



**University of North Carolina at Greensboro**  
Bryan School of Business and Economics  
Department of Marketing, Entrepreneurship, Hospitality and Tourism

- Course Title:** MKT/ENT 328-01 - Sales Leadership (is now a part of the North Carolina Sales Institute)
- Term:** Spring 2020
- Classes Meet:** T 6:00 to 8:45 pm, Bryan 112
- Credit Hours:** 3
- Instructor:** John Chapman  
Department of Marketing  
(o) 336.334.5430  
(c) 336.210.7492  
jlchapm2@uncg.edu
- Office & Office Hours:** Bryan 231  
T 3-6, email me to set-up a time.
- Text:** Sales Management Analysis and Decision Making, 9<sup>th</sup> edition  
Ingram, LaForge, Avila, Schwepker Jr., and Williams
- HBS Cases:** We will use a number of cases this semester. The cases are in your book and I have reviewed 2 Harvard cases we will also be discussing. The cost is \$4.95 per case per student. You will need to sign in and download, this is a requirement. I will post the case and download information on Canvas.
- Course Description:** This course is structured to present you with the basic principles and practices of sales management. Students will be exposed to the multi-faceted nature of the sales manager's job and will analyze the structure of the sales organization, determination of sales policies, selecting, training, motivating and rewarding salespeople, establishing sales territories and quotas, and evaluating performance.
- Methodology:** **Ben Franklin said:** "Tell me and I forget, teach me and I may remember, involve me and I learn"

During class sessions, my function will be as coach or advisor, encouraging you to inquire, learn by doing and collaborate with your teammates.

**Every student is responsible for reading the assigned chapter, other reading assignments and reviewing the power point slides posted on canvas.**

**This is a class in Sales Management, I will treat you as sales managers.**

**I will give you table tents for you to put your name, bring to class every session. If you lose your table tent I will deduct 2 participation points for that class.**

Each week:

1. Individual Assignments (Everyone is responsible for preparing) will be posted on Canvas the week before, be prepared to discuss.
2. There will be random quizzes on the assigned chapters.
3. Teams will be assigned for the semester; you will seat with your team in class and work on assigned team cases.
4. Team cases will we assigned written up and submitted to Canvas.

Class starts at 6 pm-

At the beginning of class, you are required to sit with your assigned team. **Put your table tents in front**, so I get to know you better.

1. During the semester we will have guests, most will be sponsors to The North Carolina Sales Institute. They are there to meet you, teach you and recruit you. I will introduce them, you will individually stand up and introduce yourself, state your name, major and graduation date. This is an opportunity to learn from real sales executives. The more prepared you are, the better questions you will ask. ***Prior to class you need to turn in 5 questions you want to ask the sales executive. Every company is looking for talent, be on your game, research the company and individual.***

a. Participation will be graded. Those who ask good questions will get a higher participation grade!

2. In the text book there are two cases per chapter; The answers do not need to be posted to canvas. I ask the each team work on the cases together and be prepared to discuss in class. There will be multiple teams doing the same case. I ask that you only collaborate with you assigned

teammates, not the other teams. There are questions at the end of the case, be prepared to answer those questions. Be creative, use your presentation skills to prepare.

- a. Participation will be graded.

**I will have POP quizzes on the chapter reading and the cases.**

3. Individual Assignments: Cases, reading and homework will be assigned the week prior to be discussed in class. I will post assignments in Canvas as an additional reminder. Be prepared to discuss your thoughts. There are no right or wrong answers, you learn by doing. I grade everything!

- a. Participation will be graded.

4. There will be five to six team cases that will be assigned during the semester. The cases will be written up and submitted prior to class via canvas. You will be also asked to fill out a **peer evaluation** on how the team functioned. Depending on your individual score you could get a full letter grade higher or up to three letter grades lower depending on how your teammates evaluated you. **If you fail to turn in the assessment I deduct 2 points from the team grade.**

**There will no tests, you will be graded on participation, quizzes, case write ups and peer team assessments.**

### **Attendance & Participation:**

You get out of a class what you put into the class. Attending class and participating will improve your comprehension of the material and enhance your learning experience. Participation is an important component of your grade. However, the decision to attend the class is yours to make.

If you miss class for university excused absences only (must have documentation). Documentation must be provided immediately upon return to class (within two class periods). I will not accept it after that. University excused absences are: university athletics, physician/dental appointments, and university sponsored trips. Weddings are considered unexcused and any other events are considered at the professor's discretion.

Cell phones are **not** allowed to be used during class time. Using a cell phone while other students or I am speaking is rude and will not be tolerated. Cell phones should be turned off while in class. **The first time you are caught using a cell phone you will be told to leave the class and will forfeit all points for assignments earned during that class period. The second time you are caught using a cell phone during class will result in grade of F in the course.**

**Participation Rubrics-Attached in Canvas-I will grade at the conclusion of each class. Your final grade will be curved against the biggest contributor. Just for being present in class you will get 2 points.**

**Evaluation:**

The breakdown of points in this class is as follows:

<b>I.</b>	<b>Class Participation</b>						<b>25%</b>
	Posted at the end of each class up to 100 pts per class						
	Questions asked to the guest speakers						
	Questions you ask me during class and in discussions						
<b>II.</b>	<b>Individual Quizzes and individual written assignments up to 100 pts</b>						<b>25%</b>
<b>III.</b>	<b>Team case write ups up to 100pts</b>						<b>25%</b>
<b>IV.</b>	<b>Final Case Write Up- up to 100 pts</b>						<b>25%</b>
							<b>100%</b>

**Peer evaluations points are due after each case write-up.**

The grading scale used in this class is as follows:

- |              |               |
|--------------|---------------|
| A....93-100% | C....73-76%   |
| A-...90-92%  | C-...70-72%   |
| B+...87-89%  | D+...67-69%   |
| B....83-86%  | D....63-66%   |
| B-....80-82% | D-....60-62%  |
| C+...77-79%  | F...below 60% |

**Philosophy of  
The class:**

This class is intended to be fun! Therefore, your participation and comments are always encouraged. If you need help, don't be afraid to ask

questions. Your comments and questions will always be treated in a professional manner.

**Tentative  
Schedule:**

T January 14

- Introduction
- The Future of Sales-Lecture
- Individual Assignment: Read The High Impact Salesforce – in canvas- Consider this article and answer this question yourself: What makes a high impact salesforce today? And, why is a high impact salesforce so important for a business?
- **Assignment: Submit your profiles, I need to get to know you.**

*Go over assignment for next class*

T January 21

- Individual Assignment: Personal Mission Statement Due to canvas by 6pm
- Read 4 ways of being an authentic leader
- Guest Speaker TBA
  
- Set up teams and play a sales game

T January 28

- Read: Chapter 1 - Changing World of Sales Management
- Team Assignment: Find an article on leadership you can share with the class
- Read: Nabisco Case-In Canvas
- Read: If Robots are going to take our job, do grades matter?
- Guest speaker to be announced.

*Go over assignments for next class.*

- Chapter 2

T February 4

- Read: Chapter 2 Overview of Personal Selling
- Individual Assignment: Be prepared to discuss a specific example of each of the personal selling approaches that you have experienced.
- Be prepared to discuss cases 2.1 and 2.2
- Guest Speaker-TBA

*Go over assignments for next class.*

- Team write up The Lundberg Systems Case: **HBS**

T February 11

- Team write up Due by 6 pm to Canvas: **Graded**
- Guest Speaker-TBA
- Team presentations.

*Go over assignments for next class.*

- Chapter 3

T February 18

- Read: Chapter 3 – Defining the Strategic Role of the Sales Function
- Team Assignment: Research a company's website-be prepared to discuss what the company's mission statement. Does it align with the products it sells?
- Be prepared to discuss Cases 3.1 and 3.2
- Guest Speaker: TBA

*Go over assignments for next week.*

- Team write up Siebel Systems: **HBS**

T February 25

- Team write up Due by 6 pm to Canvas: **Graded**
- Team presentations.
- Guest Speaker:TBA

*Go over assignments for next class.*

- Chapter 4

### **SPRING BREAK**

T March 10

- Read: Chapter 4 – Sales Organization Structure and Salesforce Deployment
- Team Assignment: Research a company's sales force structure to discuss in class. Be prepared to discuss why it is structured this way given the selling situation?
- Be prepared to discuss Cases 4.1 and 4.2
- Guest Speaker: TBA

*Go over assignments for next class.*

- Team write up Junior Case, I will put in canvas the questions I want answered.

T March 17

- Write up Due by 6pm to Canvas: **Graded**
- Team Presentations
- Guest Speaker: TBA

*Go over assignments for next class.*

- Chapter 5

T March 24

- Read: Chapter 5 and Chapter 6 – Acquiring Sales Talent: Recruitment and Selection and Sales Training
- Team Assignment: Research a job you think you would like to pursue when you graduate from college. Bring to class the job description. Be prepared to discuss.
- Be prepared to discuss cases 5.1 and 5.2
- Guest Speaker: TBA

*Go over assignments for next class.*

- Team case write up: Building a Sales Force

T March 31-I am traveling and will have a guest lecturer, I will post to Canvas the information

T April 7

- Team write-up due 6 pm to Canvas: **Graded**
- Team presentations of case
- Guest Speaker: TBA

*Go over assignments for next class.*

- Chapter 7 and 8

T April 14

- Read: Chapter 7 Sales Leadership and Chapter 8
- Team Assignment: Research a quote by a business leader that resonated with you. Be prepared to discuss “Why?”
- Be prepared to discuss Cases 7.1, 7.2, 8.1, and 8.2

*Go over assignments for next class.*

- Read Chapter 8 be prepared to discuss cases 8.1 and 8.2
- Team write up Spectrum Case in **Textbook**

T April 21

- Team write-up due 6 pm to Canvas: **Graded**
- Team presentations of case write up.

*Go over assignments for next class.*

- Chapter 9 and 10

T April 28

- Read: Chapter 9 + Chapter 10
- Team Presentations
- Be prepared to discuss cases 9.1, 9.2, 10.1, 10.2

*Go over final exam write up.*

- Final Case Assignment
- Peer evaluations

T May 5

- Final team write due 6pm to Canvas.

### **Statement on Academic Integrity (including plagiarism):**

#### Academic Integrity Policy

At UNCG all faculty, staff, administrators, and students work together to achieve the highest standards of honesty and integrity. Academic dishonesty is a serious offense at UNCG because it threatens the quality of scholarship and defrauds those who depend on knowledge and integrity. All work must be original for credit to be given. In all your written work you must cite any reference that you use. Plagiarism is a serious offense. Any academic dishonesty will result in an automatic "F" for your final grade. Academic dishonesty includes:

Cheating: intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

Fabrication: intentional falsification or invention of information or citation in an academic exercise.

Plagiarism: intentionally or knowingly representing the words or ideas of someone else as one's own in an academic exercise.

Facilitation of Academic Dishonesty: intentionally or knowingly helping or attempting to help someone else to commit an act of academic dishonesty, such as knowingly allowing another to copy information during an exam or any other academic exercise.

Under UNCG policy, academic integrity violations are automatically reported to the Department chair and may be also be reported to the Office of Judicial Affairs. For more information concerning academic integrity see your undergraduate catalog or the student handbook.

#### Additional Information

Make-up exams and homework assignments for university excused absences only (must have documentation). Documentation must be provided immediately upon return to class (within two class periods). I will not accept it after that. University excused absences are: university athletics, physician/dental appointments, and university sponsored trips. Weddings are considered unexcused and any other events are considered at the professor's discretion.

**Unless told otherwise, computers are to be off when the professor begins lecturing, etc.**

#### **MKT/ENT 328 Assignments**

- \*Reading assignments are an important component to the class discussion.
- \*No late case papers will be accepted (unless university recognized excuse) posted to Canvas.
- \*I will discuss in class what I want for each case assignment.
- \*All assignments are to be typed (11 or 12 point font/one inch margins/double spaced)
- \*Answers must be descriptive, in-depth, specific, etc.
- \*Point deductions for misspelled words, grammatical errors, etc.
- \*Cases for class discussion are in your textbook, HBS as well as specified by the professor.

**This syllabus is subject to change upon notice.**

#### **Course Objectives**

Upon completion of this course, students should be able to:

Overview of Personal Selling:

1. Describe the role of personal selling in marketing **in either small, entrepreneurial organizations or large corporations.**
2. Explain the trust-based relationship selling process and how it differs from transactional selling.

3. Understand the concept of selling strategy with its key elements of customer value and alternative personal selling approaches.
4. Identify and explain the various components involved in the 5 stage selling process

#### Organizational Strategies and the Sales Function:

1. Lists the advantages and disadvantages of personal selling as a marketing communications tool and how this fits in with strategic **decisions in both entrepreneurial firms and large business organizations.**
2. Describe the advantages and disadvantages of different sales channel strategies **as they apply to different size firms and different types of products/services.**

#### Sales Force Structure and Deployment:

1. Define the concepts of specialization, centralization, span of control versus management levels, and line versus staff positions.
2. Evaluate the advantages and disadvantages of sales organization **structures for entrepreneurial firms as well as for large corporations.**
3. Explain how to determine the appropriate sales organization structure for a given selling situation.

#### Recruiting and Selecting Sales Force Talent:

1. Explain the critical role of recruitment selection and building and maintaining a productive sales force.
2. Be able to identify legal and ethical considerations in sales force recruitment and selection and how they affect the recruitment process.

#### Value of Training Programs:

1. Understand the role of sales training in salesforce socialization.
2. Explain the importance of sales training and the sales manager's role in sales training.
3. Describe the sales training process as a series of interrelated steps.
4. Discuss multiple methods for assessing sales training needs and identify typical sales training needs.

#### Sales Force Leadership and Supervision

1. Distinguish between sales force leadership, management, and supervision.
2. Discuss five bases of power that affect leadership.
3. Discuss issues related to coaching the sales force, holding integrative meetings, and practicing ethical management and the **levels of resource commitment required to conduct these activities.**

#### Management the Motivation and Reward Systems

1. Explain the key components of motivation; intensity, persistence, and **direction and how managers and/or owners/entrepreneurs can enhance these components.**
2. Explain the difference between compensation rewards and non-compensation rewards.
3. Describe the primary financial and non-financial compensation rewards available to salespeople.

## Evaluating Salespeople

1. Differentiate between an outcome-based and a behavior-based perspective for evaluating and controlling salesperson performance and be able to say which approach works best for **innovative start-up firms vs. major existing firms.**