

MKT 315 – Creating Customer Value through Personal Selling

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Office Hours: Tuesdays/Thursdays 10:45 am to 12:15 pm; Wednesdays 9 am to noon;
other times available by appointment

Books and Readings for the Semester

Required: *Creating Customer Value through Personal Selling* by Rosenthal and Barr
Readings placed on Electronic Reserve
The Accidental Salesperson by Chris Lytle
Additional book of your choice from an approved list

Classroom Use of Blackboard

Materials and class updates will be posted on Blackboard. **Please check the site before class daily for pertinent information.**

Course Objectives:

The nature of competition has changed dramatically as environmental factors have forced organizations to examine the “value propositions” that they offer to their customers. Nowhere is the focus on value more evident than in the sales force, which is the front-line creator of value. During this course we will explore how salespeople are changing their roles relative to the value that they and their organizations offer to customers. Specific objectives are to help you:

- To understand the dynamic role of the sales force in the marketing mix and the business enterprise.
- To explore the issues and decisions that salespeople are facing through readings, cases, in-class activities, and guest speakers.
- To understand and develop the skills required of successful sales professionals, including teaming, critical thinking, creativity, oral and written communication.
- To provide the opportunity to network with salespeople in the field in order to explore how they create value for their customers.
- To provide you with a "safe" environment to learn from mistakes, as mistakes are far less costly now than they will be after you graduate.

Liberal Education:

Creating Customer Value has been designed to be consistent with and contribute to the achievement of the basic goals of The Miami Plan for Liberal Education. Specifically,

students will be challenged to think critically, appreciate context, engage with other learners, and make thoughtful decisions through critically considering alternative courses of action and the consequences of those actions.

Grading:

97-100	A+	77-79.99	C+
93-96.99	A	73-76.99	C
90-92.99	A-	70-72.99	C-
87-89.99	B+	67-69.99	D+
83-86.99	B	63-66.99	D
80-82.99	B-	60-62.99	D-
		Below 60	F

In the work world you will be evaluated against standards which are sometimes clear and explicit, sometimes unclear. Usually your manager will attempt to spell out how you will be evaluated, and on what criteria. It is your responsibility to make certain that you are absolutely clear about your evaluation. It makes no sense after the fact to complain that you didn't know what your boss expected of you. Even if you win the argument, you have lost the respect of management and your peers. The same is true for this class. I will do my absolute best to spell out my expectations and your evaluative criteria. It is your job to make certain that you are clear, at the beginning of the term, not later when it is too late!

The university and the marketing department have very high expectations of student work. In this class, acceptable work is the standard C. Work that is truly outstanding, creative, thoughtful, integrated, will be awarded higher grades.

Your class evaluation will be comprised of several elements, some graded, some not. Changes to these elements (additions to, deletions from) may be made at the discretion of the professor.

Written Assignments

There are some assignments (resume, code of ethics) that will be required for class, but are not graded. However, failure to complete these assignments, or completion in an appropriate manner will result in an incomplete for a final grade. Other assignments will count as participation grades unless otherwise stated.

Shadowing Assignment (30%)

You are to spend a day in the field with a **business-to-business** sales rep making calls on customers. The rep must be making calls on business customers (no insurance sales, real estate, etc. unless they are commercial). You choose the rep (think about a company for whom you think you'd eventually like to work). A separate handout will detail this assignment for you. (For this project, you may arrange to shadow with another student, but each of you is required to write your own papers.) This assignment is must be completed by mid-semester (a specific date will be assigned).

Sales Role Plays (20%)

It is important to practice selling skills. To that end, you will participate in a project that will allow you to role play a salesperson, and a corporate buyer. You will also observe others playing these roles. A written assignment accompanies this project and incorporates Lytle's *The Accidental Salesperson*.

Final Exam (10%)

The final exam will require you to synthesize and apply knowledge based upon the work that we have done, and the readings that are assigned throughout the semester, and present that work to the class. The final exam will take place during final exam week. Please check the schedule now and put the date on your calendar. You must take the exam when your class is scheduled to do so. The exam date will not change, so make your travel plans accordingly.

Participation (40%)

You are expected to attend every class ready to participate, just as you would be expected to come to work, on time, everyday ready to work. Note that merely attending class does not constitute participation. Please make sure that you schedule other activities around class. Should you miss a class, you are required to make up the work that you have missed, just as you would have to do in a job. This is done through written analysis of the reading assignment(s) and/or activities for the day missed, and is due the next class period. In effect, this becomes your participation grade for that day. This is the one aspect of your grade over which you have total control -- take advantage of that opportunity.

Timeliness:

Assignments are due at the beginning of class. If an assignment is turned in after that time, you will lose one letter grade immediately, then one additional letter grade for each 24 hours, or part thereof. On the other hand, in the business world you are often rewarded for handing materials in early. Work handed in early will receive bonus points at the discretion of the professor.

Honesty:

I assume that everyone is honest unless proven otherwise. You are encouraged to work together on class assignments, to discuss class topics and issues, and to make use of other published works in order to aid your own understanding of the material. Unless otherwise stated, all assignments are meant to be done by you, individually, and should be treated as such. In the event that dishonesty is indicated, the written university code in the Student Handbook will be followed.

Schedule of Daily Activities

Week	Topic	Readings
Week 1 8/22, 8/24	8/22 - Introduction to course Historical look at selling 8/24 – Panel of sales professionals	
Week 2 8/29, 8/31	8/29 – Lawford Electric Case discussion 8/31 – Lawford Electric Case discussion(continued)	8/29 – Lawford Electric
Week 3 9/5, 9/7	9/5 – Exchange Day (no class) 9/7 – Relationships between Buyers and Sellers	9/7 – Chapters 1-4 Johnston and Marshall
Week 4 9/12, 9/14	9/12 – Multicon Case discussion 9/14 – Multicon Case discussion (continued)	9/12 - Multicon
Week 5 9/19, 9/21	9/19 – Understanding Value Creation and Value Segments 9/21 – Guest Speaker, Creating Value for Customers	9/19 – Rackham and DeVincentis; Jolson
Week 6 9/26, 9/28	9/26 – Rick Fire Case discussion 9/28 – CRM Software interactive demonstration	9/26 – Rick Fire 9/28 – Note on Relationship Management
Week 7 10/3, 10/5	10/3 – Careers in Sales discussion 10/5 – The Selling Process <ul style="list-style-type: none"> • Questionnaire for Day in the Field due 	10/5 – Lytle book
Week 8 10/10, 10/12	10/10 – Being the Accidental Salesperson 10/12 – Sales Role Plays	
Week 9 10/17, 10/19	10/17 –Sales Role Plays 10/19 – Sales Panel <ul style="list-style-type: none"> • Sales Role Play Write-ups due 	
Week 10 10/24, 10/26	10/24 – Objections/ Negotiations/Closing 10/26 – Communications Workshop <ul style="list-style-type: none"> • Description of Day in the Field due 	10/24 Negotiations activity 10/26 Communications activities
Week 11 10/31, 11/2	10/31 – Account Management 11/2 – Team Sales and Team Dynamics	10/31 – Dixon, Gassenheimer and Barr (2 articles, electronic reserve)
Week 12 11/7, 11/9	11/7 – Time and Territory Management 11/9 – Ethics Guest speaker <ul style="list-style-type: none"> • Personal Code of Ethics due 	11/7 – Territory management activity 11/9 – Peter Green’s First Day; Caywood and Laczniak (electronic reserve)
Week 13 11/14, 11/16	11/14 – Matworks Case Discussion 11/16 – Discussion of Day in the Field <ul style="list-style-type: none"> • Day in the Field Analysis due 	11/14 – Matworks
Week 14 11/21, 11/23	11/21 – Managing the Salesforce 11/23 – Thanksgiving Day (no class)	11/21 – Baseball Model
Week 15 11/28, 11/30	11/28 – Managing the International Salesforce 11/30 – Strategic Role of Sales in the Organization	11/28 – Honeycutt, Ford and Kurtzman; Lewin and Johnston; Business customs chapter (electronic reserves) 11/30 – Strategic Sales Management: A Boardroom Issue
Week 16 12/5, 12/7	12/5 – Bringing it Full Circle: How is Value Created? 12/7 – Wrap-up	12/5 – Book of choice
Final Exam	8am class – Thursday, Dec. 14, 12:30pm 9:30 am class – Monday, Dec. 11, 2:45pm 12:30pm class – Friday, Dec. 15, 7:30am	

