



The Center for Sales Leadership began in April, 2003 with a grant from the 3M Company to establish a sales education curriculum. The university was selected based on its size, diverse student population and faculty with business experience. The program's mission is to connect the best students with the best companies. The program's strategy is to train students both academically and motivationally - producing qualified entry level candidates who pursue a lifelong career in sales.

The undergraduate curriculum consists of nine courses:

- Effective Business Communications (required)
- Fundamentals of Sales and Networking (required)
- Advanced Business Negotiations (required)
- Sales Strategy and Technology
- Leadership in Sales Organizations
- Strategic Framework for Targeting Retail Consumers
- Building Financial Relationships
- Principles of Category Management
- Cases in Category Management (coming soon)

Courses are taught through a variety of lecture, group projects, in class presentations by business partners, role plays, selling activities, case studies, coaching, technology tools, simulation software, field trips and other teaching methods. An outline and weekly topics for each of the courses follows.

All faculty members have excellent academic credentials and significant business experience in sales and marketing. At the present time, twelve instructors teach seven different classes in multiple sections to accommodate the program's rapid growth. The faculty has deep expertise in marketing, sales, finance, communications, sales technology, leadership, organization development, strategic planning, consulting and general management.

Marketing 376

Effective Business Communications

Course Outline

Course Summary

Participants build skills in message packaging and delivery for both spoken and written communication: Voice mail, presentations, one-on-one conversations, and, e-mail, memos and reports. Skills are built in managing communication anxiety, facilitating team communications and assessing communication style. Coaching to enhance performance and facility in business/social networking are enhanced.

Week One

- Power and limitations of communication—*Five Realities of Communication*®
- Fundamental message packaging. Controlling meaning: *Boring to Brilliant*®
- Understanding communication anxiety—*Kennedy Eyes*®

Week Two

- Telephone and voice mail message packaging
- Advanced message packaging: *Question Opening*®, *Sense-rich Message*®, *Cold Closing*®
- Message strategy: when to write and when to speak

Week Three

- Advanced anxiety management
- Coaching others to enhance performance
- Building message packaging skills: *Share Your Moment*®

Week Four

- Visual communication techniques: design and layout for e-mail, memos
- Assessing communication style: DISC profiles
- Conference memos

Week Five

- Advanced message packaging: *Nichols Two-Things*®
- Team presentation techniques
- Relationship and trust building communication

Week Six

- Team message packaging
- Building high-impact PowerPoint slides and graphs
- Rehearsing team presentation with peer coaching

Week Seven

- Delivering team presentations

- Advanced message packaging: *Big Messages*®
- Translating features into benefits

Week Eight

- Assess written communication skills
- Effect of shyness on business communication
- Advanced and fast message packaging and delivery: *Stand & Deliver*®

Week Nine

- Understanding and managing social anxiety
- Building social networking skills
- Message packaging for social networking: *20-Second Pitch*®

Week Ten

- Advanced team presentation techniques
- Peer coaching
- Self and team assessments

Marketing 377

Fundamentals of Sales & Networking

Course Outline

Course Summary

In the current business environment, companies are focusing their efforts on recruiting well-trained and refined sales professionals to generate substantial revenue. This course is designed to expose students to the energy, decorum, techniques and methods of superior selling sought after by companies. Coursework examines networking techniques and ways to identify high-potential opportunities. Students are given the opportunity to implement learned techniques via real-world selling activities and role-playing.

Week One - Overview of Course

- Overview of course
- Networking
- Features/Benefits

Week Two – Power of Networking

- Networking
- Learning and Developing Skills
- 20-Second Pitch

Week Three – Prospecting & Cold Calling

- History of Sales
- Relationship and Strategic Selling
- Prospecting & Qualifying-Cold vs. Warm Calling
- Role-playing: Use of Cold Call to obtain appointments

Week Four – S.P.I.N. Selling and Use of Questions

- Steps of Sales Process & Categories of Sales
- S.P.I.N. Selling Model
- Implicit vs. Explicit Needs
- Role-playing: Use of Questions to uncover needs

Week Five – Selling to Get a Job

- Selecting your objective
- Ways to find jobs
- Interviewing
- Types of Job Negotiations

Week Six – Objections & Closing

- Handling Objections
- Obtaining Commitment

- Closing & Negotiations
- Role-playing: Use of different closings

Week Seven – Value Selling and Personalities

- Price vs. Value Selling
- Political Environments and Purchasing Process
- Personality Awareness and Handling
- Quiz

Week Eight – Sales Managers and Territory Management

- Working with Sales Manager
- Territory and Time Management
- Competitive Intelligence System

Week Nine – Learning How to Network

- Networking Mixer

Week Ten – Final Presentation

- Final Presentation

Marketing 378

Sales Strategy & Technology

Course Outline

Course Summary

The key to the development of superior customer sales strategy is detailed intelligence. This course investigates sources of customer data, the state of data management technology and the contribution that current and accurate customer information can make in changing sales strategy. Students gain an appreciation of data leveraging, or the use of customer insight to produce winning selling strategies.

Students work with the technical tools of selling, including on demand segmentation and research systems from the ACNielsen Company, the Salesforce.com CRM system and a variety of on demand CRM applications. Upon completion of this course, students have acquired significant skill in using technology to resolve sales cases.

Week One – Information Rich Selling

- Course Overview
- Presentation of Sales Strategy & CRM
- Presentation on Sales Force Automation Tools (Speaker)
- Introduction to Salesforce.com Case and Exercise 1

Week Two – CRM & The Sales Process

- Buyer Process Management Presentation (Speaker)
- CRM & the Sales Process (Speaker)
- Salesforce.com Case Exercise 2

Week Three – Salesforce.com Case Preparation

- CPG Sales Strategy Presentation
- CPG Promotion Specifics
- Salesforce.com Case Exercise 3
- Software as a Service Presentation (Speaker)

Week Four – Salesforce.com Case Presentations

- Select Individual Presentations Salesforce.com Case

Week Five – Salesforce Evaluation Tools for Today's Salesforce

- Concepts in Evaluating Sales Performance
- Salesforce Optimizer (Speaker)

Week Six – Category Management

- Category Management Presentation
- ACNielsen Home Scan and Category Planner
- ACNielsen CBP Exercises

Week Seven – Consumer and Customer Segmentation and Targeting

- Introduction To Spectra InfiNet
- InfiNet Exercises

Week Eight – The New Supply Chain

- Supply Chain and Category Management
- Supply Chain a Retailers' Perspective (Speaker)
- InfiNet Exercises

Week Nine – ACNielsen Category Management Presentations

- Group Presentations
- Guest Judges

Week Ten – Sales Technology and Diversity Panel Discussion

- Panel Experts discuss the role of technology and diversity issues in selling today.

Week Eleven – Final Exam

Marketing 379

Leadership in Sales Organizations

Course Outline

Course Summary

The role of the sales organization within companies today is varied in both its structure and the level of contribution to an organization's success. Students who take this class will study strategic leadership, organization leadership, and personal leadership skills. These learning elements will be reinforced by the exposure of the student to the business practices of major corporations in different industries and business segments.

Week One - Overview of Course

- Course Overview
- Syllabus overview
- Learning tools
- Business Plan (case study)

Week Two - Strategic Planning

- Strategy
- Mission statements
- Strategic planning tools
- SWOT and TOWS
- Goals and Objectives
- Strategic plan (case study)

Week Three – Operating Structure

- Strategic influence
- Sales environment
- Strategic design
- Deployment web
- Operating plan I (case study)

Week Four – Selecting Personnel

- Plan for success
- Profile the position
- Identify and screen talent
- Interview for capabilities
- Assimilate into firm
- Operating plan II (case study)

Week Five – Mid Term Examination

- Mid-Term Exam

Week Six – Measuring Performance

- Sales manager environment
- Improving sales processes
- Streamlining performance
- Reducing turnover
- Time and territory management (case study)

Week Seven - Motivating Performance

- Motivation, behavior, attitude
- Financial motivation
- Non-financial motivation
- Compensation design
- Essentials in Business Leadership - Quarter 1 (simulation)

Week Eight - Leadership Models

- Leadership effectiveness
- Identifying and managing talent
- Critical leadership tools
- Essentials in Business Leadership - Quarter 2 (simulation)

Week Nine - Understanding Conflict

- Generational conflict
- Meet the generations
- Pluses and minuses
- Conflicts about work
- Essentials in Business Leadership - Quarter 3 (simulation)

Week Ten - Influencing Behavior

- Influence, behavior, attitude
- Influencing behavior
- Essentials in Business Leadership - Quarter 4 (simulation)

Week Eleven - Final Examination

Marketing 380

Strategic Framework for Targeting Retail Consumers

Course Outline

Course Summary

Sales professionals and management associates must understand the strategy, integration and communication needed to achieve excellence in a business to consumer business model. Students are introduced to concepts of the retail business model including identifying the target consumer and market, developing and implementation of merchandising plans, interaction with the supply chain, managing human resources and the financial implications of decisions made at the corporate, distribution and store level.

Week One - Overview of Course

- Course Overview and Review of Syllabus Requirements
- Segmentation of Retailers
- Distribution/Supply Chain Exercise (Beer Game in the Lab)

Week Two - Identifying the Target Consumer

- Relationship Retailing and Consumer Demographics
- Shopping Behavior and Competitive Shopping
- Consumer Decision Processes and Exercise
- Formation of Business Model Teams

Week Three - What Really Happens at Retail?

- Class Field Trip to Target Store
- Target Corporation Job Opportunities
- Planning and Implementing a Business Model
- Competitive Shopping Exercise Review

Week Four - Merchandising and Assortment

- Subject Matter Expert Speaker (Merchandising and Buying Decisions)
- Development of a Merchandising Philosophy
- Review of Business Model #2 (Target Consumer)

Week Five - Promotion and Forecasting

- Budgets and “Open to Buy”
- Promotion Forecasting
- Financial Forecasting/Promotion Exercise

Week Six - Inventory/ Supply Chain Management

- Mid-Term Examination
- Supply Chain Integration and Metrics
- Distribution Game Part 2 (Beer Game in the Lab)

Week Seven - Marketing Strategies and Promotion

- Subject Matter Expert Speaker (New technology for Point of Purchase)
- Pricing and the Role of Promotion
- Margin and the Mix
- Advertising/Promotion Exercise

Week Eight - Financial Controllables

- Profit Planning and Controllables
- Financial Trends and Legislation
- Financial Case Study
- Prep Time for Business Model Final

Week Nine - Managing Human Resources

- Subject Matter Expert Speaker (Recruitment and Motivation)
- Staffing and Recruitment
- Organization for Business Models
- Job Descriptions and Responsibilities

Week Ten - Final Business Model Presentations

- Business Model Presentations with Panel
- Final Paper

Marketing 381

Building Financial Relationships

Course Outline

Course Summary

Students learn the basic financial products and services that help clients achieve their financial goals and will gain a basic understanding of financial planning. More importantly, students learn how to identify prospects, uncover client financial needs, help clients achieve their financial goals and build the trusted relationships that lead to turning a prospect into a customer and a customer into a lifelong client. The course includes guest speakers, role playing, presentations and the development of a Personal Financial Plan for each student.

Week One - Overview of Course

- Overview of course
- Explanation of Personal Financial Plan
- Tutorial on Quicken
- Personality Profiles

Week Two – Understanding the FP Process

- Overview of Industry
- Financial Planning Process
- Prospecting/Networking (speaker)

Week Three – Managing Your Credit

- Benefits and Problems of Consumer Credit
- Credit history
- Credit Scores and how to improve them
- Personal Balance Sheet and Income Statements

Week Four – Planning for Retirement

- Estimating Needs
- Sources of Income
- Employer Plans
- Using Quicken to design a Personal Retirement Plan
- Role-playing: The First Meeting with a Prospect

Week Five – Making Auto and Housing Decisions

- Buy/Rent/Lease
- Home/Auto How much can you afford
- How does a bank look at your application for credit (speaker)

Week Six – Investment Planning

- Different ways to invest
- Asset Allocation
- Mid-term

Week Seven – Stocks and Bonds (Speaker)

- Risk vs. Return
- What are Stocks?
- What are Bonds?
- How do all these products fit together in someone's financial plan?
- Role play: The Second Meeting with the Prospect

Week Eight – Investing in Mutual Funds (Speaker)

- What is a Mutual Fund?
- How do you evaluate Mutual Funds?
- What are the fees in Mutual Funds?
- Update on Personal Financial Plan

Week Nine – Insuring Your Life, Health and Property (Speaker)

- What is life, health, property insurance
- What does an insurance agent do? How do they build their business?
- Financial Planning: Maintaining the Relationship

Week Ten – Retirement Planning Presentations

- 10 to 12 minute group presentations by 7 groups

Marketing 382

Principles of Category Management

Course Outline

Course Summary

Successful companies expect their suppliers to act as partners that will help them grow their businesses, not simply to trade share amongst competitors. Relationships are established between buyer and seller when vendor partners demonstrate and leverage business understanding to build customer volume. In consumer packaged goods, this practice is known as category management. The category manager is always a category expert with the resources necessary to translate information into business insight and implement volume building activity. The course is taught through the case method to learn the category management process, use the information systems and data resources available and develop sales presentations that effectively communicate solutions for business problems in three different industries.

Week One – Information Rich Selling

- Course Overview
- The Theory of Category Management
- Category Management Technologies
- Consumer and Customer Segmentation
- ACNielsen CPG Case Introduced

Week Two – Category Management & The Sales Process

- Buyer Process Management Presentation (Speaker)
- Category Management and the Sales Process (Speaker)
- Spectra Instruction
- Category Business Planner Introduction

Week Three –AC Nielsen Case Preparation

- CPG Sales Strategy Presentation
- CPG Promotion Specifics
- Category Business Planner Work

Week Four – ACNielsen Case Presentations / Target Case Assigned

- Team Presentation (ACNielsen Guest Evaluators)
- Target Technology Demonstration

Week Five – Category Management A Retailers Perspective

- The purpose of Category Captains
- Coordination of Category Management Initiatives (Speaker)
- Shelf Management
- Target Case Exercises

Week Six – Category Management –Introduction of 3M Case

- Consumer and Customer Segmentation
- Target Retail Category Management Case Development
- Target Exercises

Week Seven – Target Case Presentations /3M Case Assigned

- Case Presentations (Target Guest Evaluators)
- Selling through Distributors (3M Speaker)

Week Eight – Distribution Channels

- Consumer and Customer Segmentation Analysis
- Supply Chain and Category Management
- 3M Case Development
- InfiNet Exercises

Week Nine - 3M Case Development

- Motivating Channel Partners (Guest Speaker)
- Group Presentations
- Guest Judges

Week Ten – 3M Case Presentation

- Case Presentation (3M Guest Evaluators)
- Category Management Review.

Marketing 398

Advanced Business Negotiations

Course Outline

Course Summary

The role of the sales professional today is to provide important value to their customers. All selling activities are focused on identifying customer needs and tangibly providing value through their products or services to improve the profit, reduce the cost, or increase the efficiency of the customer's business. This course provides the information required to understand the buying and selling process, develop analytical, negotiation, and influence skills, and coach in the development and presentation of business proposals using multiple methods of delivery – written, visual, verbal in person, verbal by phone, email, and texting.

Week One - The Buying Process

- Course overview
- Science of the brain
- The buying process
- Buying exercise

Week Two - The Selling Process

- Selling process
- Selling models
 - Tactical selling
 - Consultative selling
- Selling exercise

Week Three - The Selling Process

- Selling process
- Selling models
 - Strategic selling
- Selling exercise

Week Four - The Value Triangle

- Knowledge (tangible value)
- Valuation (Excel)
- Excel exercise

Week Five - Mid Term Examination

- Mid-term examination

Week Six - The Value Triangle

- Emotion (intangible value)
- Valuation (basic tools)
- Basic tools exercise

Week Seven - The Value Triangle

- Action (behavioral value)
- Valuation (advanced tools)
- Advanced tools exercise

Week Eight - The Value Proposal

- Strategic preparation
- Value presentation
- Industrial case preparation

Week Nine - The Value Proposal

- Understand objections
- Negotiate solutions
- Consumer case preparation

Week Ten - The Value Proposal

- Master case review
- Master case preparation

Week Eleven - The Value Proposal

- Group presentation
- Group evaluation