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: Fall 2019

Classes Meet: T-TH 3:30 to 4:45 pm, Bryan 111

Credit Hours: 3

Instructor: John Chapman
Department of Marketing
(o) 336.334.5430
(c) 336.210.7492
jchapm2@uncg.edu

Office & Office Hours: Bryan 231
Email me to set-up a time.

Text: Sales Management Analysis and Decision Making, 9th 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 Leadership. 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 Leadership, I will treat you as sales leaders.

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. In addition, there will be written cases that all teams will need to write up and submit.

Class starts at 3:30 pm-

At the beginning of class, it is required to sit with your assigned team. Put your table tents in front, so I get to know you better. The sales manager (whoever you decide) is responsible for getting the team prepared.

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.

Later in the semester we will schedule virtual office hours with our sponsors to get to know them better.

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

3. There will be four 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 assessment, I deduct 2 points from the team grade.

4. Sales of Market America product, we are partnering with Market American on the selling a handful of their products. Those with the most sales will get the highest grades.

5. Final exam is RNMKRS selling competition on November 18-19

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:

<table>
<thead>
<tr>
<th>I.</th>
<th>Class Participation</th>
<th>25%</th>
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<tbody>
<tr>
<td></td>
<td>* Posted at the end of each class 100 pts per class</td>
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<td>* Questions ask to guest speakers</td>
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<td>* When speaker says that a &quot;Great Question&quot; automatic 100 pts.</td>
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<tr>
<td>II.</td>
<td>Team Case Analysis</td>
<td>30%</td>
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<tr>
<td>III.</td>
<td>Individual sales of Market America Product</td>
<td>15%</td>
</tr>
<tr>
<td>IV.</td>
<td>RNMKers Final Sales Competition</td>
<td>30%</td>
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<tr>
<td></td>
<td>* The students with highest cumulative score gets 100 pts.</td>
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<td></td>
<td>* The grades will be individually curved off the highest score.</td>
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<td></td>
<td>* Competition is November 18-19</td>
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<td>*</td>
<td>Note if we don't do Market America I will add 5% to I, II, &amp; IV</td>
<td>100%</td>
</tr>
</tbody>
</table>

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

The grading scale used in this class is as follows:

- A....93-100%
- A+....90-92%
- B+....87-89%
- B.....83-86%
- B-....80-82%
- C+....77-79%
- C....73-76%
- C-....70-72%
- D+....67-69%
- D.....63-66%
- D-....60-62%
- 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 August 18
- Introduction
- The Future of Sales-Lecture
- Individual Assignment: Mark Cuban and Google article
- Submit your profiles, I need to get to know you. Due by 8/16

Go over assignment for next class.
- Individual Assignment: Personal Mission Statement Due to canvas by Tuesday August 22 by 3:30.

TH August 20
- Personal Mission Statement Due 8/27
- Read: Chapter 1 - Changing World of Sales Management
- Individual Assignment: Find an article on leadership you can share with the class.
- Read: Nabisco Case-In Canvas
- Set up teams

Go over assignments for next class.
- Review RNMKRS Web sight

T August 25
- Review RNKKRS download the App
- Get students set up
- Zoom with folks from RNMKRS on how the competition works

TH August 27
- Guest Speaker

T September 1
- 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.
- Team Presentations
  - Power Point of content
  - Case 2.1
  - Case 2.2
Go over assignments for next class.

- Team write up The Lundberg Systems Case: **HBS due by Tuesday September 8 at 3:30**

TH September 3

- Guest Speaker-TBA

T September 8

- Discuss Lundber System

TH September 10

- Guest Speaker-TBA

T September 15

- 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?
- Team Presentations
  - Power Point of content
  - Case 3.1
  - Case 3.2

Go over assignments for next week.

- Team write up Siebel Systems: **HBS due by September 22 at 3:30**
- Guest Speaker-TBA

TH September 17

- Guest Speaker-TBA

T September 22

- Siebel Systems team write up Due by 3:30 pm to Canvas: **Graded**
- Team presentations.

Go over assignments for next class.

- Chapter 4
- Guest Speaker-TBA
TH September 24
• Guest Speaker-TBA

T September 29
• 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?
• Each team is responsible for 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. Due October 6 by 3:30 pm

TH October 1
• Guest Speaker-TBA

T October 6
• Junior Case team write up Due by 3:30pm to Canvas: Graded
• Team Presentations

TH October 8
Go over assignments for next class.
• Guest Speaker-TBA

Go over assignments for next class.
• Chapter 5

TH October 13
• Read: Chapter 5 – Acquiring Sales Talent: Recruitment and Selection
• 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.
• Team Presentations
  o Power Point of content
  o Case 5.1
  o Case 5.2
• Guest Speaker: TBA
Go over assignments for next class.

TH October 15

- Guest Speaker: TBA

Go over assignments for next class.

- Chapter 6 and 7

T October 20

- Read: Chapter 6 – Sales Training + Chapter 7 – Sales Leadership
- Team Assignment: Research a quote by a business leader that resonated with you. Be prepared to discuss “Why?”
- Team Presentations
  - Power Point of content Chapter 6 and 7
  - Case 6.1 + 7.1
  - Case 6.2 + 7.2

Go over assignments for next class.

- Team write up Spectrum Case in Textbook due in canvas October 27 by 3:30 post to canvas.

TH October 22

- Guest Speaker-TBA

T October 27

- Spectrum Case team write-up due 3:30 pm to Canvas: Graded
- Team presentations of case write up.

Go over assignments for next class.

TH October 29

- Guest Speaker-TBA

Go over assignments for next class.

- Read Chapter 8

T November 3

- Read Chapter 8
- Team Presentation
• Power Point of content Chapter 8
  o Case 8.1 and 8.2

TH November 5
• Guest Speaker-TBA

T November 10
• Read: Chapter 9
• Team Presentation
• Power Point of Chapter 9
  o Case 9.1 and 9.2

TH November 12
• Read: Chapter 10
• Team Presentations
• Power Point of content Chapter 10
  o Case 10.1 + 10.2

T November 17 and TH 19

*Final exam RNMRS Competition*

• 18-19

**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. Appraise what it takes to become a leader in direct selling.

3. Explain the trust-based relationship selling process and how it differs from transactional selling.
4. Understand the concept of selling strategy with its key elements of customer value and alternative personal selling approaches.
5. 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.
4. Discuss what the differences are between a direct selling leader and other types of leadership in sales and marketing.

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.

Covid 19 requirement

As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- Wearing a face covering that covers both nose and mouth
- Observing social distance in the classroom
- Engaging in proper hand washing hygiene when possible
- Self-monitoring for symptoms of COVID-19
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.