

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

Course: MKT 444-01, Effective Selling, Spring 2021

Class Times: T/Th: 3:30-4:45

Instructor: Dr. James Boles

Office Hours: Tuesdays/Thursdays from 2:00 – 3:00 pm or by appointment, Bryan Room 444 or via zoom with zoom appointment.

Texts:

Required: *Professional SELLING*, Deeter, Hunter, Loe, Rich, Mullins, Beeler, Schrock.
Chicago Business Press, 2021 ISBN: 978-1-948426-17-6

Required: *SPIN Selling Fieldbook*, Neil Rackham. McGraw-Hill; ISBN 978-0-07-052235-0;

Required: **Getting to Yes**. Fisher, Ury and Patton. Penguin Books, Second Edition or Later

Pre-requisites: None, but ideally, you will also have taken, MKT324 & MKT328.

Course Description: This course continues to refine your selling and leadership skills by working on your: presentation skills; investigation skills and negotiation skills. It further defines the role of personal selling in the business process and how salespeople carry out their duties. The course will require considerable interaction. The course will utilize a variety of learning approaches including:

- 1) Observational learning via role plays and videotaped presentations
- 2) In class role plays and active learning activities regarding selling and negotiating
- 3) Business case studies
- 4) Lectures
- 5) Potentially some guest speakers
- 6) Open discussions about various sales-related issues

This Syllabus is tentative and can be changed at the instructor's discretion to enhance the learning outcomes of the class or to reflect changes in the scheduled timing of events.

Getting to Know You: To help me more quickly learn your name for the accurate evaluation of participation, please do the following. Both count towards participation.

- The SECOND DAY OF CLASS, bring a printed copy of your resume with an attached copy of the picture from your ID. Write your name on the back of your printed photo.

Course's Cognitive Objectives

Students need the following **skills and abilities** for this course.

1. The ability to develop an effective presentation with a powerful value proposition for any qualified buyer.
2. The ability to use listening skills to determine buyer needs.
3. Understand the processes and rationale behind using CRM in sales settings.
4. Present a product/service effectively in a face-to-face sales setting.
5. Be able to incorporate a break-even analysis in your sales presentation.

Students must master the following components of the **selling process**.

1. Use a questioning process like SPIN (**S**ituation **P**roblem **I**mplication **N**eed) or ADAPT (**A**ssessment **D**iscovery **A**ctivation **P**rojection **T**ransition) to identify buying issues.
2. Identify the purpose of a RFP (**R**equ~~e~~st for **P**roposal) and the various issues involved in responding to one.
3. Identify various negotiation tactics as well as negotiation pressure tactics and know how to respond to them.

Five Keys to Successful Semester

1. Read any assigned materials and do the associated activities prior to class. This will help you keep up with the course. It will also make you familiar with key concepts that will be discussed.
 - Students must complete Readings/assignments to class on the assigned days.

- Role play posted on the NCSC site and on the Gartner Site for the NCSC competition.
 - Students may use the text when answering the questions.
2. Attend class. You are paying for this class and should attend. Many exam questions come from the Professor on items NOT included in the text.
 3. Ask questions and speak up during class. Class discussions are intended to encourage dialogue. If a question is asked, you should speak up. Class time is your opportunity to ask questions and get further clarification on concepts.
 4. Actively participate in your class activities. Preparation of the role plays and negotiation process will require work outside of class. This collaborative learning should be fun and further your understanding of key concepts.

Attendance: Missing more than five classes during the semester can result in a student being dropped from the course. While extenuating circumstances can result in this requirement being waived, it is unlikely. If you know you will miss more than five classes, you should drop the course today and add a different course with less stringent expectations.

Inclement Weather

This class will follow UNCG's policy on delays and cancellations due to weather.

Academic Accommodations

The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling [336-334-544](tel:336-334-544) or visiting them in Suite 215, EUC.

Academic Integrity

Students are expected to recognize their responsibility to uphold the Academic Integrity Policies of UNCG. Failure to do so will result in Academic Integrity Sanctions as stipulated by the university. You are encouraged to review these policies at <http://academicintegrity.uncg.edu/complete/>.

Plagiarism, Falsification of Course Documents or Cheating will not be tolerated. Please note that any violation of the AI Policy could result in failure of the course. Do your own work because an occurrence can equate to plagiarizing just one sentence from a consulted source. I will investigate if I suspect plagiarism and/or cheating. An AI violation occurs if you falsify a document (i.e. signing another student's name) for both students. A document AI violation stays on your permanent academic record. Refer to the AI link above for full details.

Religious Observance

The University allows for 2 excused absences each academic year for religious observances required by the faith of the student. Students requesting a religious absence must notify the instructor of each absence 14 days in advance of the date of the religious observance. The request must state in writing the nature of the religious observance and the dates. Student's participation must be confirmed in writing by an official of the religious organization. Assignment/tests that a student may miss due to notice of a required religious observance, instructors may require the student to complete the test or assignment in advance of the originally scheduled date of the test or assignment. The requirement for students to make such requests for excused absences applies only to days when the University is holding class (see the University's announcement for further details).

Health and Wellness

Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website

at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

Required UNCG Syllabus Language

Approved by the Faculty Senate on July 1, 2020

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.

Approved by the Faculty Senate Executive Committee on July 30, 2020

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling [336-334-5874](tel:336-334-5874), visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu

COVID-19 Spartan Shield Video

UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important.

Please watch this video before the first day of classes.

<https://youtu.be/Mb58551qxEk>

Grading Basis

Item	%
Exam I Selling	20%
Exam II Negotiation & Selling	20%
Detailed script of sales presentation (see pages 268-270 in Ch. 14 of textbook)	10%
Sales Presentation I	20%
Final Exam: Negotiation Role Play	20%
Class Participation (resume, attendance, active participation in role plays, performance in role plays)	10%
TOTAL	100%

Grading Scale: Final grades will be assigned as follows:

93-100	=	A
90-92	=	A-
87-89	=	B+
83-86	=	B
80-82	=	B-
77-79	=	C+
73-76	=	C
70-72	=	C-
67-69	=	D+
63-66	=	D
60-62	=	D-
61-0	=	F

	A	B	C	D	F
Value	Outstanding Excellence	Mastered material	Tagged the bases	Unsatisfactory	Unacceptable
Organizational Equivalent	Promoted	Raise	No Raise	Reviewed	Fired
% of Class	15-20%	50-60%	20-25%	<5%	<5%

Exams: Questions on these exams will require a student to attend class, take good notes on the lectures/presentations and read the textbook in order to answer them effectively. If you require additional time of exams, please bring a notification in from OARS at the first of the semester detailing your requirements.

- Exam I - 50 multiple choice questions.
- Exam II: Multiple choice questions focused on negotiations with selling related questions as well as possibly some short answer questions.

Make-up Exams: Only given if arranged prior to the exam or due to illness. If provided for an illness, students must provide a note from a physician on letterhead with a signature before a make-up exam will be given. If a student fails to appear for an exam or make-up exam, they will receive a grade of **zero**. If you should miss an exam and it is an excused absence, the second Exam will count double. If you miss the second exam, then an alternative exam will be provided that may be in a different format from the in-class exam.

Team Discussions/Role Plays: The same student teams will participate in assigned class discussions and role plays during class.

Sales Presentation: Individual presentations on an assigned product or service. Students will have to develop presentation materials from the information supplied from NCSC and/or Gartner. These materials should be professional and easy to use. The presentation materials should be what you would develop if you were selling this product/service to a real buyer. In this sales role play, you will present to one or more buyers who will have developed objections that you may/may not have anticipated. Items to note:

- 15-minute pitch, and presenters should be prepared for questions/objections.
- Students must turn in a copy of their entire sale presentation with a list of anticipated objections and their answers (this is 10% of your course grade).
- Three or more individuals will present during the class period. One person presents, and another person or persons will act as the buyers.
- Profiles for the buyer will be uploaded onto the class CANVAS website.

Class Participation Grading Rubric

Points	Item
10 points	Upload photo to Canvas Second day of class, bring printed copy of resume/photo
50	Performance in negotiation role plays
20 points	Participation in class with: *Receive 1 point for each class attended. *Receive 1 point for each question asked to guest speakers based on speaker availability Attendance
10	Performance as a buyer in the sales role play
10	Participation in class discussions of cases and readings

Sales Presentation Grading Rubric – will be posted to Canvas. It will follow the same general format of the sales presentation grading instrument used in the National Collegiate Sales Competition.

Negotiating Assignment

The Negotiation Assignment involves a detailed team-based role play with the resulting business decision(s) being compared by the professor to the potential results available to the negotiators and how well a team does compared to the other teams. The presentation of results will also be assessed based on a preliminary negotiation document presenting the teams proposed negotiation strategy and goals which will be evaluated in light of achieved results.

Class Expectations

As **instructor**, I have the following responsibilities:

1. Come prepared to every class with a well thought-out class.

2. Design my class so you will understand how a sales professional uses their understanding of the buying process to connect with prospects.
3. Consider that it is not always your fault if you don't understand the material.
4. Create a mutually respectful classroom environment.
5. Provide real working examples of how sales professionals close deals in B-C and B-B environments.

As **students**, you have the following responsibilities:

1. Turn off your phone so you can focus on the lecture. Your smart phone is smart enough!
2. Come prepared to every class by reviewing previous notes and reading the material. It's amazing how things make sense when you read before class!
3. Consider that it is not always the instructor's fault when you don't understand the material.
4. Treat others (including the instructor) with respect.
5. Ask questions when you don't understand. Asking questions is a sign of maturity - not ignorance. Sales professionals spend a lot of time asking their customers questions.
6. If you are concerned about your grade or progress, schedule an appointment. Address the situation before it is too late to do anything about it.

Class Schedule

Date	Activity	Assignment Due
1/19	Course over-view; course objectives; Introduction of class members; review of key materials from previous sales classes with an emphasis on Communication Skills; Introduction of the sales project/role play exercise.	Read Chapter 2
1/21	Lecture/discussion of chapters 3 Professional Communication	Read Chapters 3 & 4
1/26	Review of case information for sales role play. Formation of Negotiation/Selling Teams. Introduction of sales role play process Lecture: Chapter 4 Effective Prospecting	Read Chapter 7 SPIN Selling Fieldbook: Pages 1-36 Complete all worksheets
1/28	SPIN SELLING Lecture & Exercises in class Lecture on Chapter 7 Making the Presentation	Read Chapter 11 SPIN Selling Fieldbook: Pages 37-73; Complete all worksheets
2/2	Lecture Chapter 11 Digital Sales	Read Chapter 12 SPIN Selling Fieldbook: Pages 75-106 complete all worksheets.
2/4	Lecture Chapter 12 Strategic Account Management	Read Chapter 13 & 14
2/9	Lecture on Ethics Chapter 13	
2/11	Toyota Forklift Guest Speaker	
2/16	Handling buyer concerns and closing AND discuss the assigned articles from <i>Industrial Marketing Management and Marketing Education Review</i>	
2/18	Development of sales role plays	
2/23	Exam 1	
2/25	Northwest Mutual Guest Speaker	
3/2	DVD “Winners don’t take all”	Written Sales Role Play Script is Due.
3/4	Chris Murray Truliant – Guest Speaker	SPIN Selling Fieldbook: Pages 107-144 complete all worksheets
3/9	Class Presentation on assigned role play/sales project	. SPIN Selling Fieldbook: Pages 145-166 complete all worksheets

3/11	Class Presentation on assigned role play/sales project	SPIN Selling Fieldbook: Pages: 167-193.
3/16	Class Presentation on assigned role play/sales project	Turn in SPIN Selling Fieldbook.
3/18	“As Clear as Mud” Exercise Lecture on Chapter 9	Read Chapter 9 in Professional Selling
3/25	Negotiation introductory lectures – negotiation basics; Negotiations role play in class Negotiation lectures continued; Negotiation techniques continued – using negotiation basics to advance your goals.	Read getting to Yes pages: 1-40
3/30	DVD “Skills, strategies and tactics for effective negotiations”	Read Getting to Yes Pages: 40-81
4/2	Negotiation techniques continued –negotiating with information and utilization of pressure tactics/how to avoid pressure tactics	
4/7	Power plays and how to deal with them	Read Getting to Yes Pages: 81-107
4/9	Negotiation techniques – dealing with liars and framing results in a win-win format.	
4/14	Summary of negotiation techniques and pitfalls;	Read Getting to Yes Pages 107-149
4/16	Negotiations – putting it all together DVD	
4/23	Exam II Sales Negotiations	
4/25	Bolter Turbine Negotiations Role Play Preparation	
Final Exam 5/4 @3:30- 6:30	Negotiations role play: Bolter Turbine Case Zoom Mediated negotiations simulation	Team Goals and Tactics/Strategy For the Negotiation Role Play Paper is due.