

BUSML4223

Foundations of Sales and Sales Management

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Office Hours: By appointment

Syllabus may be revised to accommodate changes in class enrollment or quest speaker schedules. Most current syllabus is always posted on Carmen.

I. REQUIRED COURSE MATERIALS

Required textbooks:

1. ISBN # 0-07-051113-6; ***SPIN Selling***; Neil Rackham; McGraw-Hill, no edition number
2. ISBN # 978-1-138-95123-5; ***Contemporary Selling, Building Relationships, Creating Value***; Mark W. Johnston & Greg W. Marshall, 5th Edition, Routledge (*Please note: previous editions are NOT acceptable.*)
3. ***Course packet***, available via online purchase through Harvard Business Publishing:
<https://hbsp.harvard.edu/import/560565>

DO NOT delay in purchasing textbooks. All reading materials are required for reading assignments, role-play preparation, class discussions, small group work, and exams.

One copy of each textbook is on reserve at the library. Course packet is **NOT** on reserve at the library.

II. 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, and training, compensation, ethical concerns, and sales tools.

III. COURSE KNOWLEDGE GOALS

The goal of this course is to develop sales skills necessary for success in selling along with the understanding of unique challenges managers face working with salespeople in today's dynamic and competitive environment.

IV. ATTENDANCE POLICY

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, mini-case and case discussion, group 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:

1. Class participation and attendance are combined to provide a single grade. Each class attended earns 5 points.
2. **NO** excused absences for role-play dates.
3. Unexcused absences **DO NOT** receive points for the class missed.
4. A maximum of **two** excused absences are eligible to receive points during the term for a missed class.
 - a. 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.

V. BEST PRACTICES

1. Electronics – use of electronics (phones, tablets, laptops) during class is not tolerated and will impact individual participation grade. Exception: tablets/laptops may be used for class activities, when required.
 - a. All phones are to be kept on silent or airplane mode and to be kept stored in backpack, purse, or pocket. Phones are to be kept off student desks.
2. Punctuality – is expected. Habitual tardiness and early departure will affect participation grades with a 2.5-point deduction per tardiness or leaving class early.
3. Reference materials – reading assignment for each class needs to be brought to class to be used during in-class, small group exercises.
4. Exams:
 - a. Deadline will NOT be extended except for severe illness documented by a physician’s excuse or death of an immediate family member.
 - b. *“I forgot.” Or, “I was out of town.” Or, “I don’t have a textbook.”* is not an approved excuse for missing a quiz. It is the student’s responsibility to notify instructor **BEFORE** the exam deadline if ANYTHING will prohibit exam completion.
5. Contact me immediately if a group issue develops – do not wait until group assignment is due.
6. The most current syllabus is **always** available via Carmen.
 - a. **ALL** reading assignments, homework, and group assignment due dates are listed in the syllabus.
 - b. **ALL** assignment due dates will be posted on Carmen class calendar.
 - c. **ALL** assignment due dates will be stated during class.
 - d. A courtesy reminder email will be sent one to two days in advance of all due dates.

- e. Keep in mind that it is each student's responsibility to know and to understand the information in the syllabus and on Carmen.
- 7. Seats will be assigned to each student after groups are formed.
 - a. Students must sit in assigned seats throughout the semester.
- 8. Please, display nametags at beginning of each class and return nametags at the end of each class.
- 9. Please, sign the attendance sheet before the beginning of each class.

VI. EXAMS

Two exams will be administered throughout the term. Exams cover information from assigned readings, classroom lectures/discussions/exercises, and guest lectures.

1. The first exam is administered online, via Carmen and the second exam is administered in the classroom during normal class hours.
 - a. Exam 1 – October 5, 2018. Opens at Noon (Carmen) and closes October 7, 2018 at 11:59pm
 - b. Exam 2 – November 15, 2018, administered IN-CLASS
2. Each exam will have a 60-minute time limit to complete.
 - a. Exam 1 will close and be inaccessible after Sunday, 11:59pm deadline
 - b. Hardcopy reference materials may be used during all exams
 - c. NO laptops are permitted during exam 2
3. **Both exam** grades count equally toward the accumulated exam grade.
4. Make up exams are **NOT** available except for documented illness and instructor **MUST** be notified in advance of exam deadline.

VII. GROUP ASSIGNMENTS

Student groups will be formed and work together throughout the semester for the following group projects: three (3) role-plays and one (1) mini-case analysis and presentation.

You will have an opportunity to form your own group in the second-class session. Any student not in a group by the end of that class session will be assigned to a group, by the instructor, based on the number of students in each of the groups. It is expected that students in a group have different class and work schedules. However, it is extremely crucial for each group to manage meeting times and effectively delegate work among group members to ensure successful completion of assignments.

MANDATORY ATTENDANCE is required for all group performance dates.

VIII. EVALUATION

Course grade is based on the following weights:

1) Attendance and participation	25%	Based on the following: <ol style="list-style-type: none"> 1. Value-added, individual participation during class discussions, quality of small group work, and quality of team charter and attendance. 2. Take-away assignment for each of seven guest lectures. 3. Role-play #1
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2) Workshop assignments	15%	Two, in-class workshop assignments, graded at equal weight.
3) Role-plays 2 & 3	15%	Each role play is equal grading weight and ten minutes in length. 75% Individual performance. 25% Group performance (e.g. preparation, technique, synergy, etc.)
4) Mini-case presentation	10%	Group case assignments from “Contemporary Selling” textbook.
5) Exams	30%	Two exams are comprised from class lectures and discussions, guest lectures, and assigned readings. Both exams have equal weight. The first exam is on Carmen, the second exam is in-class.
6) Peer evaluation	5%	Peer evaluation.

OSU Standard Grade Scheme to be used:

Grade	Start %	Grade	Start %	Grade	Start %
A	93 - 100%	A-	90 – 92.9%	B+	87 – 89.9%
B	83 – 86.9%	B-	80 – 82.9%	C+	77 – 79.9%
C	73 – 76.9%	C-	70 – 72.9%	D+	67 – 69.9%
D	60 - 66.9%	E	Below 60		

Rounding to the next highest grade is the instructor’s prerogative and will only be considered if all assignments have been submitted on time and the student added great value to class discussions and participation.

Description of Grade Categories:

1. Class Attendance/Participation: 25% of the Final Grade

Total points for this category are 150 points, totaling 25% of the final grade. Point breakout follows:

- Up to 5 points per class (20 days are counted toward attendance) = **100 potential points**
- Up to 5 points per guest lecture assignment (submitted via Carmen) – 50% deduction if late, zero points if not submitted by 11:59pm on due date = **35 potential points**
- 15 points for role-play #1 if student participates – zero points if student does not participate

2. Workshop Assignments: 15% of the Final Grade

This is a group grade and consists of two, in-class workshop assignments of equal weight. Each assignment is worth up to 100 points.

- Workshop #1 – Each group writes SPIN questions for their chosen role-play companies and product.

- Workshop #2 – Each group writes FABs and objections for their chosen role-play companies and product.

3. Role-plays (#2 and #3): 15% of the Final Grade

This is a combined group and individual grade. Two role plays have equal point value of up to 100 points each. Up to 75 points will be awarded for individual performance and up to 25 points will be awarded for group performance.

4. Mini-Case Presentation: 10% of the Final Grade

This is a combined group and individual grade. Each group will be assigned a mini-case from the Contemporary Selling textbook to analyze, answer questions, support analysis and make a 10-12-minute presentation. This category has a total point value of up to 100 points.

5. Exams: 30% of the Final Grade

Two exams will be administered during the semester. Exams have an equal value of 100 potential points each. Exam questions will cover class discussions, guest lectures, and assigned readings. The first exam will be administered via Carmen and the second exam will be administered in the classroom during normal class hours.

6. Peer Evaluation: 5% of the Final Grade

Total points for this category are up to 100 points.

Group collaboration and participation is an important element of this class and will affect the quality of role-plays, presentations, and small group work. Each group member will provide a performance evaluation of the other group members. Lack of effort and contribution to role-plays, mini-case presentation, and in-class small group work by a group member will be reflected in the individual peer evaluations and will negatively affect that individual's overall grade for the course.

Individuals who receive less than 75% Peer Evaluation (as an average of all evaluations) will receive only 80% credit of the Group graded projects. Grade categories that could be affected include role plays #2 and #3 and mini-case presentation.

It is important that Peer Evaluation scores are determined based on ***objective criteria rather than personal opinion***. It is normal for group members to have different approaches, personalities, and opinions so your group will need a clear framework for how you will work together and the expectations of performance. One of the first tasks your group will have will be to develop and submit a Team Charter. The performance expectations laid out in this charter will be the basis for your Peer Evaluation scores at the end of the term.

The template for the Team Charter is posted on Carmen in the Course Documents Module. An electronic version of the completed Charter must be submitted in Carmen and a printed & signed version must be turned in to the instructor by the ***fourth class***.

IX. COURSE TIMELINE & ACTIVITIES

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

Pink highlight = EXAM; Green highlight = assignment due; Yellow highlight = no class

Week	Date	Discussion Topics & Reading Assignments
1	TU, 8-21-18	<ol style="list-style-type: none"> Class introduction includes: discussion of course objectives, syllabus, in-class exercises, group role-plays, mini-case presentations, and classroom etiquette. Each student to present 30-45 second "elevator pitch" to introduce themselves to the class <ol style="list-style-type: none"> Refer to welcome email and Carmen course home page for further instructions
1	TH, 8-23-18	<p><u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Students choose groups Intro to Sales (not in textbook) Read in advance of class: <ol style="list-style-type: none"> CH 2 – Understanding Sellers & Buyers CH 3 – Value Creation in Buyer-Seller Relationships Small group exercises
2	TU, 8-28	<p><u>BRING SPIN SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Read in advance of class: <ol style="list-style-type: none"> CH 1-6, SPIN Selling (read in advance of today's class) SPIN Selling small group exercises
2	TH, 8-30	<ol style="list-style-type: none"> IN-CLASS WORKSHOP for SPIN SELLING (bring laptops to class) <ol style="list-style-type: none"> SPIN question(s) assignment is posted on Carmen <u>Utilize SPIN questions and outline form on Carmen to complete assignment</u> Consolidate all work into ONE group submission and submit via Carmen DUE by end of class today: (work to be completed during class workshop) <ol style="list-style-type: none"> SPIN questions (one submission per group) Team charter (one submission per group) Product/role-play company names (one submission per group)
3	TU, 9-4-18	<ol style="list-style-type: none"> GUEST LECTURE – TTI <ol style="list-style-type: none"> Brian Jones, VP of Training Ian Korolenko, Sales & Product Trainer Chad Gariety, Senior Regional Manager Jacob Ledbetter, Territory Manager Refer to Carmen for guest lecture assignment, due in 24 hours
3	TH, 9-6-18	<ol style="list-style-type: none"> GUEST LECTURE – ORACLE <ol style="list-style-type: none"> Downs Deering, Senior VP Digital Application Sales Sean Whited, Recruiting Manager Refer to Carmen for guest lecture assignment, due in 24 hours

Week	Date	Discussion Topics & Reading Assignments
4	TU, 9-11-18	<p><u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Read in advance of class: <ol style="list-style-type: none"> CH 6, Prospecting & Sales Call Planning CH 7, Communicating the Sales Message Review upcoming SPIN role-play assignment Small group exercises
4	TH, 9-13-18	<p><u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Role-Play #1 <ol style="list-style-type: none"> Bring group SPIN questions to class Refer to SPIN role-play assignment on Carmen Role-play will consist of sales call goals, preparing the approach, and needs analysis questions Role play time is 2-3 minutes Read in advance of class: <ol style="list-style-type: none"> CH 4, Ethical & Legal Issues in Contemporary Selling Small group exercises
5	TU, 9-18-18	<p><u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Read in advance of class: <ol style="list-style-type: none"> CH 8, Negotiating for Win-Win Solutions Small group exercises
5	TH, 9-20-18	<ol style="list-style-type: none"> IN-CLASS WORKSHOP for FABs & Objections (bring laptops to class) <ol style="list-style-type: none"> Assignment reviewed in class Assignment to be submitted by end of class
6	TU, 9-25-18	<ol style="list-style-type: none"> GUEST LECTURE – Paycom <ol style="list-style-type: none"> Molly Sigerich, Columbus Sales Manager Refer to Carmen for guest lecture assignment, due in 24 hours
6	TH, 9-27-18	<p><u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u></p> <ol style="list-style-type: none"> Read in advance of class: <ol style="list-style-type: none"> CH 9, Closing the Sale and Follow-up Small group exercises
7	TU, 10-2-18	<ol style="list-style-type: none"> ROLE-PLAY #2 – Groups 6-9 (3:55pm) ROLE-PLAY #2 – Groups 5-7 (5:30pm) <ol style="list-style-type: none"> Role-play utilizes FABs and objections from homework assignment Assignment posted on Carmen
7	TH, 10-4-18	<ol style="list-style-type: none"> ROLE-PLAY #2 – Groups 1-5 (3:55pm) ROLE-PLAY #2 – Groups 1-4 (5:30pm) <ol style="list-style-type: none"> Role-play utilizes FABs and objections from homework assignment Assignment posted on Carmen
7	FR, 10-5-18	<ol style="list-style-type: none"> EXAM #1 OPENS at NOON and CLOSES at 11:59PM, SUNDAY, 10-7-18

Week	Date	Discussion Topics & Reading Assignments
8	TU, 10-9-18	<u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u> 1. Read in advance of class: a. CH 10 – Salesperson Self-Management (Contemporary Selling) 2. Small group exercises
8	TH, 10-11-18	NO CLASS – AUTUMN BREAK
9	TU, 10-16-18	<u>BRING CONTEMPORARY SELLING TEXT TO CLASS & COURSE PACKET</u> 1. Read in advance of class: a. CH 13 – Compensating and Evaluating Salespeople (Contemporary Selling) b. “How to Really Motivate Sales People” (course packet), be prepared to discuss c. “The Right Way to Use Compensation” (course packet), be prepared to discuss
9	TH, 10-18-18	1. GUEST LECTURE – SHERWIN WILLIAMS a. Greg Eisenhardt, Manager of Sales Excellence – Automotive Finishes 2. Refer to Carmen for guest lecture assignment, due in 24 hours
10	TU, 10-23-18	1. ROLE-PLAY #3 – Groups 1-5 (3:55pm) 2. ROLE-PLAY #3 – Groups 1-4 (5:30pm) a. Assignment on Carmen
10	TH, 10-25-18	1. ROLE-PLAY #3 – Groups 6-9 (3:55pm) 2. ROLE-PLAY #3 – Groups 5-7 (5:30pm) a. Assignment on Carmen
11	TU, 10-30-18	1. GUEST LECTURE – IGS ENERGY a. Tom Seguin, Industrial Natural Gas & Electricity Supply. Solar Construction & Operation b. Mike Ross, Senior Sales Manager 2. Refer to Carmen for guest lecture assignment, due in 24 hours
11	TH, 11-1-18	1. GUEST LECTURE – Federated Insurance a. Dustin Goley, District Marketing Manager 2. Refer to Carmen for guest lecture assignment, due in 24 hours
12	TU, 11-6-18	<u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u> 1. Read in advance of class: a. CH 12 – Recruiting, Selecting, and Training Sales People (Contemporary Selling) b. “Managing Selling and the Salesperson” , (course packet) 2. Small group exercises
12	TH, 11-8-18	<u>BRING CONTEMPORARY SELLING TEXT TO CLASS</u> 1. Read in advance of class: a. CH 11 – Salesperson Performance: Behavior, Motivation, and Role Perceptions (Contemporary Selling) b. “Match Your Sales Force to Your Business Life Cycle” (course packet)
13	TU, 11-13-18	1. GUEST LECTURE – Abbott a. Steven Schlies, National Account Manager 2. Refer to Carmen for guest lecture assignment, due in 24 hours
13	TH, 11-15-18	1. EXAM #2 – IN-CLASS

Week	Date	Discussion Topics & Reading Assignments
14	TU, 11-20-18	NO CLASS, Thanksgiving Week
14	TH, 11-22-18	NO CLASS, Happy Thanksgiving!
15	TU, 11-27-18	1. Salesforce structure (not in textbook) 2. Small group exercises
15	TH, 11-29-18	1. MINI-CASE (FROM TEXTBOOK) PRESENTATIONS – GROUPS 6-9 (3:55pm) 2. MINI-CASE (FROM TEXTBOOK) PRESENTATIONS – GROUPS 5-7 (5:30pm) 3. Mandatory attendance for all students 4. Each student will submit presentation evaluations for presenting groups
16	TU, 12-4-18	1. MINI-CASE (FROM TEXTBOOK) PRESENTATIONS – GROUPS 1-5 (3:55pm) 2. MINI-CASE (FROM TEXTBOOK) PRESENTATIONS – GROUPS 1-4 (5:30pm) 3. Mandatory attendance for all students 4. Each student will submit presentation evaluations for presenting groups 5. Peer evaluations are DUE at 11:59pm, TONIGHT

X. CLASS WORK LOAD AND EXPECTATIONS

The University and College expectation is that students spend two hours outside of class for every hour spent in class. Since this course meets 2.67 hours per week, you should expect to spend 5.5 hours per week outside of class on course-related work.

XI. ACADEMIC INTEGRITY

Academic integrity is essential to maintaining an environment that fosters excellence in learning, teaching, research, and other educational and scholarly activities at Fisher College of Business and The Ohio State University. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

XII. DISABILITY STATEMENT

Any student who feels s/he may need an accommodation based on the impact of a disability should contact the instructor privately to discuss specific needs. Please contact the Student Life Disability Services (SLDS) Office at 614-292-3307 in room 098 Baker Hall (113 W 12th Ave); they coordinate reasonable accommodations for students with documented disabilities.

XIII. HEADSHOT PHOTOS

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