Business Development and Marketing Sales Leadership DRAFT Syllabus

Number: MRK 188

Spring 2022

Instructor: Jerry Nemeroff

Office: TBD

Office hours: 3:30 – 4:30 on Monday April 3,10, 17, 24 and May 2

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**Course description:**

Business Development and Marketing Sales Leadership is a one-hour MBA course that covers key aspects of the consultative sales cycle, the differences between introductory, implicit and explicit sales calls, executive level negotiation and the leadership and management skills and processes that are needed to lead a business development function.

This course will explore the elements of a sales cycle which include how to develop a win theme, understanding buyer social styles and a discussion on the various buyer roles that are often found in a complex sale. We will also delve into how to make the selling situation more effective by discussing behaviors that build trust and enhanced questioning techniques. In addition, students will learn about the “Principled” negotiation approach which includes concepts such as anchoring and understanding the true interest. The course will conclude with a robust conversation on how to lead a Business Development function which will include developing the culture, creating a Business Development plan and supporting technology.

These topics will be addressed from multiple perspectives from the instructor who has 19 years of experience in a Big Four consultancy and four guest speakers that include a successful technology entrepreneur, a recently promoted partner from a consultancy firm, a Fortune 500 sales leader and an executive with deep CRM experience that will discuss how technology supports the business development effort. The guest speakers will discuss their respective business development strategies.

The content will be shared in an interactive fashion and there will be several group exercises and roleplays in all classes to reinforce the key concepts.

**Course objective:**

At the conclusion of the course the student will have a baseline understanding of behaviors and methodologies that will help them more effectively persuade others, a negotiating process and a leadership approach that can be applied in a multitude of roles and industries.

**Course utility:**

This course clearly applies to students that seek a career in traditional business development, but the ability to effectively persuade others is a critical skill for all executives. The concepts and methodologies covered will benefit students with diverse career paths such as finance, banking, consulting and entrepreneurship.

**Participation and attendance:**

Quality participation is much more important than quantity and will lead to full participation credit.

The class will meet for five three-hour sessions. If any of the sessions are missed, 25 of the class total 100 possible points will be deducted. Excused absences are possible if you let me know ahead of time or if there is an extenuating circumstance. The remaining points will be based on group exercises, role play performance and the final exam.

**Homework:**

The homework will consist of brief readings regarding the four guest speakers.

**Final exam:**

The final exam will be closed-note and closed-text multiple choice covering concepts that were discussed in class. The final exam, will be given on the final day of the class on May 2nd.

**Grading:**

Your grade will be determined as follows: 25% attendance, 25% class participation, 25% role plays and group exercise performance and 25% for the final exam.

**Instructor:**

Jerry Nemeroff is a retired EY Principal who spent 19 years in national and regional leadership roles and led two of EY’s largest accounts in their respective industries.

Most recently Jerry served as the Consulting Practice Leader for EY’s Southwest Region Technology sector where he led Process Improvement and Risk services professionals. He was also the Global Coordinating Partner for Dell Technologies and the State of Texas where he was responsible for all sales and service delivery activity globally. Prior to coming to Austin, Jerry had top line responsibility for EY’s Ohio Valley and Western NY/Western PA/WV regions as the Area Director of Business Development. He also held go-to-market leadership roles in EY’s Tax and Consulting national practices where he helped bring new solutions to market.

Jerry is currently part of a select team of retired Partners/Principles that teach negotiation and account management skills for EY executives and serves as an Executive Coach for new Partners/Principles. Before joining EY, Jerry spent 16 years at Xerox Corporation and three years at ADP in various sales, sales management and sales training roles.

EY is a $40B global professional services firm that provides Assurance, Tax, Transaction and Consulting services in over 150 countries and has been recognized by Fortune Magazine as one of the top 100 places to work for the past 22 years.

**Course schedule: all classes are from 5:00 pm – 8:00 pm**

Date Topics

Monday, April 4th Introduction and Elements of a Consultative Sales Cycle

Monday, April 11th Elements of a Consultative Sales Cycle (continued) and

Consultancy guest speaker

Monday, April 18th Introductory, Implicit and Explicit Sales Calls and

Entrepreneur guest speaker

Monday, April 25th Executive Negotiation Skills and Fortune 500 guest speaker

Monday, May 2nd Business Development Leadership, Management and

Technology and CRM guest speaker

**Leadership and this course:**

The Texas MBA program is designed to develop influential business leaders. The MBA Program has identified four fundamental and broad pillars of leadership: knowledge and understanding, communication and collaboration, responsibility and integrity, and a worldview of business and society. In this course, you will enhance your knowledge and understanding of economics and how economic forces impact managerial decision making. Through class discussion, informal study groups and projects, and a formal examination you will enhance your communication and collaboration skills.

**McCombs Classroom Professionalism Policy**

The highest professional standards are expected of all members of the McCombs community. The collective class reputation and the value of the Texas MBA experience hinges on this. Faculty are expected to be professional and prepared to deliver value for each and every class session. Students are expected to be professional in all respects. The Texas MBA classroom experience is enhanced when: • Students arrive on time. On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.

• Students display their name cards. This permits fellow students and faculty to learn names, enhancing opportunities for community building and evaluation of in-class contributions. • Students minimize unscheduled personal breaks. The learning environment improves when disruptions are limited.

• Students are fully prepared for each class. Much of the learning in the Texas MBA program takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.

• Students respect the views and opinions of their colleagues. Disagreement and debate are encouraged. Intolerance for the views of others is unacceptable.

• Laptops will be closed and put away. When students are surfing the web, responding to e-mail, instant messaging each other, and otherwise not devoting their full attention to the topic at hand they are doing themselves and their peers a major disservice. Those around them face additional distraction. Fellow students cannot benefit from the insights of the students who are not engaged. Faculty office hours are spent going over class material with students who chose not to pay attention, rather than truly adding value by helping students who want a better understanding of the material or want to explore the issues in more depth. Students with real needs may not be able to obtain adequate help if faculty time is spent repeating what was said in class. There are often cases where learning is enhanced by the use of laptops in class. Faculty will let you know when it is appropriate to use them. In such cases, professional behavior is exhibited when misuse does not take place.

• Phones and wireless devices will be in silence mode. We’ve all heard the annoying ringing in the middle of a meeting. Not only is it not professional, it cuts off the flow of discussion when the search for the offender begins. When a true need to communicate with someone outside of class exists (e.g., for some medical need) please inform the professor prior to class.

**Academic Dishonesty**

There is no tolerance for acts of academic dishonesty in this class. Such acts damage the reputation of the school and the degree and demean the honest efforts of the majority of students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam. The responsibilities for both students and faculty with regard to the Honor System are described on http://mba.mccombs.utexas.edu/students/academics/honor/index.asp and on the final pages of this syllabus. As the instructor for this course, I agree to observe all the faculty responsibilities described therein. During Orientation, you signed the Honor Code Pledge. In doing so, you agreed to observe all of the student responsibilities of the Honor Code. If the application of the Honor System to this class and its assignments is unclear in any way, it is your responsibility 4 to ask me for clarification. As specific guidance for this course, you should consider the writing of all examinations to be an individual effort. Do not consult your classmates during the completion of this exam. Group preparation for examinations is acceptable and encouraged. Group projects are designed to encourage teamwork and collegiality. Take care not to plagiarize the work of others when preparing your group projects. Students with Disabilities Upon request, the University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. Services for Students with Disabilities (SSD) are housed in the Office of the Dean of Students, located on the fourth floor of the Student Services Building. Information on how to register, downloadable forms, including guidelines for documentation, accommodation request letters, and releases of information are available online at http://deanofstudents.utexas.edu/ssd/index.php. Please do not hesitate to contact SSD at (512) 471-6259, VP: (512) 232-2937 or via e-mail if you have any questions.