Sales Management and Entrepreneurial Selling Syllabus  
B70.2129. Fall 2005

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Office: KMC9-181A  
Tuesday, 6-9 PM

Required Text:  
Sales Management, 6e; Ingram, LaForge, et al; Thompson Southwestern

Recommended Text:  
Selling is a Team Sport; Eric Baron; Prima Press

Course Purposes:  
This class provides a thorough and broad view into the role a sales function plays for a company. Whether you plan part of your career in selling / sales management or not, this course provides an understanding of how the sales function works (consultative selling), how to manage it directly (e.g., VP Sales), and how to interface with it indirectly (e.g., VP Marketing or Operations).

Course Description:  
Selling is unique in that everyone does it, needs to manage it, and be aware of how it works. In business, we sell our products, proposals, IPOs, projects, budgets, and anything else that someone else has to approve. In life, we buy cars and houses (buying and selling are two sides of the same coin), interview for jobs, propose marriage, and many other things that someone else has to say OK to. In short, selling is a fundamental life-skill we all need from two perspectives:

- When we need to gain another’s approval for something, we need to ‘sell’ them on the concept (or, more accurately, we need to show them the value that they will gain from their approval). For an entrepreneur, this includes getting funding, hiring key people, negotiating for resources, obtaining partnerships, ... and eventually selling your products. This is covered by the ‘Entrepreneurial Selling’ portion of the course.

- Regardless of our function within an enterprise, we need to deal with the sales function. Salespeople often know the customers and market best, and have the most up-to-date data on the competitive field. Whether you are in marketing, operations, product development, finance, or senior management, you need to understand the sales organization and how to interface with it. This is covered by the ‘Sales Management’ portion of the course.

The course is primarily an interactive discussion including debates, cases, and multiple opportunities to apply the theories that are discussed. A critical element of the class is a group project simulating a typical ... though complex ... sales management situation; the project includes a written paper and a role play presentation to ‘management’ with verbal defense.

The course is focused on professional, business-to-business (B2B) sales issues and sales management. We frequently draw on our own experiences as consumers (B2C) as a basis for developing perspectives, insights, and understanding of B2B sales themes.

Grading:  
Your grade in Sales Management is directly proportional to how well you learn to apply the main concepts presented and discussed throughout the course. There are several ways that your performance is measured:
- **Attendance and Participation.** Class attendance is assumed; participation in the class discussions and exercises is expected. Much of selling lies in the experiential domain: you have to do it to know it. “Participation” is measured by your preparation for and contribution to class discussions (quality, not quantity). (50 points)

- **Case Analysis.** A single written case analysis tests your ability to assess a situation and use the class’ topics to fashion a solution. (100 points)

- **Class Project.** The class project is an opportunity to apply all of the critical topics we cover in the class and personally experience the often-conflicting demands placed on sales management as you struggle to balance them. (350 points)
## Syllabus:

<table>
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<tr>
<th>Class</th>
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Course Intro
Professional Selling
Who/What/How Paper
Mod 1 |  
Who/What/How                             | Commitment to Class
Teams formed |
| 10/ 4 |  
No Class                                 |                |                                            |                                                     |
| 2 10/11| Buying and Selling
Process Alignment | Mod 2          | Biomod, Inc.                               | VP Sales meeting                                   |
| 3 10/18| Strategic Role of Selling
Selling Organizations
CRM/SFA | Mods 3 - 4       |                                            | VP Marketing meeting                               |
| 4 10/25| Staffing
Sales Force Development | Mods 5 - 6     | Chicken Eyes                               | Training Manager meeting                           |
| 5 11/ 1| Performance, Compensation and Training | Mods 8 - 10   |                                            | NAM/RSM meeting                                   |
| 6 11/ 8| Selling Process Models
Consultative Selling |                |                                            |                                                     |
| 7 11/15| Targeting Relationships
Customer Profiling |                | Hausser Foods                              | Case Analysis due                                  |
| 8 11/22| Discovery
Questioning/Listening Skills |                |                                            |                                                     |
| 9 11/29| Proposal Formulation
Persuasive Presentations |                |                                            |                                                     |
| 10 12/ 6| Handling Objections
Negotiating |                |                                            | Final Sales Plan due                               |
| 11 12/13| Project Presentations |                |                                            | Project Presentations                              |
| 12 12/20| Project Presentations
Project Debrief |                |                                            | Project Presentations                              |
Semester Project:
The class project, an integral part of the course, gives students the chance to apply the main themes we discuss. Each team will be charged with developing an appropriate plan to manage the selling effort for a specific B2B situation. Structure, strategy, compensation, training, and other elements are included.

The cornerstone of the project is a detailed written plan covering specific assignments. In addition, teams will have the opportunity to present their plan to the class and defend it. The project will be worth 350 points.

Project Teams
Students self-form teams of 4-5 people; the professor will review each team’s membership and make any changes he deems appropriate for the success of the project. The team then remains intact for the entire project; all teams use the same case scenario for their work.

Each team will decide who plays each of the following roles: VP Sales; VP Marketing; Training Manager; National Accounts Manager; Regional Sales Manager. During the project, there will be periodic ‘meetings’ for all students with certain titles to discuss aspects of the project.

Your professor plays the role of CEO of the company; both the VPs report directly to him. As the teams need additional information or advice from the CEO (referred to as ‘research’), either VP (and only the VPs) may contact him via email (the CEO likes to keep accurate records of these things). The CEO will reply within 48 hours of all requests. The quality of the team’s research is part of the grade. Note: the limitation on communicating with the CEO applies only to project-related research.

Deliverables
There are two required deliverables for the project:
- Written Sales Plan Each team will write and submit an original Sales Plan based on the case, other information provided during class, and from the team’s ‘research’
- Sales Plan Presentation and Defense Each team will have an opportunity to present and defend their Plan to ‘management’; this is in addition to the written Plan

Grading
The written Sales Plan is graded on several factors including:
1. Accuracy of Thought ... consistent and accurate application of key concepts from class that are well thought out and developed
2. Professionalism ... all aspects of the project are carried out with a professional air including team meetings, the sales Plan, and all other visible aspects of the project
3. Synergy ... all aspects of the Plan are mutually supportive and build upon each other
→ The Written Sales Plan is worth 150 points

The presentation is graded on the following factors:
4. Presentation ... the quality and thoroughness of the presentation
5. Team Delivery ... how well the team functions during the presentation and defense
6. Defense ... how the team explains and/or defends its plan during the role play
7. Consistency ... the written plan and presentation must agree in all ways
→ The Presentation is worth 150

Each team earns a single grade for the project. Team members evaluate the contribution of each of their team members to the team’s success (100% is the norm); that ‘contribution factor’ is multiplied times the team’s grade for each team member’s individual project grade.
References:
The following books cover various aspects of consultative sales and contemporary sales management:

*Rethinking the Sales Force*, Neil Rackam and John DeVincentis; McGraw Hill
*Selling: The Profession*, David Lill; DM Bass
*Compensating the Sales Force*, David Cichelli; McGraw Hill
*Sales Management*, Robert Calvin; McGraw Hill
*The New Solution Selling*, Keith Eades, McGraw Hill
*It’s Not Rocket Science*, Mitchell Goozé, IMI
*Relationship Selling*, Jim Cathcart, Perigee
*The Power of the Pitch*, Gary Hankins, Dearborn