

# Syllabus

## 1. Information about the course and lecturer

1.1. Name of the course:	Professional Selling and Sales Management: Trends and Strategies
1.2. Faculty that coordinates the course:	<b>Faculty of Management and Finance</b>
1.3. Education path:	<b>Executive Master of Business Administration (EMBA)</b>
1.4. Number of hours scheduled in study plan ( <i>16 on-campus + 4 on-line hours / 32 on-campus + 3 on-line hours</i> ):	16 on-campus plus + 4 on-line
1.5. ECTS ( <i>filled by administrative</i> ):	
1.6. Lecturer's first and last name:	Fernando Jaramillo

## 2. Course's learning objectives, and its way of verification

2.1. The general purpose/aim of this course:

The course covers topics related to sales trends and optimal management of the sales force. The course will improve your understanding of personal selling as a major function within the marketing and promotional mix of an organization and strengthen your knowledge of the principles of selling.

2.2.

a. After this course Student will have **knowledge on**:

- Sales trends and new salesperson role
- Sales performance drivers
- Sales force compensation alternatives
- Sales management leadership styles

b. After this course Student will have the following practical **skills**:

- Identify salesperson behaviors leading to performance
- Recognize factors leading to sales performance
- Discriminate between transactional and consultative sales strategies
- Explain how salespeople add customer value

2.3 Course evaluation methods, general guidelines for approving the course (*grading scale: 5 (very good), 4 (good), 3 (adequate), 2 (failed)*).

Your grade is determined objectively from written assignments (cases), pop-quizzes, exams, and class participation. Class participation and overall respect for the course are the best options for enhancing your grade.

Case: 25% of the grade

Class participation and class activities: 25% of the grade

Final project: 25% of the grade

Final exam: 25% of the grade

### **3. Course content and topics:**

- Sales roles
- Sales trends
- Customer types
- Listening skills
- Customer value
- Sales process
- Sales behaviors
- Hiring, retention, and compensation
- Sales training and leadership
- Sales Ethics

### **4. Reference list:**

1. Almquist, Eric, Jamie Cleghorn, and Lori Sherer (2018), "The B2B Elements of Value," *Harvard Business Review*, 96 (2), 72-81.
2. Anderson, Erin and Vincent Onyemah (2006), "How Right Should the Customer Be?" *Harvard Business Review*, 84 (7-8), 58-67.
3. Brooks, Alison Wood and Leslie K. John (2018), "The Surprising Power of Questions," *Harvard Business Review*, 96 (2), 60-67.
4. Bonoma, Thomas V. (2006), "Major Sales: Who Really Does the Buying?" *Harvard Business Review*, 84 (July/August), 172-181.
5. Drollinger, Tanya and Lucette B. Comer (2013), "Salesperson's Listening Ability as an Antecedent to Relationship Selling," *Journal of Business & Industrial Marketing*, 28 (1), 50-59.
6. Goad, Emily A. and Fernando Jaramillo (2014), "The Good, The Bad, and the Effective: A Meta-Analytic Examination of Selling Orientation and Customer Orientation on Sales Performance," *Journal of Personal Selling & Sales Management*, 34 (4), 285-301.
7. Itani, Omar, Fernando Jaramillo, and Emily A. Goad (2018), "Building Customer Relationships while Achieving Sales Performance Results: Is Listening the Holy Grail of Sales?" *Work in progress*.

8. Jaramillo, Fernando, Douglas B. Grisaffe, Lawrence B. Chonko, and James A. Roberts (2009), "Examining the Impact of Servant Leadership on Sales Force Performance," *Journal of Personal Selling & Sales Management*, 29 (3), 257-275.
9. Jaramillo, Fernando and Greg W. Marshall (2004), "Critical Success Factors in the Personal Selling Process: An Empirical investigation of Ecuadorian Salespeople in the Banking Industry," *International Journal of Bank Marketing*, 22 (1), 9-25.
10. Marshall, Greg W., Daniel J. Goebel, and William C. Moncrief (2003), "Hiring for Success at the Buyer Seller-Interface," *Journal of Business Research*, 56 (April), 247-255.
11. Marshall, Greg W., William C. Moncrief, John M. Rudd, and Nick Lee (2012), "Revolution in Sales: The Impact of Social Media and Related Technology on the Selling Environment," *Journal of Personal Selling & Sales Management*, 32 (3), 349-363.
12. Toman, Nicholas, Brent Adamson, and Cristina Gomez (2018), "The New Sales Imperative," *Harvard Business Review*, 95 (2), 118-120.

Business Case

Pethak, Atul Arun and Gyanesh Mishra (2016). Moonka Auto: Recruiting Salespeople. *Ivey Publishing*, pages 1-11. Case Number W16486.

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