

# BUSML4223

## Foundations of Sales and Sales Management

**COURSE DESCRIPTION:** This course covers the basics of business-to-business professional selling and provides core sales management building blocks. It emphasizes the importance of building relationships and adding substantial value to business customers. It combines theory and actual practice to learn the selling and buying process, salesforce structure, recruitment, selection, training, compensation, ethical concerns, and sales tools.

**PREREQUISITES:** BUSML 4201, 4202, and BusMHR 2292, or equiv. Not open to students with credit for 4220 and 4221.

**COURSE FORMAT:** This is an experiential course which uses a combination of in-class discussions, small team workshops, and role-plays to develop sales and sales management skills. Class meets for 80 minutes, twice per week.

### REQUIRED COURSE MATERIALS:

1. ISBN # 0-07-051113-6; *SPIN Selling*; Neil Rackham; McGraw-Hill, no edition number (1 copy on library reserve)
2. ISBN # 978-1-138-95123-5; *Contemporary Selling, Building Relationships, Creating Value*; Mark W. Johnston & Greg W. Marshall, 5<sup>th</sup> Edition, Routledge (*Please note: previous editions are NOT acceptable.*) (1 copy on library reserve)
3. *Course packet*, available via online purchase through *Harvard Business Publishing*:  
<https://hbsp.harvard.edu/import/690493>

### EVALUATION CRITERIA:

Graded Components	% of Total	Type
Attendance & participation	15%	N ↑
Guest lecturer take-away	8%	N ↑
Role-play #1	2%	C 🧑🧑🧑
Role-play #2 & #3 (each role-play is equal weight)	20%	C 🧑🧑🧑 N ↑
Workshop assignments	15%	C 🧑🧑🧑 N ↑
HBR Article analysis & presentation	10%	C 🧑🧑🧑
Mid-term exam	15%	N ↑
Final exam	15%	N ↑

Requirements for each form of graded component.

Failing to follow these will represent academic misconduct. See below.

**Independent Work [N ↑]:** Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.

**Collaboration Required [C 🧑🧑🧑]:** An explicit expectation for collaboration among students either in class or outside of class (i.e. team work).

**Collaboration Optional [O 🧑🧑🧑]:** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

*(Refer to remaining pages for details/due dates)*

**ACADEMIC CONDUCT:** If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated

by University Rules to report my suspicions to COAM. If you have questions about the above policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – [Section 3335-23-04\(A\)](#)



**LEARNING GOALS AND OBJECTIVES:** from this course you will:

- Develop critical analysis and problem-solving abilities with respect to managing professional B2B sales and sales management.
- Gain first-hand experience in developing professional sales skills, identify and add value for the client, and develop customer needs using SPIN Selling question methodology.
- Develop collaborative skills and expertise as part of a team in a selling environment.

**TEAM FORMATION:** You will have an opportunity to form your own team of 4-5 students in the second class session. Any student not in a team by the end of that class session will be assigned a team, by the instructor, based on the number of students in each of the teams. It is expected that students in a team have different class and work schedules. However, it is extremely crucial for each team to manage meeting times and effectively delegate work among team members to ensure smooth progress of team projects.

**GRADED COMPONENT DETAILS:**

**ATTENDANCE AND PARTICIPATION:** 15% of the final grade

Class attendance and value-added, individual participation during class discussions and quality of small team work. If student does not engage, add value to class discussions during the semester or, purchase the course packet points will be deducted from the final attendance grade.

**GUEST LECTURER TAKE-AWAYS:** 8% of the final grade

Brief, written assignments for four guest lecturers. Assignment due within 24 hours of guest lecture. Each assignment is valued at 10 points for a total of 40 points.

**ROLE-PLAY 1:** 2% of the final grade

Role-play is team collaboration. Complete/incomplete for participation in this team role-play. 10 points for completing the exercise and zero points for nonparticipation.

**ROLE-PLAY 2 & 3:** 15% of the final grade

Both role-plays are team collaboration. Role-play 2 & 3 are each equal weight at 7.5% of the final grade, each. Each role-play is worth up to 100 total points. Teams chose a product, selling and buying companies and then, develop a series of role-plays throughout the semester to highlight learned sales skills. Evaluation is based on 80% individual performance and demonstration of skills, and 20% team performance based on preparation, technique, team synergy, energy, creativity, flow, and timing.

**WORKSHOP ASSIGNMENTS:** 15% of final grade

Team collaboration grade for two, in-class workshop assignments, graded at equal weight. Each assignment is worth up to 100 points. Workshop 1 involves each team to write SPIN questions for their role-play company and workshop 2 involves each team to write FABs and objections for their chosen role-play companies and product.

**HBR ARTICLE ANALYSIS & TEAM PRESENTATION:** 10% of final grade

Each team is assigned one article in the HBR course pack to analyze and creatively present key principles and theory to the class. This is a collaborative assignment and teams must be prepared to answer instructor and student questions after their presentation. Evaluation is heavily based on creativity and preparation of material.

**MID-TERM EXAM:** 15% of the final grade

One mid-term exam will be administered this term. The mid-term exam covers information from assigned readings, classroom lectures/discussions/exercises, and guest lectures. The mid-term exam will be administered in the classroom and will be accessed on Carmen. Laptops are required to take the exam. If you do not have a compatible laptop, one will be provided for use during the exam. The exam will have a 60-minute time limit. One (1) printed page of notes may be used during the exam.

A makeup exam is **NOT** available except for documented illness and instructor **MUST be notified in advance of exam date**.

### FINAL EXAM: 15% of the final grade

A case exam will be administered in the classroom on the final day of class, December 3, 2019. The exam will be on Carmen and a laptop is required to take the exam. If you do not have a compatible laptop, one will be provided for use during the exam.

The case study exam covers principles and theory, learned throughout the semester, that can be applied to the case. In addition, questions from the case review, as presented previously in class, will be part of the exam. A printed copy of the case (only the case) may be used during the exam. Exam has a 60-minute time limit.

A makeup exam is NOT available except for documented illness and **instructor MUST be notified in advance of exam date**.

### OSU STANDARD GRADE SCHEME TO BE USED:

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)
Range	100% - 93%	93% - 90%	90% - 87%	87% - 83%	83% - 80%	80% - 77%	77% - 73%	73% - 70%	70% - 67%	67% - 60%	60% - 0%

*Note: Above percentages are % of overall points earned*

### ADDITIONAL POLICIES

To maintain the highest professional standards expected in an experiential, professional sales course, the following attendance and classroom policies have been designed for this course:

- **Assignment submissions:** Any assignment submitted late will automatically receive a **point deduction of 50% per day** for late submission.
- **TopHat:** will be used to record attendance. If you have not already done so, please download the TopHat app and be sure to register with your first and last name to display, **NOT your email address**. A university email address must be used for TopHat registration. **TopHat join code is: 309116**
  - Students are responsible for keeping track of their TopHat attendance which will be transferred to Carmen at the end of the term. **Adjustments to total points** could be made, based on value added throughout the semester.
  - **ALL attendance adjustments must be requested by the student within 7 days of the class in question or points will be lost for the day in question.**
- **Attendance:** Individual class performance and attendance are critical to success in this class. The sales arena is engaging, interactive, and dynamic and will be treated as such in class with the use of role-plays, sales articles, team problem solving, and in-class exercises. In order to derive the *maximum* benefit from class, attendance and in-class participation are required and graded.

*Please note:* Class participation and attendance are combined to provide a single grade. **NO excused absences for role-play dates**.

Unexcused absences **DO NOT** receive points for the class missed. A maximum of **two** excused absences are eligible to receive points during the term for a missed class. Refer to definition for *excused* absence, listed below:

- An excused absence **does not** excuse assignments that are due.

- For an absence to be considered “*EXCUSED*” it must meet the following criteria: Instructor must be notified **BEFORE** the start of class. The best method is via email because there is a time stamp to validate the time instructor was notified. Documentation must be provided by a doctor’s office stating that you are unable to attend class due to illness, or in the case of a job interview a travel itinerary must be produced, or other documentation from the interviewing company with time and date of the interview, or In the case of a family death, contact me immediately and we’ll work together on how to keep classwork current.
- All other absences will be considered unexcused, refer to IV. 3., above for point deduction. If illness results in greater than two class absences it is the student’s responsibility to schedule an appointment with the instructor to arrange makeup assignments.
- **Any student with perfect attendance will receive a bonus of 10 points on their attendance grade.** *Perfect attendance does not include excused absences, late arrivals, or early departures.*
- **MANDATORY ATTENDANCE** is required for all team performance dates.
- **Reference materials:** reading assignment for each class needs to be brought to class to be used during in-class, small team exercises.
- **Syllabus:** the most current syllabus is **always** available via Carmen. **ALL** reading assignments, homework, and team assignment due dates are listed in the syllabus. **ALL** assignment due dates will be posted on Carmen class calendar. **ALL** assignment due dates will be stated during class. Keep in mind that *it is each student’s responsibility to know and to understand the information in the syllabus and on Carmen.*
- **Electronics:** use of electronics (phones, tablets, laptops) during class, for anything besides classwork, is not tolerated and will impact individual participation grade. All phones are to be kept on silent and to be kept stored in backpack, purse, or pocket. Phones are to be kept off student desks.
- **Punctuality:** is expected. Habitual tardiness and early departure will affect participation grades with a 2.5-point deduction per tardiness or leaving class early.
- Seats will be assigned to each student after teams are formed. Students are required to sit in assigned seats throughout the semester.
- **Name tents:** please, display nametags at beginning of each class and return nametags at the end of each class.

## COURSE TIMELINE & ACTIVITIES

*NOTE: All textbook and course pack readings are to be completed **BEFORE** the beginning of class.*

*Pink highlight = EXAM and other important dates*

Week	Date	Discussion Topics & Reading Assignments
1	TU, 1-7-20	<ol style="list-style-type: none"> <li>Class introduction includes discussion of course objectives, syllabus, in-class exercises, team role-plays, mini-case presentations, and classroom etiquette.</li> <li>Each student to present 30-second “<b>elevator pitch</b>” to introduce themselves to the class <ol style="list-style-type: none"> <li>Refer to welcome email and Carmen course home page for further instructions</li> </ol> </li> </ol>
1	TH, 1-9-20	<ol style="list-style-type: none"> <li><b>Students choose teams</b></li> <li><b>Intro to Sales (not in textbook)</b></li> <li><b>CH 2 – Understanding Sellers &amp; Buyers</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> </ol>
2	TU, 1-14-20	<ol style="list-style-type: none"> <li><b>CH 3) – Value Creation in Buyer Seller Relationships</b>, Contemporary Selling, read in advance of class</li> <li>Teams to choose role-play product, buying company, and selling company</li> <li>Small team exercises</li> </ol>
2	TH, 1-16-20	<ol style="list-style-type: none"> <li><b>CH 1-6, SPIN Selling</b>, read in advance of today’s class</li> <li>SPIN Selling small team exercises</li> <li>Finalized product/role-play company names (one submission per team) <b>due today</b>, submit via Carmen</li> </ol>
3	TU, 1-21-20	<p><b>GUEST LECTURE – Macy’s Inc.</b></p> <ul style="list-style-type: none"> <li>Sarah Ann Fultz, Recruiter, College Relations</li> </ul> <p>Refer to Carmen for guest lecture assignment, due in 24 hours</p>
3	TH, 1-23-20	<ol style="list-style-type: none"> <li><b>IN-CLASS WORKSHOP for SPIN SELLING (bring laptops to class)</b> <ul style="list-style-type: none"> <li>SPIN question(s) assignment is posted on Carmen</li> <li>Utilize SPIN questions and outline form on Carmen to complete assignment</li> <li>Consolidate all work into <b>ONE</b> team submission and submit via Carmen</li> </ul> </li> <li><b>DUE by end of class today:</b> (work to be completed during class workshop) SPIN questions (one submission per team)</li> </ol>
4	TU, 1-28-20	<p><b>GUEST LECTURE – TTI</b></p> <ul style="list-style-type: none"> <li>Brian Jones, VP of Human Resources</li> <li>Ian Korolenko, National Training Manager</li> <li>Chad Gariety, Territory Manager JSS at Milwaukee Tool</li> <li>Jacob Ledbetter, Divisional Recruiting Coordinator – Midwest Division</li> </ul> <p>Refer to Carmen for guest lecture assignment, due in 24 hours</p>
4	TH, 1-30-20	<p><b>ROLE-PLAY #1</b></p> <ol style="list-style-type: none"> <li>Bring team SPIN questions to class</li> <li>Refer to SPIN role-play assignment on Carmen</li> <li>Role-play will consist of sales call goals, preparing the approach, and needs analysis questions</li> <li>Role play time is 2-3 minutes</li> </ol>
5	TU, 2-4-20	<ol style="list-style-type: none"> <li><b>CH 6, Prospecting &amp; Sales Call Planning</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> <li><b>Group 10</b> presents “Major Sales: Who Really Does the Buying? (Course Pack)</li> <li><b>Group 9</b> presents, “Ending the War Between Sales and Marketing” (Course Pack)</li> </ol>
5	TH, 2-6-20	<ol style="list-style-type: none"> <li><b>CH 7, Communicating the Sales Message</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> </ol> <p><b>Group 8</b> presents, “The End of Solution Sales” (Course Pack)</p>

Week	Date	Discussion Topics & Reading Assignments
6	TU, 2-11-20	<ol style="list-style-type: none"> <li><b>CH 8, Negotiating for Win-Win Solutions</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> <li><b>Group 7 (3:55pm)</b> presents, "Making the Consensus Sale" (Course Pack)</li> <li><b>Group 6 (5:30pm)</b> presents, "Dismantling the Sales Machine" (Course Pack)</li> </ol>
6	TH, 2-13-20	<b>GUEST LECTURE – ContiTech, a division of Continental Tires</b> – Gene Mone, Sr. Talent Acquisition Specialist Refer to Carmen for guest lecture assignment, due in 24 hours
7	TU, 2-18-20	<ol style="list-style-type: none"> <li><b>IN-CLASS WORKSHOP for FABs &amp; Objections</b> (<a href="#">bring laptops to class</a>) <ol style="list-style-type: none"> <li>Assignment reviewed in class</li> </ol> </li> </ol> Assignment to be submitted by end of class
7	TH, 2-20-20	<ol style="list-style-type: none"> <li><b>CH 9, Closing the Sale and Follow-up</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> <li><b>Group 7 (5:30pm)</b> presents, "Making the Consensus Sale" (Course Pack)</li> </ol>
8	TU, 2-25-20	<b>ROLE-PLAY #2 – Groups 1-5 (3:55pm)</b> <b>ROLE-PLAY #2 – Groups 1-5 (5:30pm)</b> <b>Only groups performing role play need to attend class</b>
8	TH, 2-27-20	<b>ROLE-PLAY #2 – Groups 6-10 (3:55pm)</b> <b>ROLE-PLAY #2 – Groups 6-10 (5:30pm)</b> <b>Only groups performing role play need to attend class</b>
9	TU, 3-3-20	<ol style="list-style-type: none"> <li><b>CH 10 – Salesperson Self-Management</b>, Contemporary Selling, read before coming to class</li> <li>Small team exercises</li> </ol> <b>Group 5</b> presents, "Selling into Micromarkets" (Course Pack)
9	TH, 3-5-20	<b>EXAM – Covers chapters 2-10, Contemporary Selling plus Chapters 1-6, SPIN Selling</b> <ol style="list-style-type: none"> <li>In-class exam on Carmen, laptop needed</li> <li>Notes equaling one-page hard copy may be used during the exam</li> </ol> A laptop will be provided if you don't have one
10	TU, 3-10-20	<b>SPRING BREAK</b>
10	TH, 3-12-20	<b>SPRING BREAK</b>
11	TU, 3-17-20	<ol style="list-style-type: none"> <li><b>CH 13 – Compensating and Evaluating Salespeople</b>, Contemporary Selling, read in advance of class</li> <li>Small team exercises</li> <li><b>Group 4</b> presents, "How to Really Motivate Sales People" (Course Pack)</li> </ol>
11	TH, 3-19-20	<ol style="list-style-type: none"> <li><b>Sales Management Role Plays based on the following (to be read before class)</b> <ol style="list-style-type: none"> <li>Lighthouse, H. Irving Grousbeck, Sara Rosenthal (course pack)</li> <li>Selling at the ServiceBox (both A &amp; B)</li> <li>Submit assigned role-play via Carmen Zoom for attendance points</li> </ol> </li> </ol>
12	TU, 3-24-20	<b>GUEST LECTURE – Braveheart Sales Performance</b> – Gretchen Gordon, Founder and Outsourced Sales Manager Refer to Carmen for guest lecture assignment, due in 24 hours
12	TH, 3-26-20	<b>ROLE-PLAY #3 – Groups 1-5 (3:55pm)</b> <b>ROLE-PLAY #3 – Groups 1-5 (5:30pm)</b> <b>Only groups performing role play need to attend class</b>
13	TU, 3-31-20	<b>ROLE-PLAY #3 – Groups 6-10 (3:55pm)</b> <b>ROLE-PLAY #3 – Groups 6-10 (5:30pm)</b> <b>Only groups performing role play need to attend class</b>

Week	Date	Discussion Topics & Reading Assignments
13	TH, 4-2-20	<ol style="list-style-type: none"> <li><b>CH 11</b> – Salesperson Performance: Behavior, Motivation, and Role Perceptions, Contemporary Selling, read in advance of class</li> <li><b>Group 3</b> presents, “Tiebreaker Selling” (Course Pack)</li> </ol>
14	TU, 4-7-20	<ol style="list-style-type: none"> <li><b>CH 12</b> – Recruiting, Selecting, and Training Salespeople (Contemporary Selling)</li> <li>Small team exercises</li> <li><b>Group 2</b> presents, “Match Your Sales Force Structure to Your Business Life Cycle” (Course Pack)</li> <li><b>Group 1</b> presents, “The Right Way to Use Compensation” (Course Pack)</li> </ol>
14	TH, 4-9-20	<b>CLASS DOES NOT MEET – no assignment</b>
15	4-14-20	<b>Read in advance of class for in-class analysis</b> <ol style="list-style-type: none"> <li>Capstone Case – Spectrum Brands, Inc. – The Sales Force Dilemma</li> <li><b>Exam questions will be developed from this in-class analysis and discussion</b></li> </ol>
15	4-16-20 LAST DAY!	<ol style="list-style-type: none"> <li><b>Final Exam</b> (Spectrum Brands, Inc. – The Sales Force Dilemma, Contemporary Selling chapters 11, 12, &amp; 13) <ol style="list-style-type: none"> <li><b>Exam in class with Carmen access</b></li> <li><b>Laptops needed</b></li> <li><b>A laptop will be provided if you don’t have one</b></li> </ol> </li> <li>Notes equaling one-page hard copy may be used during the exam</li> </ol>

**HEADSHOT PHOTOS:** Please submit a headshot photo, via Carmen, **no later than the second class**.

**SYLLABUS NOTE:** Syllabus may be revised to accommodate changes in class enrollment or guest speaker schedules.  
**Most current syllabus is always posted on Carmen.**