

USC Marshall

School of Business

MKT 528 - Sales Management: The Art and Science of Sales

Syllabus

Fall Semester 2021

Professor: Steve W. Martin

Meeting Day: Thursday, 6:30 p.m. to 9:30 p.m.

Location: ONLINE

Website: www.stevemartin.com

Email: steve.martin@stevemartin.net

Office Hours: Before class at 6pm, after class, and by appointment

Class Format: Student-centered lecture, papers, presentations, exams, and classroom exercises

COURSE CONTENT AND OBJECTIVES

Sales is more than a science. It is an art. Sales is the artful combination of structure and free thinking, process and people and logic and emotions. Regardless of your area of business responsibility, you need to develop sales skills. Because throughout your career you will continually have to sell your ideas to colleagues, customers, and convince others to follow your lead.

This course will focus on the most important aspects of sales: how to create a sales strategy, manage the sales process, and convince skeptical customers to believe in you and your solution. In this course you will formulate an account strategy based upon customer politics, evaluator psychology, and the human nature of decision makers that are unique to every business. You will gain an understanding of how to manage the sales process. Finally, you will become a more persuasive person because successful customer communication is at the foundation of all sales.

This course provides detailed exposure of business to business and personal selling techniques. Emphasis is placed on creating a sales strategy, the planning and delivery of sales presentations, and techniques to persuade people to change their opinions and beliefs in face-to-face meetings. This course will include lecture, class discussion, extensive in-class exercises, and student presentations. All of these activities build off of the material found in the reading assignments. Therefore, it is important that the assigned readings are completed prior to each class. Upon successful completion of this class, students will be able to:

- Describe Sales Organization Structure, Metrics, and Best Practices
- Explain Sales Strategy and Managing the Sales Process
- Determine Political Power and Influencing an Organization at Various Levels
- Anticipate Your Customer's Behaviors and Overcoming Objections
- Present Strategic, Operational, Political, and Psychological Value
- Use Sales linguistics to Build Customer and Stakeholder Rapport
- Analyze and Explain How People Communicate
- Become a More Persuasive Speaker
- Master Job Interview Skills

The class is divided into four sections:

1. Personal Sales Strategy and Personal Persuasiveness
2. Sales Organization Strategy, Trends and Metrics
3. Sales Cycle Strategy and Sales Call Strategy
4. Student Presentations

REQUIRED READINGS

Sales Strategy Playbook by Steve W. Martin, Tilis Publishers ISBN: 978-0999812945

BASIS FOR FINAL GRADE

Course components will include a mid-term examination, final exam, job interview assignment, LinkedIn profile assignment, and student sales presentation. The course components carry the following weight in determining your final grade (175 points total weighted on curve):

LinkedIn Profile Assignment – 25 points

Students will update their LinkedIn profile to professional standards.

Job Interview Assignment – 25 points

Students will complete an extensive job interview preparation assignment.

Mid-term Examination – 25 points

There is one mid-term examination based upon assigned readings and topics from in-class lectures.

Final Examination – 50 points

There is a final examination at the end of the semester based upon assigned readings and topics from in-class lectures.

Student Sales Presentation – 50 points

Each student will make a three-minute presentation to the class. You will have four different categories of topics to base your presentation on as listed below:

- 1) You are a salesperson for a company you would like to work at someday.
- 2) You are a salesperson for the company you would like to start someday.
- 3) You are a salesperson presenting to potential a potential client from one of the following companies: Rymedi (www.rymedi.com), AppOnboard (www.apponboard.com), ZHealth Software (www.zhealthehr.com), Codesign (www.codesignspaces.com) or AuditBoard (www.auditboard.com). Outstanding student presentations will be forwarded to the company's executive leadership team.
- 4) Other special topics for presentation.

The presentation scenario is that you are presenting to a group of four attendees including one C-Level executive, two mid-level managers and one lower-level product/project person. Specific presentation structure instructions and examples will be provided in class.

BIOGRAPHICAL SKETCH:

Steve W. Martin is the foremost expert on "sales linguistics," the study of how salespeople and customers use language during the decision-making process. Through his sales effectiveness consulting and training, he transforms sales organizations and companies. He has helped over 150,000 salespeople become top revenue producers, and he's worked with over 300 companies including Google, Salesforce, PayPal, IBM, HP, and Lenovo.

He is the author of six books on the human nature of complex sales. Steve is a noted sales researcher who studies top salesperson performance, high-performing sales organization best

practices, and B2B buyer behavior. He has written thirty-five *Harvard Business Review* articles. Learn more at www.stevemartin.com

****PLEASE NOTE: Syllabus is Subject to Change Depending upon Final Student Enrollment Numbers in Order to Accommodate Student Presentations and the Scheduling of Guest Speakers.**

SECTION I – PERSONAL SALES STRATEGY

Class 1 – August 26

Topics: Class Introduction and Personal Sales Strategy

Subjects Covered: Review of Syllabus, Grading, and Assignments. Student Survey and Personal Branding Strategy.

Reading Assignments Completed: Sales Strategy Playbook Part V (chapters 63-64, 80-83)

In Class Assignment: Student Survey, LinkedIn Profile Assignment, Job Interview Assignment Personal Branding Strategy Exercise

Class 2 – September 2

Topics: Communication Strategy and Personal Persuasiveness

Subjects Covered: Human Communication Model and Neurolinguistics - Personal Branding Strategy via LinkedIn Profile.

Reading Assignments Started: Sales Strategy Playbook Part V (chapters 92 – 135)

In Class Assignment: Exercises and Job Interview Assignment

Class 3 – September 9

Topics: Rapport, Relationships and Persuasive Communication

Subjects Covered: Sales Linguistics, Sales Persona Research, Job Interview Assignment Review

Reading Assignments Completed: Sales Strategy Playbook Part V (chapters 92 – 135)

In Class Assignments: Communication Exercises

Class 4 – September 16

Topics: Rapport, Relationships and Persuasive Communication

Subjects Covered: Sales Linguistics, Structured Responses, Objection Handling

In Class Assignment: Mock Job Interviews

Class 5 – September 23

Topic: Mid-Term Exam

Assignment Due: Midterm Exam – Sales Strategy Playbook Part V

SECTION II – SALES ORGANIZATION STRATEGY

Class 6 – September 30

Topics: Sales Organization Strategy and Metrics

Subjects Covered: Sales Organization Structure, Trends, Forecasting, and Metrics

Reading Assignments Completed: Sales Strategy Playbook Part I (chapters 1 – 11)

In Class Assignment: Strategy Exercises

Class 7 – October 7

Topics: Sales Organization Strategy and Metrics (con't)

Subjects Covered: Sales Organization Strategy and Sales Playbooks

Assignment Due: Job Interview Assignment

OCTOBER 14 - NO CLASS FALL RECESS

SECTION III – SALES CYCLE AND SALES CALL STRATEGY

Class 8 – October 21

Topics: Sales Cycle Strategy and Sales Call Strategy

Objective: Conducting Effective Sales Calls and Presentations

Reading Assignments Completed: Sales Strategy Playbook Part II (chapters 12 – 47)

In Class Assignment: Sales Call Exercises

Class 9 – October 28

Topic: Sales Cycle Strategy and Sales Call Strategy (con't)

Objective: Conducting Effective Presentations and Student Presentation Assignment Review

Reading Assignments Started: Sales Strategy Playbook Part III (chapters 48 – 79)

Class 10 – November 4

Topic: Student Presentation Styles Analysis

Assignment Due: LinkedIn Profile Due – Please Connect With Me on LinkedIn

Reading Assignments Completed: Sales Strategy Playbook Part III (chapters 48 – 79)

SECTION IV – STUDENT PRESENTATIONS

Class 11 – November 11

Topic: Student Presentations

Class 11 – November 18

Topic: Student Presentations

Class 12 – December 2

Topic: Student Presentations

Class 13 – December 9

Topic: Final Exam Assignment - Sales Strategy Playbook Parts I, II and III

ADDITIONAL INFORMATION

USC Statements on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards”

<https://policy.usc.edu/scampus-part-b/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Support Systems

Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. <https://engemannshc.usc.edu/counseling/>

National Suicide Prevention Lifeline - 1-800-273-8255

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

<https://engemannshc.usc.edu/rsvp/>

Sexual Assault Resource Center

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086

Works with faculty, staff, visitors, applicants, and students around issues of protected class.

<https://equity.usc.edu/>

Bias Assessment Response and Support

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

Student Support & Advocacy – (213) 821-4710

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

Diversity at USC – <https://diversity.usc.edu/>

Tab for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

Students with Disabilities

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (www.usc.edu/disability). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.