

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

School of Business

Program: Marketing Management

Option: Professional Sales

Course Outline **Part A****MKTG 4402****Relationships Selling**

Hours/ Weeks:	4	Total Hours	40	Term	4
Lecture:	2	Total Weeks	10	Credits	3
Other:					

Prerequisites:

Successful completion of Sales Skills MKTG 2243 (or another first year college level sales course).

Course Goal:

To provide useful techniques to enhance the seller/client relationship.

Course Description:

Covers professional selling skills from the perspective of buyer behaviour, *intra*-personal skill, and *inter*personal skills.

Evaluation:

1. Final Exam	40%
2. Sales Skills Workshop	15%
3. Information Interview	
Assignment	30%
4. Posting your resume	
with "Student Employment	
Services"	5%
4. Participation	10%
Total	100%

Course Outcomes and Sub-Outcomes

Upon successful completion of this course, the student will be able to:

1. Distinguish between transactional selling and relationship selling. (Sometimes called Consultative Selling, Partnership Selling, or Key Account Selling).
2. Apply the principles of relationship selling in a practical sales situation.
3. Appraise and draw conclusions from one's own behaviours and the behaviours of others' that will allow for improved relationships.
4. Develop the ability to match sales presentations to the prospect's personal and social styles.
5. Design a personal plan, which will improve questioning and listening skills to increase sales.
6. Develop techniques for gaining account penetration at higher levels of management.

Course Record

Developed By:

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Associate Dean

Development Date:

December 2000

Effective Date:

January 2001

Start Date:

January 3, 2001

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Text(s) and Equipment

Required: Merrill, D., & Reid, R. (1981). Personal Styles & Effective Performance. Randor, Pennsylvania: Chilton.

Suggested Readings:

Bell, C. (1994). Customers as Partners: Building Relationships That Last. San Francisco: Berrett-Koehler.

Berne, E. (1964). Games People Play. New York: Grove Press.

Bethel, W. (1995). 10 Steps to Connecting With Your Customers. Chicago: Dartnell.

Banes, L. (1981 March-April). Managing the paradox of organizational trust. Harvard Business Review, pp. 44-63.

Bonoma, T. (1982 May-June). Major sales: Who really does the buying? Harvard Business Review, pp. 111-119.

Cross, R., & Smith, J. (1995). Customer Bonding: Pathway to Lasting Customer Loyalty. Lincolnwood, IL: NTC Business Books.

Griffin, J. (1995). Customer Loyalty: How to Earn it - How to Keep it. New York: Lexington Books.

Harris, T. (1982). I'm O.K., You're O.K.. New York: Avon.

Levitt, T. (1983 Sept-Oct). After the sale is over... . Harvard Business Review, pp. 87-93.

Mackay, H. (1988). Humanize your selling strategy. Harvard Business Review, pp. 36-46.

Miller, R., & Heiman, S. (1987). Strategic Selling. New York: Warner.

Miller, R., & Heiman, S. (1990). Conceptual Selling. New York: Warner.

Rackham, N. (1988). SPIN Selling. New York: McGraw-Hill.

Rackham, N., Friedman, L., & Ruff, R. (1996). Getting Partnering Right: How Market Leaders are Creating Long-Term Competitive Advantage. Toronto: McGraw-Hill.

Shapiro, B., & Doyle, S. (1983 November-December). Make the sales task clear. Harvard Business Review, pp. 72-73.

Sherlock, P. (1991). Rethinking Business to Business Marketing. Don Mills: Collier Macmillan.

Swan, J., Trawick, I., & Silva, D. (1985). How industrial salespeople gain customer trust. Industrial Marketing Management 14, 203-211.

Wilson, L. (1994). Stop Selling and Start Partnering: The New Thinking

About Finding and Keeping Customers. Essex Junction, VT: Oliver Wright Publications.

Course Notes (Policies and Procedures)

1. The final exam must be written on the scheduled date and time.
2. The student must achieve a pass (50%) on the final exam to receive credit for all other assignments. If 50% is not achieved on the final exam then zero will be assigned to all other assignments. Students must complete ***all assignments*** to receive credit for the course.
3. Marks will be deducted for late assignments at the rate of five percent per working day. Late submissions must be delivered in person to the instructor.
4. Students must be prepared to provide the instructor with a second copy of any submissions (*make a back-up copy*).
5. Since a high level of written communication skill is important in a sales career, spelling grammar and sentence construction will be considered in assigning marks.

6. Case examples, guest speakers, role play exercises, videos, and discussions will be presented during Lectures and Labs, these are not intended to replace or duplicate your reading assignments. Readings, lectures and lab content will assist students in completing assignments, and will be included on the final exam.

7. The attendance policy in the BCIT Calendar will be enforced.

"Attendance Policy: Regular attendance in lectures, seminars, labs, clinical and shop periods is seen as critical to student success, and will be monitored by facility. Excessive absence may result in failure or immediate withdrawal from the course or program."

"Technology Programs: students who are absent for any cause, other than substantial illness, for more than 10 per cent of the time prescribed for the course or program." (BCIT Full-Time Programs 2001-2002 p.15.)

Assignment Details

1. **Final Exam** – Week of March 5th – 9th

Value: 40%

All material covered in labs, lectures and reading assignments will be examinable.

2. **Workshop**

Value 15%

A one-day workshop to hone skills to successfully sell using the telephone.

Format:

Group discussion, lecture, voice taping and role-play.

Outline - Professional Telephone Sales

The Sales Organization -

Why companies benefit from telephone sales and utilize call centres

Sellers /Buyers -

What motivates people to buy and what motivates you to sell

Having a realistic outlook for telephone sales

Successful salespeople and setting goals

Preparing for the Inbound and Outbound Sales call -

Precall Planning

Setting call objectives

The Sales Process - Inbound /Outbound -

Listening /questioning techniques

Handling Objections -
Typical objections you hear
How to handle
Up Sell/ Cross Selling...

Where:

BCIT - Down Town Campus
555 Seymour St.
Vancouver
Room 755 (Located on the 7th floor)

When:

There will be six one-day sessions - you will be assigned to your session
Wed Jan 10th half of Set A will attend
Wed Jan 17th half of Set A will attend
Wed Jan 24th half of Set B will attend
Wed Jan 31st half of Set B will attend
Wed Feb 7th half of Set C will attend
Wed Feb 14th half of Set C will attend

Time:

9:00 to 16:00
(Please be punctual)

Value:

This one-day workshop has a value of 15% of your total grade
At the end of the day there will be a short quiz 10%
Participation in all activities 5%
Total 15%

3. Information Interview Assignment (7 Steps) – Feb 20th in Lecture. Value: 30%

Purpose:

Is to give the student the opportunity to conduct a series of information interviews using "Chapin's job-search-technique" to practice developing relationships with potential customers.

Learning Objective(s):

To practice using the 7- Step process to develop a "net work" of prospects.

Prepare a Memo Report Memo Report - (The memo report is the most common format for short, (fewer than ten pages), informal reports distributed within an organization. Memos reports have headings at the top: "Date"," To," "From," and "Subject". In addition, like longer reports, they have internal headings, visual aides and an introductory paragraph.)

Guidelines:**Task:**

- Conduct two "information interviews" with prospective customers.
- After completing the first information interview, use the "Endless Chain of Referral" to obtain a second interview. You **must** follow the "Endless Chain of Referral" for this assignment.

The Body:

- Company background and some information regarding the prospects.
- A short narrative documenting the interview process. For example:
 - o Discuss the intra-personal/ interpersonal processes...
 - o What was the social style of your prospect (In-depth analysis is appropriate here)?
 - o Were you able to match your social style to that of your prospect?
 - o How effective were your questioning and listening skills?
 - o What would you do differently next time?
 - o What were your major "learnings"?
- o So far, you have made four contacts with you prospects (contact letters, telephone appointment, the interview, an your thank you letter). What steps would you take to ensure **that at least three more contacts could be made?** (You do not have to make these additional three contacts; however, you must write about how they would be achieved).

Appendices:

- Your contact letters (Two – one for each interview)
- Your written scripts for "telephone appointment"
- Develop "open-ended questions" that you may use in your interview.
- At the end of the interview – Prospect by using the "The Endless Chain of Referral" method ... "For example:

- "Do you know a couple of people that I could talk further to about...?"
- "May I use your name...?"
(List the names you receive and as much information as you can regarding these "new prospects")
- Day of the interviews - Thank you letters! (Two – one for each interview)
- Business cards of the two people you interviewed.

Cover Page:

Your report must have a cover page. ***Your cover page must be the last page of your report.*** Please ensure that your name and Set is on your cover page.

Reports will be read, ranked and graded.

The meaning of grades:

30 -26	Publishable Paper
26 -23	Excellent
23 -20	Very Good
20 -17	Good
17-15	Fair
15	Pass
14-10	Fail
Below 10	Please see me.

Grading sheet:

See attached.

3. Posting your Resume with Student Services – By Feb 16th

Value 5%

Purposes:

To have students obtain the skills needed to post their resumes to the "Student Employment Services Bulletin Board".

Learning Objective(s):

To have the student learn thorough experience the value of "Student Employment Services" in their job search process.

Guidelines:

Post your resume to the Student Service Bulletin Board by Feb 16th or sooner.

Task:

On Jan 16 we have a guest lecturer – Mr. Stephen Flynn - who will instruct you on how to post your resume to the Student Services Bulletin Board.

Deliverable:

Advise me by email that you have successfully posted your resume to the Student Services Bulletin Board. I will "Proof" your resume on-line and respond with your grade.

4. Participation: On going throughout the course**Value: 10%**

The structure of the Labs is "experienced-based learning". This method of instruction has been chosen because learning about human relations comes from examining our direct interpersonal experiences. "Experience-based learning" requires that all members of the Set demonstrate a sense of professionalism and willingness to participate in role-plays and Lab exercises.

The participation grade will be based upon the degree to which the student:

- a) Arrives for class on time,
- b) Asks questions which are relevant and demonstrate thought,
- c) Volunteers and contributes valuable ideas in class discussions,
- d) ***Demonstrates professionalism and willingness to participate in role-plays and lab exercises,***
- e) Demonstrates ability to focus attention on the task at hand,
- d) Enhances the learning environment of fellow students.

Participation will be graded at the end of each lab.

Participation will be ranked and rated on the 10-point scale.

Schedule of Events

Week # & Week of	Outcome/ Material Covered	Read- ings	Due Date
Wk #2 Jan 8-10	LEC: Distinguish between <i>transactional selling</i> and <i>relationship selling</i> LAB: Instructor and student introductions	Merrill & Reid Ch 1	

	Review of transactional selling techniques		
Wk #3 Jan 15-19	<p>LEC: Johari Grid - A model involving feedback in the context of building relationships</p> <p>Discuss: Merrill & Reid Ch 1</p> <p>LAB: Johari Window - an experience in self disclosure and feedback</p>	Merrill & Reid Ch 2	
Wk #4 Jan 22-26	<p>LEC: Transactional Analysis</p> <p>Discuss: Merrill & Reid Ch 2</p> <p>LAB: Organizational TA: Interpersonal Communication</p>	Merrill & Reid Ch 3	
Wk #5 Jan 29 Feb 2	<p>LEC: Social Styles</p> <p>Discuss: Merrill & Reid Ch 3</p> <p>LAB: Social Styles Indicator</p>	Merrill & Reid Ch 4	
Wk #6 Feb 5-9	<p>LEC: How Industrial Salespeople Gain Customer Trust</p> <p>Discuss: Merrill & Reid Ch 4</p> <p>LAB: Developing Trust: A Leadership Skill</p>	Merrill & Reid Ch 5	
Wk #7 Feb 12-16	<p>LEC: Questioning & Listening Skills</p> <p>Discuss: Merrill & Reid Ch 5</p> <p>LAB: Listening: Building Communication Skills</p>	Merrill & Reid Ch 6	By the end of this week your resume must have been posted.

Wk #8 Feb 19-23	LEC: NLP Discuss: Merrill & Reid Ch 6 LAB: NLP Diagnostic	Merrill & Reid Ch 7	Information Interview Report Due Feb 20 th In Lecture
Wk #9 Feb 26 Mar 3	LEC: Gain account penetration at higher levels of management Discuss: Merrill & Reid Ch 7 LAB: Prep for Final Exam		
Wk#10 Mar 5-9	FINAL EXAM Week of March 5 to 9		Final Exam

SPRING BREAK

Note: This course ends at
Spring Break

Spring Break – March 12th to the 16th

Grading Sheet for the Information Interview

Student name: _____

Set: _____

Introduction (Value 5%)

Comments: _____

The Body: (Value 30%)

- Company background and some information regarding the prospects.
- A short narrative documenting the interview process. For example:
 - o Discuss the intra-personal / interpersonal process ...
 - o What was the social style of your prospect (In-depth analysis is appropriate here)?
 - o Were you able to match your social style to that of your prospect?
 - o How effective were your questioning and listening skills?
 - o Any other course material that you were able to relate to the information interview?
 - o Other interesting aspects of the Interview...

Comments: _____

Task: (Value 15%)

- Were two "information interviews" conducted and discussed.
- Was the "Endless Chain of Referral" used to obtain a second interview,
- Was "EC of R" discussed in the report?
- Did you ask if you could use their name for the next interview?
- Did you use their name to establish your next contact?
(There should be four names here...)

Comments: _____

Creativity (Value 30%)

So far, you have made four contacts with you prospects (contact letter, telephone appointment, the interview, and your thank you letter). What steps would you take to ensure **that at least three more** contacts could be made? (You do not have to make these additional three contacts; however, you must write about how they would be achieved – be creative).

Comments: _____

Conclusions (Basically "cut-and-paste")
& Major "Learnings" (Value 10%)
Comments:

Appendices: (Value 10%)

- Two contact letters,
- Two thank you letters,
- Two separate scripts for the "telephone appointments"
- Development of "open-ended questions"
- Business cards of the people you interviewed.

Comments:

Grade for this assignment _____