firms B2B marketing and sales processes.</p> <p>Learning skills are the ability to establish links among the theory and real business cases in an autonomous and independent way.</p>
Assessment	<p>Written exam that consists of multiple-choice questions to assess knowledge and understanding and open-ended questions to assess the ability to transfer and apply knowledge and understanding to new problems compared to those treated in class. Students short presentation.</p>
Assessment language	<p>German</p>
Evaluation criteria and criteria for awarding marks	<p>The final mark consists of the three partial assessments for multiple-choice questions, open-ended questions, and the presentation. The partial assessment is weighted as follows:</p> <ul style="list-style-type: none"> • 25% for multiple-choice questions, • 60% for open-ended questions, and • 15% for presentation.

Required readings

Part One

Characterization of B2B Marketing

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.1-35).

Vargo, S. L., & Lusch, R. F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market. *Industrial Marketing Management*, 40(2), 181–187.

B2B Environment: Customers, Organizations, & Markets

Brennan, R., Canning, L. E., & McDowell, R. (2011) *Business-to-business marketing* (SAGE Advanced Marketing Series). Thousand Oaks, CA: SAGE Publications. (pp.89-117).

Hutt, M. D., & Speh, T. W. (2013). *Business marketing management: B2B* (11th ed.). Mason, OH: Cengage Learning. (Chapter 4)

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp. 215-276).

Organizational Buying Behavior

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.35-118).

Brown, B. P., Zablah, A. R., Bellenger, D. N., & Johnston, W. J. (2011). When do B2B brands influence the decision making of organizational buyers? An examination of the relationship between purchase risk and brand sensitivity. *International Journal of Research in Marketing*, 28(3), 194–204.

Branding and Pricing in B2B Markets

Brown, B. P., Bellenger, D. N., & Johnston, W. J. (2007). The implications of business-to-business and consumer market differences for B2B branding strategy. *Journal of Business Market Management*, 1(3), 209–230.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, 33(5), 371–380.

Leek, S., & Christodoulides, G. (2010). A literature review and future agenda for B2B branding: Challenges of branding

in a B2B context. *Industrial Marketing Management*, 40(6), 830–837.

Part Two

Personal Selling Process

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 4)

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (403-425)

Care, J., & Bohlig, A. (2014). *Mastering technical sales: The sales engineer's handbook* (Third edition). Artech House technology management and professional development library.

Sales Force Organization

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 7)

Davies, I. A., Ryals, L. J., & Holt, S. (2010). Relationship management: A sales role, or a state of mind? *Industrial Marketing Management*, 39(7), 1049–1062.

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (201-224)

Managing the Sales Force: Performance, Compensation and Incentive Plans

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 11)

Ahearne, M., Rapp, A., Hughes, D. E., & Jindal, R. (2010). Managing sales force product perceptions and control systems in the success of new product introductions. *Journal of Marketing Research*, 47(4), 764–776.

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 13)

Conducting Sale Negotiations

Dewulf, A., Gray, B., Putnam, L., Lewicki, R., Aarts, N., Bouwen, R., & van Woerkum, C. (2009). Disentangling

	<p>approaches to framing in conflict and negotiation research: A meta-paradigmatic perspective. <i>Human Relations</i>, 62(2), 155–193.</p> <p>Moosmayer, D. C., Chong, A. Y.-L., Liu, M. J., & Schuppar, B. (2013). A neural network approach to predicting price negotiation outcomes in business-to-business contexts. <i>Expert Systems with Applications</i>, 40(8), 3028–3035.</p> <p>Thompson, L. L., Wang, J., & Gunia, B. C. (2010). Negotiation. <i>Annual Review of Psychology</i>, 61(1), 491–515.</p>
<p>Supplementary readings</p>	<p>Desai, K. K., & Keller, K. L. (2002). The Effects of Ingredient Branding Strategies on Host Brand Extendibility. <i>Journal of Marketing</i>, 66(1), 73-93.</p> <p>Gummesson, E. (2004). Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts. <i>Journal of Business & Industrial Marketing</i>, 19(2), 136–148.</p> <p>Hutt, M. D., & Speh, T. W. (2013). <i>Business marketing management: B2B</i> (11th ed.). Mason, OH: Cengage Learning. (Chapter 2)</p> <p>Madhani, P. M. (2011). Reallocating Fixed and Variable Pay in Sales Organizations: A Sales Carryover Perspective. <i>Compensation & Benefits Review</i>, 43(6), 346–360.</p> <p>Sharma, A., Iyer, G. R., Mehrotra, A., & Krishnan, R. (2010). Sustainability and business-to-business marketing: A framework and implications. <i>Industrial Marketing Management</i>, 39(2), 330–341.</p> <p>Zimmerman, A. S., & Blythe, J. (2013). <i>Business to business marketing management: A global perspective</i> (2nd ed.). New York, NY: Routledge. (pp.17-35).</p>

Syllabus

Beschreibung der Lehrveranstaltung

Titel der Lehrveranstaltung	Marketing B2B und Sales Management
Code der Lehrveranstaltung	27178
Wissenschaftlich-disziplinärer Bereich der Lehrveranstaltung	SECS-P/08
Studiengang	L77 – Master in Entrepreneurship and Innovation
Semester und akademisches Jahr	1.Semester, 2015/2016
Studienjahr	1
Kreditpunkte	6
Modular	Nein

Gesamtanzahl der Vorlesungsstunden	36
Gesamtzahl der Laboratoriumsstunden	0
Gesamtzahl der Übungsstunden	0
Anwesenheit	Die Teilnahme wird empfohlen aber sie ist nicht Pflicht
Voraussetzungen	Nicht vorgesehen aber der Besuch der Lehrveranstaltung „Grundlagen des Marketings“ wird empfohlen um die Vorlesungen erfolgreich zu besuchen.
Link zur Lehrveranstaltung	http://www.unibz.it/en/economics/progs/master/entrepreneurship/courses/default.html

Spezifische Bildungsziele	<p>Die Lehrveranstaltung ist den fachtypischen Bildungstätigkeiten.</p> <p>Der Kurs verfolgt zwei Ziele. Zum einen wird aktuelles und vertieftes Wissen über Methoden, Modelle und Theorien sowie über Analysewerkzeuge in Bezug auf B2B Marketing vermittelt. Zum anderen ist es Ziel dieses Kurses Strategien sowie das Management einer effizienten Vertriebsorganisation zu vermitteln.</p> <p>Am Ende des Kurses werden Studenten in der Lage sein die Planung, die Organisation und die Bewertung des Industriegütermarketings eines Unternehmers zu interpretieren und kritisch zu hinterfragen.</p>
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Dozent	Christian Linder, E510b, Christian.linder@unibz.it , +39 0471 013301
Wissenschaftlich-	SECS-P/08

disziplinärer Bereich des Dozenten	
Unterrichtssprache	Deutsch
Sprechzeiten	Immer im Anschluss an die Vorlesung
Beauftragter für Übungsstunden	Nicht vorgesehen
Didaktischer Mitarbeiter	Nicht vorgesehen
Sprechzeiten	Nicht vorgesehen
Auflistung der behandelten Themen	<p>Teil 1</p> <p>Einführung in das B2B Marketing Inhalt: Konzepte, Unterschiede zwischen industriellen und Konsumentenmärkten Instrumente: Marketinginstrumente, Strategeanalyse</p> <p>B2B Umwelt: Kunden, Organisation, & Märkte Inhalt: Buying Center-Konzept, Kaufprozesse, B2B Marketing im Hinblick auf unterschiedliche Geschäftsmodelle Instrumente: Marktsegmentierung, Klassifikation von Gütern, Käufern und Konkurrenten auf B2B Märkten</p> <p>Kaufverhalten von Organisationen Inhalt: Käufertypologie, Individuen, Rollen und Funktionen, die Rolle von Emotionen Instrumente: Theorie, sowohl behavioristische als auch Prozessansätze</p> <p>Marke und Preis auf B2B Märkten Inhalt: Konzepte, B2B Marken, Komponentenmarken, Markenbewertung Instrumente: Markenmessungsinstrumente, push/pull-Logiken, Clue-utilization Theory</p> <p>Teil 2</p> <p>Verkaufsprozesse Inhalt: Beziehung, CRM, Bedürfnisermittlung Instrumente: Process Engineering, Workflow Management</p> <p>Vertriebsorganisation Inhalt: Persönliche Charakteristika, Verkaufsfähigkeit und -leidenschaft, Rekrutierung und Auswahl Instrumente: HRD, Potentialanalysen, Strategiebewertung, Mitarbeiterbewertung</p> <p>Management der Vertriebsorganisation: Leistung, Vergütung und Anreize Inhalt: Leistungsmessung, Formen der Vergütung,</p>

	<p>Motivation Tools: Erfolgsdimensionen und deren Messung, Berechnungen</p> <p>Verkaufsverhandlungen Inhalt: Verhandlungssituation, Verhandlungstypen, Information, Entscheidungsprozess Instrumente: Spieltheorie, Prozessmodelle</p>
Unterrichtsform	Vorlesung mit Gruppendiskussion und intensiver Mitarbeit der Studierenden, Übungen und Case Studies. Darüber hinaus wird erwartet, dass jeder Student eine Kurzpräsentation (5 min) hält.

Erwartete Lernergebnisse	<p>Wissen und Verstehen von Theorien, Modellen und Konzepten zur Beschreibung von B2B Märkten und Käuferverhalten.</p> <p>Fähigkeit zur Wissensanwendung bezüglich a.) Instrumente zur Verkaufserfolgsmessung und dem B2B Markenwert; b.) Instrumente zur Strategiebewertung im B2B Marketing.</p> <p>Urteilsfähigkeit bezüglich der Angemessenheit von Strategien, dem Prozessdesign sowie der Vertriebsorganisation anhand von Firmenbeispielen.</p> <p>Kommunikationsfähigkeit zur überzeugenden Präsentation der eigenen Analysen des B2B Marketingprozesses einer Beispielfirma.</p> <p>Fähigkeit eine Verbindung zwischen Theorie und Praxis eigenständig herzustellen.</p>
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Art der Prüfung	Schriftliche Prüfung bestehend aus einem Multiplechoice Teil und einem Teil mit offenen Fragen inklusive Transferfragen zur Identifikation der Problemlösungsfähigkeit der Studierenden. Darüber hinaus eine Kurzpräsentation.
Prüfungssprache	Deutsch
Bewertungskriterien und Kriterien für die Notenermittlung	<p>Die Endnote besteht aus drei Teilnoten für Multiplechoice und offene Fragen sowie die Kurzpräsentation. Die Gewichtung sieht wie folgend aus:</p> <ul style="list-style-type: none"> • 25% für den Multiplechoice Teil, • 60% für dem Teil mit offenen Fragen,

- 15% für die Kurzpräsentation.

Pflichtliteratur

Teil 1

Einführung in das B2B Marketing

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.1-35).

Vargo, S. L., & Lusch, R. F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market. *Industrial Marketing Management*, 40(2), 181–187.

B2B Umwelt: Kunden, Organisation, & Märkte

Brennan, R., Canning, L. E., & McDowell, R. (2011) *Business-to-business marketing* (SAGE Advanced Marketing Series). Thousand Oaks, CA: SAGE Publications. (pp.89-117).

Hutt, M. D., & Speh, T. W. (2013). *Business marketing management: B2B* (11th ed.). Mason, OH: Cengage Learning. (Chapter 4)

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp. 215-276).

Kaufverhalten von Organisationen

Backhaus, K., & Voeth, M. (2010). *Industriegütermarketing* (9., überarb. Aufl.). Vahlens Handbücher der Wirtschafts- und Sozialwissenschaften. München: Vahlen. (pp.35-118).

Brown, B. P., Zablah, A. R., Bellenger, D. N., & Johnston, W. J. (2011). When do B2B brands influence the decision making of organizational buyers? An examination of the relationship between purchase risk and brand sensitivity. *International Journal of Research in Marketing*, 28(3), 194–204.

Marke und Preis auf B2B Märkten

Brown, B. P., Bellenger, D. N., & Johnston, W. J. (2007). The implications of business-to-business and consumer market differences for B2B branding strategy. *Journal of Business Market Management*, 1(3), 209–230.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, 33(5), 371–380.

Leek, S., & Christodoulides, G. (2010). A literature review

and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, 40(6), 830–837.

Teil 2

Verkaufsprozesse

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 4)

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (403-425)

Care, J., & Bohlig, A. (2014). *Mastering technical sales: The sales engineer's handbook* (Third edition). Artech House technology management and professional development library.

Vertriebsorganisation

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 7)

Davies, I. A., Ryals, L. J., & Holt, S. (2010). Relationship management: A sales role, or a state of mind? *Industrial Marketing Management*, 39(7), 1049–1062.

Cravens, D. W., Le Meunier-FitzHugh, K., & Piercy, N. (2011). *The Oxford handbook of strategic sales and sales management*. Oxford handbooks. Oxford: Oxford University Press. (201-224)

Management der Vertriebsorganisation: Leistung, Vergütung und Anreize

Johnston, M. W., & Marshall, G. W. (2013). *Sales force management* (11th ed.). New York: Routledge. (Chapter 11)

Ahearne, M., Rapp, A., Hughes, D. E., & Jindal, R. (2010). Managing sales force product perceptions and control systems in the success of new product introductions. *Journal of Marketing Research*, 47(4), 764–776.

Hair, J. F., Anderson, R. E., & Babin, B. J. (2009). Sales management: Building customer relationships and partnerships. Mason, OH: Cengage Learning. (Chapter 13)

Verkaufsverhandlungen

Dewulf, A., Gray, B., Putnam, L., Lewicki, R., Aarts, N.,

Weiterführende Literatur

Bouwen, R., & van Woerkum, C. (2009). Disentangling approaches to framing in conflict and negotiation research: A meta-paradigmatic perspective. *Human Relations*, 62(2), 155–193.

Moosmayer, D. C., Chong, A. Y.-L., Liu, M. J., & Schuppar, B. (2013). A neural network approach to predicting price negotiation outcomes in business-to-business contexts. *Expert Systems with Applications*, 40(8), 3028–3035.

Thompson, L. L., Wang, J., & Gunia, B. C. (2010). Negotiation. *Annual Review of Psychology*, 61(1), 491–515.

Desai, K. K., & Keller, K. L. (2002). The Effects of Ingredient Branding Strategies on Host Brand Extendibility. *Journal of Marketing*, 66(1), 73-93.

Gummesson, E. (2004). Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts. *Journal of Business & Industrial Marketing*, 19(2), 136–148.

Hutt, M. D., & Speh, T. W. (2013). *Business marketing management: B2B* (11th ed.). Mason, OH: Cengage Learning. (Chapter 2)

Madhani, P. M. (2011). Reallocating Fixed and Variable Pay in Sales Organizations: A Sales Carryover Perspective. *Compensation & Benefits Review*, 43(6), 346–360.

Sharma, A., Iyer, G. R., Mehrotra, A., & Krishnan, R. (2010). Sustainability and business-to-business marketing: A framework and implications. *Industrial Marketing Management*, 39(2), 330–341.

Zimmerman, A. S., & Blythe, J. (2013). *Business to business marketing management: A global perspective* (2nd ed.). New York, NY: Routledge. (pp.17-35).