



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

Course: MKT/ENT 328-01, Sales Leadership. Spring 2023

Class Times: M/W 2-3:15 Room 117

Instructor: Dr. James S. Boles (Jim)

Communications: Email preferred, include class in subject line

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Office Hours: M/W Noon – 1:45 preferably by Appointment AND by appointment, Room 444.

Text: *Sales Management 10* (2020) by Ingram, LaForge, Avila, Schwepker and Williams,

Simulation: MARS Sales Management Simulation (order directly from the firm). Cost per team is \$100. It is not available through bookstores. More on that next week.

ISBN 978-0-367-25274-8 paperback

ISBN 978-0-429-28692-6 e-bookaor

Course Description: This course examines the role of salesforce management and leadership in the business process and how sales managers carry out their duties in a variety of business settings ranging from new business development for a start-up to sales with major existing firms with a substantial sales history. It will review the different aspects of the sales task and will cover how to motivate, train, and encourage salespeople to accomplish these tasks effectively and efficiently. The principles covered in this course are typically relevant for both large and small sales forces and for use in entrepreneurial settings as well as more traditional corporate sales force settings. The course will require considerable interaction. The course will utilize the following learning activities.

- 1) Required readings.
- 2) Classroom role plays and discussions.
- 3) Observational learning via observing sales force interactions.
- 4) Lectures.
- 5) Simulations
- 6) Guest speakers from both large and small firms.
- 7) Open discussions about various sales- leadership issues.

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.

- Upload your photo to Canvas.
- The SECOND DAY OF CLASS bring TWO copies of your resume (one with photo).

Important Notes

1. The exam consists of questions from the text, lectures, simulation activities and videos. If you don't attend class, then you will miss a great deal of the material on the exams.
2. While slides **ARE** posted on Canvas. It is VERY important to attend class since a considerable amount of value-added activities occur during class-time.
3. Office hours are available each week for review of slides and questions.
4. Quality, not quantity, is important for class participation and presentations. However, don't assume that everything you say is a "quality" comment.
5. Active Participation in the simulation is required!!

Learning Objectives

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

1. Identify/improve areas in your time management process.
2. Modify her/his leadership style to match the specific salesperson.
3. Use listening skills to determine specific salesperson needs.
4. Understand and be able to apply the SPIN/ADAPT SALES investigation questions in a sales setting.

5. Understand and apply the principles of sales leadership to direct a sales force in a simulated selling environment.

Students need to learn and practice the following aspects of the **buying process**.

1. Identify the steps in the complex buying process typically used for big-ticket items and/or new purchases.
2. Identify different types of customers and the critical purchasing factors that will most influence their buying decision whether your firm is an entrepreneurial firm or a business with a long history of sales success.
3. Identify the types of organizational buying decisions and what a salesperson must do to be seriously considered in these buying situations – these actions can vary - - particularly if you work for a small, entrepreneurial firm with little history.
4. Identify the types of organizational buying decisions and what a salesperson must do to be seriously considered in these buying situations.
5. Identify the different people that can be involved in a purchase and their potential role in the buying center/decision.
6. Can select the most effective entry point into a prospect's buying process.

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

1. Identifying the stages of the selling process from prospecting through follow-up.
2. State the qualifications for a suspect to be a prospect.
3. Compare the effectiveness of different types of prospecting techniques for various types of buyers and how these can vary for different firms – ranging from a start-up organization to a well-established business.
4. Use a questioning process like SPIN (Situation Problem Implication Need) or ADAPT (Assessment Discovery Activation Projection Transition) to identify buying issues.
5. Identify the purpose of an RFP (Request for Proposal) and the various issues involved in responding to one – especially the length of time your firm has been in business.

6. Identify various negotiation pressure tactics and know how to respond to them.

Five Keys to Successful Semester

1. Read each chapter prior to its discussion in class. This will help you keep up with the course. It will also make you familiar with key concepts that will be discussed.
 - You may be “cold-called” on some of the material to make sure that you are keeping up (while you will not like this, it does make sure that you are keeping up with the readings).
 - Prepare for guest speakers. Bring printed copy of questions.
2. Attend class. You are paying for this class and should attend. Slides ARE posted on Canvas, but you will miss key points and important discussions that can come up in class and exam questions can 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. Look out for selling everywhere you go and evaluate those sales encounters as if you were that salesperson’s manager. As you go about your day, be aware of sales professionals and their pitches.
 - What does their body language and non-verbal language convey?
 - Are they asking appropriate questions to uncover needs?
5. Actively participate. Preparation of assignments and participation in the MARS Sales Simulation may require work outside of class. This should be fun and further your understanding of key concepts.

Attendance

The more you show up, the more you learn. If you don't attend class, your participation grade will reflect this.

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/>.

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 for Fall 2022

As we return for Fall 2022, all students, faculty, and staff and all visitors to campus are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. While face-coverings are optional in most areas on campus, individuals are encouraged to wear masks. All individuals and visitors to campus are asked to follow the following actions:

- Engaging in proper hand-washing hygiene.
- Self-monitoring for symptoms of COVID-19.
- Staying home when 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.
- Completing a self-report when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive.
- Staying informed about the University's policies and announcements via the COVID-19 website.

Students who are ill, quarantining, or isolating should not attend in-person class meetings, but should instead contact their instructor(s) so alternative arrangements for learning and the submission of assignments can be made where possible.

As we continue to manage COVID-19 on our campus, we are following the lead of the local health department and we will adjust our plans to balance student success, instructional requirements, and the hallmarks of the collegiate experience with the safety and wellbeing of our campus community.

Grading

Grades shown in Canvas **DO NOT** necessarily include all items and may **NOT** be a true representation of your grade. You can calculate your grade by completing the Excel sheet in Canvas.

Item	%
Exam I (Chapters 1-5)	15%
Exam II (Chapters 6-10)	15%
Exam on MARS Simulation Materials	5%
Peer Evaluation of your participation in the MARS sales simulation	10%
Class Participation (speaker questions, attendance, etc.)	10%
Sales Simulation Performance as a Team (individual)	25%
Final Exam	20%
TOTAL	100%

Grading: Grades shown in Canvas will not be accurate until all items have been entered.

Grading Scale

Final grades will be assigned as follows:

93-100 = A	80-82 = B-	67-69 = D+
90-92 = A-	77-79 = C+	63-66 = D
87-89 = B+	70-72 = C-	60-62 = D-
83-86 = B	73-76 = C	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	10-20%	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 to answer them effectively.

- Midterm I – 30-50 multiple choice questions and potentially some short answer questions, Chapters 1-5.
- Midterm II – 30-50 multiple choice questions, and potentially some short answer questions Chapters 6-10.
- Final Exam – 30-50 multiple choice questions and potentially some short answer questions dealing with Chapters 1-10 and as well as videos and guest speakers details.
- Exams are in person.
- There will also be a short quiz on the MARS simulation materials which will be multiple choice in format.

Make-up Exam

Only given if arranged prior to the exam or due to illness. If you miss an exam and it is an excused absence then the final exam will count in place of that missed exam as well as the final exam grade. If a student fails to appear for an exam or make-up exam, they will receive a grade of **zero**. If provided for an illness, students must provide a note

Speakers

Bring a printed copy of your questions.

Sales Management Simulation

All students **MUST** pay and register for the MARS Sales Management **AND** be actively involved in decision-making for your team. Teams will be made up of between 4-6

students. The cost of the simulation is \$100 per team. Each team member must pay an equal amount toward team registration cost (\$100 per team).

The simulation is a competitive environment. Your grade will be based on how well your team performs relative to other teams. The simulation environment involves your decisions being weighed by the simulation in light of what other teams are doing.

Class Expectations

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

1. Come prepared to every class.
2. Create a mutually respectful classroom environment.
3. Provide examples of how sales managers motivate and lead salespeople.
4. Be available to students to review slides and answer questions.
5. Expose students to effective leadership examples from multiple sources.

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

1. Turn off your phone so you can focus on the lecture. Your phone is smart enough!
2. Come prepared to every class by reviewing previous notes and reading the material.
3. Treat others (including the instructor) with respect.
4. Ask questions when you don't understand.
5. If you are concerned about your grade or progress, schedule an appointment.

DATE	TOPIC	ACTIVITY DUE
1/9	Class Introduction.	
1/11	Leadership: What is it? How do you become an effective Leader?	
1/16	MARTIN LUTHER KING HOLIDAY – No Class Meeting	
1/18	Introduction to the MARS Sales Simulation Sales Simulation begins.	
1/23	CHAPTER 1: Changing world of sales management	READ CHAPTER 1
1/25		
1/30	CHAPTER 2: Overview of personal selling	READ CHAPTER 2
2/1	CINTAS Sales Executives Guest Speaker	
2/3		
2/6	CHAPTER 3: Organizational strategies and the sales function	READ CHAPTER 3
2/8	Enterprise Sales Executive Guest Speaker	
2/10	1st Mars Sales Simulation Decision is due	
2/13	CHAPTER 4: Sales Organization Structure, salesforce deployment, and forecasting MARS Sim quiz	READ CHAPTER 4
2/15	ACT Sales Executive Guest Speaker	
2/17	2nd Mars Sales Simulation Decision is due	
2/20	CHAPTER 5: Acquiring sales talent: recruitment and selection SELECTED READINGS REGARDING SALES LEADERSHIP	READ CHAPTER 5 READ ARTICLES from Journal of Marketing Education and Marketing Education Review
2/22	TPx Executive Guest Speaker	
2/24	3rd Mars Sales Simulation Decision is due	
2/27		
3/1	Ops Veda Sales Executive Guest Speaker	
3/3	4th Mars Sales Simulation Decision is due Last day to withdraw from class	
3/6	SPRING BREAK	
3/8	SPRING BREAK	
3/13	Sales Coaching	READ CHAPTER 6
3/15	Exam 1 Chapters 1-5 and classroom materials In class exam. Exam 1 Chapters 1-5 and classroom materials In class exam.	

3/17	5th Mars Sales Simulation Decision is due	
3/20	CHAPTER 6	READ CHAPTER 7
3/22	Chapter 7	
3/24	6th Mars Sales Simulation Decision is due	
3/27	CHAPTER 7	READ CHAPTER 8
3/29	Chapter 8	
3/30	7th Mars Sales Simulation Decision is due	
4/3	CHAPTER 8 cont.	READ CHAPTER 9
4/5	Chapter 9	
4/7	8th Mars Sales Simulation Decision is due	
4/10	Chapter 9 continued	READ CHAPTER 10
4/12	Chapter 10	
4/14	9th Mars Sales Simulation Decision is due	
4/17	Ch 10 continued	
4/19	Lecture on self-management	
4/21	10th Mars Sales Simulation Decision is due	
4/24	QUIZ ON CHAPTER 6-10	
4/26	LAST DAY OF CLASS	REFLECTIONS ON SIMULATION DUE BY 11:59
5/3/2020	FINAL EXAM Noon-3:00	
	SYLLABUS IN TENTATIVE AND MAY CHANGE AT ANY TIME	