

**Marshall Business School**  
**Fall Semester 2014**  
**MBA 528 - Sales Management: The Art and Science of Sales**  
**Class 16528 – Los Angeles Campus**  
**Thursdays 6:30 – 9:30 p.m.**

Instructor: Steve W. Martin

Office hours: One hour before class at room JPK 104, after class, and by appointment.

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Units of Credit: 3 Units

Meeting Day and Time: Thursday, 6:30 p.m. to 9:30 p.m. Room JPK 104

Class Format: Lecture, papers, presentations, exam, and classroom exercises

**REQUIRED READINGS:** *Heavy Hitter Sales Linguistics: 101 Advanced Sales Call Strategies for Senior Salespeople* (Tilis Publishers 2011) by Steve W. Martin. The professor will also provide students with two additional e-books of selected writings titled *Sales Organization Study and Metrics: The Truth about the Field Sales to Inside Sales Migration* and *The Art and Science of Sales: Selected Readings for Marketing 528*. Both PDF e-books will be available for download on blackboard.

**BASIS FOR FINAL GRADE:** Course components will include a mid-term examination, final exam, job interview assignment, and student sales presentation. The course components carry the following weight in determining your final grade:

**Mid-Term examination – 30%**

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

**Final Examination – 30%**

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

**Job Interview Assignment – 10%**

Students will complete an extensive job interview preparation assignment.

**Student Sales Presentation – 30%**

Each student will make a 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 from one of the following companies: Blitz Digital Agency ([www.blitzagency.com](http://www.blitzagency.com)), GT Nexus ([www.gtnexus.com](http://www.gtnexus.com)), Nimble Storage ([www.nimblestorage.com](http://www.nimblestorage.com)), Global Knowledge ([www.globalknowledge.com](http://www.globalknowledge.com)), CornerstoneOnDemand ([www.csod.com](http://www.csod.com)), or Calabrio ([www.calabrio.com](http://www.calabrio.com)). Outstanding student presentations will be forwarded to the company's executive leadership team.
- 4) Other special topics for presentation must be approved in advance. Specific presentation instructions will be provided in class.

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.

**ABSTRACT OF COURSE'S 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 learn how to 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 learn how to 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. The class objectives are:

- Understanding Sales Organization Structure and Metrics
- Understanding Sales Strategy and Managing the Sales Process
- Determining Political Power and Influencing an Organization at Various Levels
- Anticipating Your Customer's Behaviors and Overcoming Objections
- Presenting Strategic, Operational, Political, and Psychological Value
- Using Sales linguistics to Build Customer and Stakeholder Rapport
- Understanding How People Communicate
- Becoming a More Persuasive Speaker
- Mastering 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 Account Control
4. Sales Call Strategy Using Sales Linguistics

### **BIOGRAPHICAL SKETCH:**

Steve W. Martin is the founder of the Heavy Hitter sales training program and the author of the "Heavy Hitter" series of books on the human nature of enterprise sales. *Steve's books* have been featured in *Forbes*, the *Wall Street Journal*, *Selling Power Magazine* and are recommended by the Harvard Business School. His latest book is titled *Heavy Hitter Sales Linguistics: 101 Advanced Sales Call Strategies for Senior Salespeople*. The Heavy Hitter corporate sales training program has helped over 100,000 salespeople become top revenue producers at companies including IBM, NEC, Oracle, AT&T, EMC, HP, McAfee Software, Akamai, Experian, and PayPal. Steve is a frequent contributor to the Harvard Business Review and his "Heavy Hitter Sales Blog" is the top-ranked business-to-business sales blog according to Alltop.com and Blogs.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 28**

Topics: Class Introduction and Personal Sales Strategy

Subjects Covered: Review of Syllabus, Grading, and Assignments. Introduction to Personal Sales Strategy.

Reading Assignment Completed: None

In Class Assignment: Student Survey, and Student Exercises

### **Class 2 – September 4**

Topic: Personal Sales Strategy (Continued) and Job Interview Skills  
Subjects Covered: To Understand and Master Job Interview Skills  
Reading Assignments Completed: *Heavy Hitter Sales Linguistics* (chapters 1 – 25)  
In Class Assignment: Job Interview Assignment Review, Exercises and Role Plays

### **Class 3 – September 11**

Topics: Communication Strategy and Personal Persuasiveness  
Subjects Covered: Human Communication Model and Neurolinguistics  
Reading Assignments Completed: *Heavy Hitter Sales Linguistics* (26-50)

### **Class 4 – September 18**

Topics: Rapport, Relationships and Customer Decision making  
Subjects Covered: Personalities and Group Decision Making Factors  
Reading Assignments Completed: *Heavy Hitter Sales Linguistics* (51-75)

### **Class 5 – September 25**

Topic: Job Interview Class  
Subjects Covered: Extensive Job Interview Role Plays  
**Assignment Due: Job Interview Assignment**

## **SECTION II – SALES ORGANIZATION STRATEGY**

### **Class 6 – October 2**

Topics: Sales Organization Strategy  
Subjects Covered: Sales Organization Structure, Trends and Metrics  
Reading Assignments Completed: *Sales Organization Study and Metrics: The Truth about the Field Sales to Inside Sales Migration*

## **SECTION III – SALES CYCLE STRATEGY**

### **Class 7 – October 9**

Topics: Sales Cycle Strategy  
Subjects Covered: Different Types of Sales Strategies and Sales Cycle Management  
**Assignment Due: Midterm Exam (Chapters 1-50 of Heavy Hitter Sales Linguistics, Sales Organization Study and Metrics: and Class Lectures 1 -5)**

### **Class 8 – October 16**

Topics: Sales Cycle Strategy (continued)  
Subjects Covered: Account Control and Organizational Politics  
Reading Assignments Completed: Reading Assignments Completed: *The Art and Science of Sales: Selected Readings for Marketing 528*.

## **SECTION IV – SALES CALL STRATEGY**

### **Class 9 – October 23**

Topic: Sales Call Strategy  
Objective: Conducting Effective Sales Calls and Presentations  
Reading Assignments Completed: *Heavy Hitter Sales Linguistics* (76-100)

### **Class 10 – October 30**

Topic: **Student Presentations**

**Class 11 – November 6**

Topic: **Student Presentations**

**\*\*November 13<sup>th</sup> – NO CLASS – USC FOOTBALL GAME – Fight On!\*\***

**Class 12 – November 20**

Topic: **Final Exam** (Chapters 51-100 of Heavy Hitter Sales Linguistics, *The Art and Science of Sales: Selected Readings for Marketing 528*, and Class Lectures 7 - 9)

**\*\*November 27<sup>th</sup> – NO CLASS – THANKSGIVING BREAK**

**Class 13 – December 4<sup>th</sup>**

Topic: **Student Presentations** and Job Interview Coaching Session