

DRAFT

Course Number: Marketing 188

Title: Business Development and Marketing Sales Leadership

UNIQUE NUMBER: 06150

Semester: Spring 2023

CLASS MEETS: Monday evenings from 5:00 – 8:00 PM on 3/27, 4/3, 4/10, 4/17 and 4/24

Instructor: Jerry Nemeroff

Office: Virtual

Office hours: Mondays 3:30 - 4:30 on 3/27, 4/3, 4/10, 4/17 and 4/24 by zoom or phone call appointment

Email: gerald.nemeroff@mcombs.utexas.edu

Phone: 513-265-1415

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 Go to Market plan.

TEACHING MODALITY

These topics will be addressed from multiple perspectives from the instructor who has 19 years of business development experience in a Big Four consultancy and multiple guest speakers that include a successful technology entrepreneur, a recently promoted partner from a consultancy firm and a Fortune 500 sales organization leader. 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 sessions 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 numerous roles and industries.

COURSE UTILITY

The ability to convince others, negotiate and lead are key career differentiators for high level executives. The concepts and methodologies covered will benefit students with diverse career paths such as finance, banking, consulting, entrepreneurship, and high-level consultative sales.

COURSE OUTLINE

All instructions, assignments, readings, and essential information will be on the Canvas website at utexas.instructure.com. Check Canvas regularly, changes to the schedule may be made at my discretion if circumstances require. I will announce any such changes in class and or via a Canvas announcement. It is your responsibility to note these changes.

Date	Topics
Monday, March 27	<ul style="list-style-type: none">- Introduction- Elements of a Consultative Sales cycle which includes<ul style="list-style-type: none">o Opportunity analysiso Social styleso Buyer roleso Win themes
Monday, April 3	<ul style="list-style-type: none">- Elements of a Consultative Sales Cycle continued:<ul style="list-style-type: none">o Social styles

- Influencing buying requirements
- Three types of sales calls
- Entrepreneur guest speaker

Monday, April 10

- Sales call tactics and behaviors that build trust
- Executive negotiation skills
- Big Four Consultant guest speaker

Monday, April 17

- Executive negotiation skills continued
- Leadership:
 - Building an effective culture
 - Situational leadership
 - Giving feedback

Monday, May 24

- Management: building a go to market plan
- In class final exam
- High Tech executive guest speaker

PARTICIPATION AND ATTENDENCE

Quality participation is much more important than quantity and will lead to full participation credit (six points per class). Most of the learning will take place during the five classes. If you make all classes and are fully engaged, it will be a very meaningful educational experience.

If any of the sessions are missed four points per session will be deducted from your grade. Excused absences are possible if you let me know ahead of time and only if there is an extenuating circumstance.

HOMEWORK

The homework will primarily consist of brief readings regarding business development, the guest speakers, and their respective companies. Homework is worth two point per assignment, if it is turned in one day late you will receive 50% credit.

FINAL EXAM

The final exam will be closed-note multiple choice and True/False 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 based on a potential 100 points.

- Attendance: 30 points
- Final exam: 52 points
- Participation: 10 points
- Homework: 8 points

GRADE STRUCTURE

Grade	Cutoff
A	100% - 94%
A-	93% - 90%
B+	89% - 87%
B	86% - 84%
B-	83% - 80%
C+	79% - 77%
C	76% - 74%
C-	73% - 70%
D+	69% - 67%
D	66% - 64%
D-	63% - 60%
F	<60%

Instructor

Jerry Nemeroff is a retired EY Partner/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. For the past year Jerry has taught an MBA class regarding Business Development, Negotiation and Leadership at the McCombs School of Business at the University of Texas at Austin.

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.

How Will You Learn

STATEMENT OF LEARNING SUCCESS

Your success in this class is important to me. We all learn differently, and everyone struggles sometimes. You are not, ever, the only one having difficulty! If there are aspects of this course that prevent you from learning or exclude you, please let me know as soon as possible. Together we will develop strategies to meet both your needs and the requirements of the course. I also encourage you to reach out to the student resources available through UT and I am happy to connect you with a person or Center if you would like.

COMMUNICATION

The course Canvas site can be found at utexas.instructure.com. Please email me through Canvas. You are responsible for ensuring that the primary email address you have recorded with the university is the one you will check for course communications because that is the email address that Canvas uses.

DIVERSITY, EQUITY, AND INCLUSION

It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed, and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength, and benefit to all students. Please come to me at any time with any concerns.

SERVICES FOR STUDENTS WITH DISABILITIES

The university is committed to creating an accessible and inclusive learning environment consistent with university policy and federal and state law. Please let me know if you experience any barriers to learning so I can work with you to ensure you have equal opportunity to participate fully in this course. If you are a student with a disability, or think you may have a disability, and need accommodations please contact Services for Students with Disabilities (SSD). Please refer to SSD's website for contact and more information: <http://diversity.utexas.edu/disability/>. If you are already registered with SSD, please deliver your Accommodation Letter to me as early as possible in the semester so we can discuss your approved accommodations and needs in this course.

MCCOMBS 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 all class sessions.

Student classroom expectations are as follows:

- 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 is improved when disruptions are limited. The class sessions are two hours and 45 minutes hours long and include 15 minutes of break time.
- Laptops may be used to take notes during class. 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, their instructor, and their peers a major disservice. Please be in the moment and use the laptop for class related activity only.
- Phones and wireless devices will be in silence mode. 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.

Course Policies and Disclosures

ACADEMIC INTEGRITY EXPECTATIONS

Students who violate University rules on academic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on academic dishonesty will be strictly enforced. For further information, please visit the Student Conduct and Academic Integrity website at:

<http://deanofstudents.utexas.edu/conduct>

CONTENT WARNING

Our classroom provides an open space for the critical and civil exchange of ideas. Some readings and other content in this course will include topics that some students may find offensive and/or traumatizing. I'll aim to forewarn students about potentially disturbing content, and I ask all students to help to create an atmosphere of mutual respect and sensitivity.

SHARING OF COURSE MATERIALS IS PROHIBITED

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem

sets, may be shared online or with anyone outside of the class without explicit, written permission of the instructor. Unauthorized sharing of materials promotes cheating. The University is well aware of the sites used for sharing materials, and any materials found online that are associated with you, or any suspected unauthorized sharing of materials, will be reported to [Student Conduct and Academic Integrity](#) in the Office of the Dean of Students. These reports can result in sanctions, including failure of the course.

RELIGIOUS HOLY DAYS

By [UT Austin policy](#), you must notify me of your pending absence as far in advance as possible of the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

NAMES AND PRONOUNS

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. I will gladly honor your request to address you by your chosen name and by the gender pronouns you use. Class rosters are provided to the instructor with the student's chosen (not legal) name if you have provided one. If you wish to provide or update to a chosen name please email me and you can [add your pronouns to Canvas](#). You can address me as Professor Nemeroff.

LAND ACKNOWLEDGMENT

I would like to acknowledge that we are meeting on the Indigenous lands of Turtle Island, the ancestral name for what now is called North America. Moreover, I would like to acknowledge the Alabama-Coushatta, Caddo, Carrizo/Comecrudo, Coahuiltecan, Comanche, Kickapoo, Lipan Apache, Tonkawa, and Ysleta Del Sur Pueblo, and all the American Indian and Indigenous Peoples and communities who have been or have become a part of these lands and territories in Texas.

University Resources for Students

COUNSELING AND MENTAL HEALTH CENTER (CMHC)

All of us benefit from support during times of struggle. Know you are not alone. If you or anyone you know is experiencing symptoms of stress, anxiety, depression, academic concerns, loneliness, difficulty sleeping, or any other concern impacting your wellbeing – you are strongly encouraged to connect with CMHC. The Counseling and Mental Health Center provides a wide variety of mental health services to all UT students including crisis services, counseling services with immediate support and well-being resources. Additionally, CARE Counselors are located within the academic schools and colleges. These counselors get to know the concerns that are

unique to their college's students. For more information on CMHC, visit <https://cmhc.utexas.edu> or call 512-471-3515.

UNIVERSITY HEALTH SERVICES (UHS)

Your physical health and wellness are a priority. University Health Services is an on-campus high-quality medical facility providing care to all UT students. Services offered by UHS include general medicine, urgent care, a 24/7 nurse advice line, women's health, sports medicine, physical therapy, lab and radiology services, COVID-19 testing and vaccinations and much more. For additional information, visit <https://healthyhorns.utexas.edu> or call 512-471-4955.

SANGER LEARNING CENTER

Did you know that more than one-third of UT undergraduate students use the Sanger Learning Center each year to improve their academic performance? All students are welcome to take advantage of Sanger Center's classes and workshops, private learning specialist appointments, peer academic coaching, and tutoring for more than 70 courses in 15 different subject areas. For more information, please visit <https://ugs.utexas.edu/slc> or call 512-471-3614 (JES A332)."

STUDENT EMERGENCY SERVICES (SES)

Student Emergency Services in the Office of the Dean of Students helps students and their families during difficult or emergency situations. Assistance includes outreach, advocacy, intervention, support, and referrals to relevant campus and community resources. If you need to be absent from class due to a family emergency, medical or mental health concern, or academic difficulty due to crisis or an emergency, you can work with Student Emergency Services. SES will document your situation and notify your professors. Additional information is available at <https://deanofstudents.utexas.edu/emergency/> or by calling 512-471-5017.

Important Safety Information

If you have concerns about the safety or behavior of fellow students, TAs or professors, contact BCCAL (the Behavior Concerns and COVID-19 Advice Line) at <https://safety.utexas.edu/behavior-concerns-advice-line> or by calling 512-232-5050. Confidentiality will be maintained as much as possible, however the university may be required to release some information to appropriate parties.

CLASSROOM SAFETY AND COVID-19

To help preserve our in-person learning environment, the university recommends the following.

- Adhere to university [mask guidance](#). Masks are strongly recommended, but optional, inside university buildings for vaccinated and unvaccinated individuals, except when alone in a private office or single-occupant cubicle.
- [Vaccinations are widely available](#), free and not billed to health insurance. The vaccine will help protect against the transmission of the virus to others and reduce serious symptoms in those who are vaccinated.
- [Proactive Community Testing](#) remains an important part of the university's efforts to protect our community. Tests are fast and free.
- We encourage the use of the [Protect Texas App](#) each day prior to coming to campus.
- If you develop COVID-19 symptoms or feel sick, stay home, and contact the [University Health Services'](#) Nurse Advice Line at 512-475-6877. If you need to be absent from class, contact [Student Emergency Services](#) and they will notify your professors. In addition, to help understand what to do if you have been had close contact with someone who tested positive for COVID-19, see this [University Health Services link](#).
- [Behavior Concerns and COVID-19 Advice Line](#) (BCCAL) remains available as the primary tool to address questions or concerns from the university community about COVID-19.
- Students who test positive should contact [BCCAL](#) or self-report (if tested off campus) to [University Health Services](#).
- Visit [Protect Texas Together](#) for more information.

CARRYING OF HANDGUNS ON CAMPUS

Texas' Open Carry law expressly prohibits a licensed to carry (LTC) holder from carrying a handgun openly on the campus of an institution of higher education such as UT Austin. Students in this class should be aware of the following university policies:

- Students in this class who hold a license to carry are asked to [review the university policy regarding campus carry](#).
- Individuals who hold a license to carry are eligible to carry a concealed handgun on campus, including in most outdoor areas, buildings and spaces that are accessible to the public, and in classrooms.
- It is the responsibility of concealed-carry license holders to carry their handguns on or about their person at all times while on campus. Open carry is NOT permitted, meaning that a license holder may not carry a partially or wholly visible handgun on campus premises or on any university driveway, street, sidewalk or walkway, parking lot, parking garage, or other parking area.

TITLE IX DISCLOSURE

Faculty members and certain staff members are considered "Responsible Employees" or "Mandatory Reporters," which means that they are required to report violations of Title IX to the Title IX Coordinator. **I am a Responsible Employee and must report any Title IX-related incidents** that are disclosed in writing,

discussion, or one-on-one. Before talking with me or with any faculty or staff member about a Title IX-related incident, be sure to ask whether they are a responsible employee. If you want to speak with someone for support or remedies without making an official report to the university, email advocate@austin.utexas.edu For more information about reporting options and resources, visit the [Title IX Office](#) or email titleix@austin.utexas.edu.

CAMPUS SAFETY

The following are recommendations regarding emergency evacuation from the [Office of Campus Safety and Security](#), 512-471-5767,

- Students should sign up for Campus Emergency Text Alerts at the page linked above.
- Occupants of buildings on The University of Texas at Austin campus must evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation shall inform their instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors. Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- For more information, please visit [emergency preparedness](#).