

FEB 12 1999

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY  
School of Business  
Program: Marketing Management  
Option: Professional Sales

Course Outline **Part A**

**MKTG 4402**  
**Relationships Selling**

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

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**Prerequisites:** Successful completion of Sales Skills MKTG 2243

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**Course Goal:**

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

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**Course Description:**

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

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**Evaluation:**

1. Final Exam	30 %
2. Article/Book Report	10%
3. Journal	10 %
4. Maximizer	10%
5. Chapter Presentations	10%
6. Information Interview	
Assignment	20%
7. Participation	<u>10%</u>
Total	100%

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### 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. Develop techniques for gaining account penetration at higher levels of management.
4. Develop the ability to match their sales presentations to the prospect's social style.
5. Design a personal plan which will improve the students' personal listening skills.
6. Demonstrate conflict resolution techniques as related to the sales process.
7. Apply customer service principles to enhance customer relationships.

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### Course Record

#### Developed By:

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Program Head - Professional Sales,  
Dipl.Ad.Ed., B.A., B.Ed.(Adult), M.B.A, D.B.A.

#### Development Date:

December 1998

#### Effective Date:

January 1999

#### Start Date:

January 4, 1999

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**Instructor** - Dr. David Chapin

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### **Text(s) and Equipment**

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

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

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### **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.

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**Suggested Readings Continued:**

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.

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.

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**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 in order to receive credit for Sales Report and Participation***
  3. Marks will be deducted for late assignments at the rate of five percent per day. Late submissions must be delivered in person to the instructor.
  4. 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.
  5. Students must be prepared to provide the instructor with a second copy of any submissions (*make a back-up copy*).
  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. Excessive absence will consist of missing more than one lab for reasons within the students control. Upon notification of excessive absence and failure to provide adequate explanation, the student will be disqualified from writing the final exam.
  8. Students must complete ***all assignments*** to receive credit for the course.
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## Assignment Details

### 1. Final Exam

Value: 30%

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

### 2. Article/Book Report

Value: 10%

**Due Date:** Feb 16th @ 1430 in the Lecture SE12-202

**Purpose:**

This assignment gives the student the opportunity to expand upon their knowledge in the areas of Relationship Selling, Key Account Selling, and/or Consultative Selling.

**Learning Objective(s):**

To learn more about some aspect of Relationship Selling that is:

- a) of interest to you, or
- b) an area that you would like to improve upon.

**Guidelines:**

- a) Prepare a report which is type written, double spaced, with a maxim length of 1250 words. (Please do not put your report in a binder or plastic cover sheet - a staple in the upper right hand corner will be appropriate and appreciated).
  - b) Select three articles *or* a book that deals with Relationship Selling, Key Account Selling, Partnership Selling, Consultative Selling, and/or Customer service. Critique these articles or book. If you decide to critique three articles, photocopy the articles and submit them with your report. Please keep your choices contemporary - no older than 1990.(There may be exceptions to this 1990 rule, if needed, please "touch base" with me).
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**Article/Book Report (Continued)**

c) Your report must have a cover page. *Your cover page must be the last page of your report.*

d) Reports will be read, ranked, and then graded out of 10.

10	-	Publishable Paper
9	-	Excellent
8	-	Very Good
7	-	Good
6	-	Fair
5	-	Pass
3/4	-	Fail
1/2,	-	Please see me.

**3. Journal - Critical Reflection**

Value 10%

**Due Date:** One week after being assigned.

This assignment will give the student the opportunity to consider and reflect upon the Lab exercises. At the end of the Lab the students will be assigned a Journal exercise. I will "look at" each weekly journal and make comments where appropriate. You will keep all of your journals and submit them as a "package" on Tuesday March 2nd @ 1430 for grading.

**Purpose:**

This assignment will give the student the opportunity to consider and reflect upon the Lab exercises. At the end of each lab the students will be assigned a Journal exercise.

**Learning Objective(s):**

The student will be able to evaluate their abilities in the areas of interpersonal and interpersonal skills. Students will develop a method of critically reflecting about their interpersonal and intrapersonal skills

***Journal Continued -***

***Guidelines***

For your reflective journal consider the acronym - **LEARN**

**L** = Look Back (at an incident)

**E** = Elaborate & Describe

**A** = Analyse (what happened)

**R** = Revise (your approach)

**N** = New Trail (What will I do differently? - What should I do differently? ...)

Spelling and grammar does not count towards your journal grade.

**4. Maximizer**

Value 10%

***Purpose:***

To be able to use Maximizer as a sales tool.

***Learning Objective(s):***

The student will be able to apply and use the techniques learned in the Maximizer Lab to help build relationships with customers:

***Guidelines***

Report to the BCIT Downtown Education Centre - Call Centre. There will be a 4 hour Lab in Maximizer.

***Tentative Schedule:***

**Set A** - Wednesday January 13th 8:30 - 1230    **Set B** - Wednesday January 13th 1330 - 1730

**Set C** - Wednesday January 20th 830 - 1230    **Set D** - Wednesday January 20th 1330 - 1730



**Maximizer - Continued -**

The Maximizer Instructor will assign a SATISFACTORY or an UNSATISFACTORY grade for this section of the course. If you receive a SATISFACTORY grade you will obtain 10% of your grade for this course. If you receive an UNSATISFACTORY grade you will receive a 0.

## **5. Chapter Presentations**

**Due Date:** On going throughout the term -- During the lecture hour.

**Purpose:**

This assignment gives the student the opportunity to work in small groups and to do a presentation to a larger group. This is excellent preparation for doing group sales presentations.

**Learning Objectives:**

To have the opportunity to master in depth some of the material in the text books, to improve your interpersonal and intra-personal skills, and to further refine your presentation skills. At the end of your presentation you are to submit a question that may be used on the final exam.

**Guidelines:**

Each week group members will be required to present a chapter from the text books. You are to use your best presentation skills. The maximum length of your presentation should be no more than 30 minutes.

## **6. Information Interview Assignment (7- Steps)**

Value: 20%

**Due Date:** Tues Mar 2nd @ 1430 Lecture

**Purpose:**

Is to give the student the opportunity to conduct a series of information interviews using "Chapin's" job search technique. (The 7-Step Process)

***Information Interview - Continued***

***Learning Objective(s):***

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

***Guidelines:***

Visit two organisations that you may be interested in working with.

**7. Participation:**

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 ranked and rated on the 10 point scale explained in the Report Section.

Week # & Week of	Outcome/ Material Covered	Read- ings	Chapter Present- ations & Assign- ments	Due Date
Wk #1 Jan 4-8	LEC: Distinguish between <i>transactional selling</i> and <i>relationship selling</i>  LAB: Instructor and student introductions  Review of transactional selling techniques and negotiating techniques in the sales process	Merrill & Reid Ch 1  Rackham, Friedman, & Ruff Ch 1		
Wk #2 Jan 11-15	LEC: Johari Grid - A model involving feedback in the context of building relationships  LAB: Johari Window - an experience in self disclosure and feedback	Merrill & Reid Ch 2  Rackham, Friedman, & Ruff Ch 2	Merrill & Reid Ch 1  Rackham, Friedman, & Ruff Ch 1	Max- imizer Sets  A&B
Wk #3 Jan 18-22	LEC: Transactional Analysis  LAB: Organizational TA: Interpersonal Communication	Merrill & Reid Ch 3  Rackham, Friedman, & Ruff Ch 3	Merrill & Reid Ch 2  Rackham, Friedman, & Ruff Ch 2	Max- imizer Sets  C&D

Wk #4 Jan 25-29	LEC: Social Styles  LAB: Social Styles Indicator	Merrill & Reid Ch 4  Rackham, Friedman, & Ruff Ch 4	Merrill & Reid Ch 3  Rackham, Friedman, & Ruff Ch 3	
Wk #5 Feb 1-5	LEC: How Industrial Salesperson Gain Customer Trust  LAB: Developing Trust: A Leadership Skill	Merrill & Reid Ch 5  Rackham, Friedman, & Ruff Ch 5	Merrill & Reid Ch 4  Rackham, Friedman, & Ruff Ch 4	
Wk #6 Feb 8 -12	LEC: Questioning & Listening Skills  LAB: Listening: Building Communication Skills	Merrill & Reid Ch 6  Rackham, Friedman, & Ruff Ch 6	Merrill & Reid Ch 5  Rackham, Friedman, & Ruff Ch 5	
Wk #7 Feb 15-19	LEC: NLP  LAB: NLP Diagnostic  LEC: Customer Service - The Hidden Gold Mine of Sales Opportunities	Merrill & Reid Ch 7  Rackham, Friedman, & Ruff Ch 7	Merrill & Reid Ch 6  Rackham, Friedman, & Ruff Ch 6	Article /Book Report Due Feb 16th

Wk #8 Feb 22-26	LEC: Gain account penetration at higher levels of management  LAB: Humour as a Persuasive Communication Tool	Rackham, Friedman, & Ruff Ch 8	Merrill & Reid Ch 7	
Wk #9 Mar 1-5	Cycles of Customer Service Perceptions of Customer Service Review of final Exam		Rackham, Friedman, & Ruff Ch 8	Journal Due Mar 2nd  Info Inter-view March 2nd
Wk#10 Mar 8-12	<b>FINAL EXAM</b> <b>MARCH 4, 1996 during the lecture time period</b>		Covers the entire course	

**SPRING BREAK**  
Note: This course ends at  
Spring Break