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**The School of Media Studies**

 **MEDIA SALES AND SALES MANAGEMENT
(CRN 2494. NMDM 5314 A)**

**Fall 2015**

**Instructor**- Charles Warner and Michael Bassik

**Units -** 3 credits

**Day:** Thursday

**Location:** Room 518, 66 West 12th Street

**Instructor’s Email** – warnerc@newschool.edu

**Instructor’s Email –** mbassik@mdc-partners.com

**Charles Warner’s Phone :** 917-797-3305

**Course Description and Objectives**

**Description:** The media are undergoing rapid and momentous changes in technology, in distribution, in content and, especially, in the way they sell advertising. Accelerating technological change is redefining past business models of the media. In this new, digital, interactive, highly fragmented, social-media exploding, multi-screen, programmatic trading and highly competitive media world, generating revenue is a top priority for survival. Never before have those responsible for generating a majority of a media company’s revenue – advertising salespeople, business development people and sales managers – been more important or more in demand.

The nature of sales has also changed dramatically in recent years as marketers are expecting more than cookie-cutter sales proposals and are demanding tailored solutions and insights into how to buy advertising more effectively and efficiently. And with the advent of highly targeted programmatic buying and selling of digital inventory, the role of salespeople is changing from seller and negotiator to evangelist and educator.

This course introduces students to the principles of media selling and media sales management – with an emphasis on ethical selling – and on selling digital advertising, including search, display, video and mobile. The course prepares students for sales, business development and sales management jobs in the media.

The course introduces students to the AESKOPP system of selling and also to insight selling, as explained in the groundbreaking book *The Challenger Sale.*

In-person selling involves negotiating, so this course includes negotiating strategies and creating value prior to negotiating.

Because of the migration of advertising dollars to the Internet, this course will emphasize both online and cross-platform selling. And because cross-platform selling requires some knowledge of all advertising media, these other media will be touched on.

The course will familiarize students with current management and sales management theory and practice as it relates to managing the media selling process, including strategy, structure, culture, execution, acquiring and retaining talent and leadership.

**Objectives:** During the sixteen-week course, students will learn the principles of the AESKOPP system of selling and the Challenger Sale and will gain knowledge and skills in the following areas:

1. Understanding that selling is a worthy, meaningful career based on serving and helping others
2. Skills in ethical selling
3. Skills in effective communication, effective listening and understanding people
4. Skills in prospecting and identifying customer problems
5. Skills in insight and solutions selling
6. Skills in persuasion and creating value
7. Skills in generating effective online sales proposals and presentations, and presenting them to both individuals and to larger groups
8. Skills in taking control of the customer conversation
9. Skills in negotiating and closing
10. Knowledge of the latest management and sales management techniques and practices, including hiring the best people and compensating them effectively

Using practical projects and case studies, students will apply the theories and practices they learned in the course to solving selling and sales management problems.

Even though this course is specifically about media selling, the lessons in selling and negotiating apply to every aspect of business and of life because everyone sells – they sell ideas, points of view and preferences.

Finally, the instructors will attempt to help students discover what motivations they have to be in the media and to help them develop the skills they will need to find a job and succeed in media sales.

**The Case Study Method**

Many highly respected graduate schools of business use the case study method of teaching. Students read material and then apply the theories, practices and lessons learned in the reading material to solve problems in case studies. Case studies can either be actual, real-life situations or armchair, fictional, cases that reflect approximations of a real situation. This course utilizes armchair cases because real-life cases are out of date almost as soon as they are published in this rapidly changing media environment.

**The Contract:** Discussion Participants: 1) To prepare thoroughly for case discussions; to read the assigned material and apply the lessons and principles in the reading material to cases. 2) To participate in class discussion. You learn by participating, by discussing your analyses and recommendations. You also learn how to present and defend your ideas.

Instructors: 1) To ask the right questions and to bring up the right issues for discussion. 2) To provide relevant knowledge and summarize the lessons learned from cases.

**The Right Answer:** In case analysis write-ups and discussions, there are not necessarily any right or wrong answers, just thorough or inadequate preparation, clear or fuzzy analysis and recommendations and well or poorly organized thinking. However, based on the instructors’ knowledge, experience and on their understanding of the literature on the problems involved, the instructors may determine some answers (analyses and recommendations) are more appropriate than others.

**How To Write a Case Analysis:** When writing a case analysis, read carefully the paper “How To Write a Case Analysis,” which can be found in the [Papers by CW section of Charles Warner’s website.](http://www.charleswarner.us/cseindex.html) *Follow the instructions in the paper for how to structure the case write-up and how to format references.*

**Emailing Assignments:** Email all assignments to warnerc@newschool.edu and mbassik@mdc-partners.com. Unless otherwise notified*, cut and paste assignments into your e-mail*(write them in Word first so you can spell check them and then cut and paste them into an email). *Do not send attachments unless otherwise indicated,*we will return e-mails that have attachments for those assignments that do not specifically require attachments.

**Discussing a Case In Class:** When discussing a case in class, please follow the guidelines for writing a case analysis.

**Digital Portfolio:** Make sure you include your business plan presentation, documents and spreadsheets in your Digital Portfolio for a MS degree or certificate.

**Teams and Team Grades**

The class will be divided into teams for the purpose of creating a sales presentation to be presented at the end of the semester.

Also, at the end of the semester, students will grade each team member on his/her contribution to and cooperation in class discussions and on the team project. Each person on a team will receive the team’s grade we give on the sales presentation and the Team Grades will be an average of the grades given by other team members.

## Student Disability Services. In keeping with the university’s policy of providing equal access for students with disabilities, any student with a disability who needs academic accommodations is welcome to meet with me privately. All conversations will be kept confidential. Students requesting any accommodations will also need to contact Student Disability Service (SDS) at <http://www.newschool.edu/student-services/student-disability-services/> SDS will conduct an intake and, if appropriate, the Director will provide an academic accommodation notification letter for you to bring to me. At that point, I will review the letter with you and discuss these accommodations in relation to this course.

**The University Learning Center.** The ULC provides individual tutoring sessions in writing, ESL, math and economics. Sessions are interactive, with tutor and student participating equally. Appointments can be scheduled on [Starfish](https://thenewschool.starfishsolutions.com/starfish-ops/support/login.html) or stop by for a walk-in session, available every hour from 10:00am to 7:00pm. The ULC is located on the 6th floor of 66 West 12th Street. For more information, please visit the website at <http://www.newschool.edu/learning-center/>.

**Academic Honesty.** Students are expected to adhere to The New School’s academic honesty policies, which can be found at [www.newschool.edu/WorkArea/DownloadAsset.aspx?id=81698](http://www.newschool.edu/WorkArea/DownloadAsset.aspx?id=81698).

**Attendance.** Students who have more than three *unexcused* absences cannot pass the course. If you cannot make a class, please contact the instructors beforehand.

**Grading**

1. Five case study analyses (12% each): \* 60%
2. Feedback Assignment: 5%
3. Sales presentation: \*\* 20%
4. Team grade: 15%

\* For the criteria we use in grading case analyses, see “Case Analysis Grading Rubric” in this course’s subsection in the [Courses section of Charles Warner’s website.](http://www.charleswarner.us/indexcourses.html)

\*\* For the criteria we use in grading the final sales presentation, see “Presentation Grading Rubric” in this course’s subsection in the [Courses section of Charles Warner’s website.](http://www.charleswarner.us/indexcourses.html)

Please read the article "[Student Expectations Seen As Causing Grade Disputes](http://www.charleswarner.us/AppData/Local/Documents%20and%20Settings/Charlie%20Warner/My%20Documents/WP/articles/GradesExpectations.doc)" posted in the Library section on Charles Warner’s website (<http://www.charleswarner.us>). Please note the phrase that "students often confuse the level of effort with the quality of work." In the courses we teach we award grades based primarily on the quality of students’ work.  In order to earn an A in a course, a student must: 1) demonstrate excellent effort (completing all assignments thoroughly and on time and participating in class discussions), 2) consistently produce high-quality, well-written work on a *relative basis* (relative to other students in the course, as opposed to an absolute standard that might be set across all courses and all students over the years – in other words, we do not grade on a curve), 3) apply the lessons learned in the required reading material to class discussions and in written assignments by including properly formatted references to the assigned reading and 4) be a cooperative and productive team member as judged by other team members.

**Required Reading**

(E-book versions from sites such as Amazon.com, [www.chegg.com](http://www.chegg.com), or [www.bookrenter.com](http://www.bookrenter.com) are recommended.)

“15 Rules for Negotiating a Job Offer.” Deepak Malhotra.  *Harvard Business Review.*  April, 2014. Available on Course Reserves in Canvas.

“Advertising Analytics 2.0.” Wes Nichols. *Harvard Business Review.* March, 2013. Available on Course Reserves in Canvas.

“A Campaign Strategy For Your Career.” Dorie Clark. *Harvard Business Review.*  November, 2012. Available on Course Reserves in Canvas.

*The Challenger Sale: Taking Control of the Customer Conversation.* Matthew Dixon and Brent Adamson. New York: Portfolio/Penguin, 2011.

“Connect, Then Lead.” Amy J.C. Cuddy, Matthew Kohut and John Neffinger. *Harvard Business Review.* July-August 2013. Available on Course Reserves in Canvas.

“Do You Really Know Who Your Best Salespeople Are?” Lynette Ryals and Iain Davies. *Harvard Business Review.* December, 2010. Available on Course Reserves in Canvas.

“First, Let’s Fire All the Managers.” Gary Hamel. *Harvard Business Review.* December 2011. Available on Course Reserves in Canvas.

*HBR Guide to Persuasive Presentations*. Nancy Duarte. Boston: Harvard Business School Publishing, 2012.

“How Google Sold Its Engineers On Management.” David Garvin. *Harvard Business Review.* December, 2013. Available on Course Reserves in Canvas.

“How To *Really* Motivate Salespeople.” Doug J. Chung. *Harvard Business Review.*  April, 2015. Available on Course Reserves in Canvas.

 “How Women Decide.” Cathy Benko and Bill Pelster. *Harvard Business Review.* September, 2013. Available on Course Reserves in Canvas.

*Media Selling, 4th Edition.*  Charles Warner. Assigned chapters available at <http://www.charleswarner.us/media_selling.html>.

*Predictable Revenue: Turn Your Business Into a Sales Machine With The $100 Million Best Practices of Salesforce.com.* Aaron Ross and Mary Lou Tyler. Pebble Storm, West Hollywood, 2011.

“The Right Way To Use Compensation.” Mark Roberge. *Harvard Business Review.* April, 2015. Available on Course Reserves in Canvas.

“The Uses (and Abuses) of Influence.” (Interview with Robert Cialdini by Sarah Cliffe) *Harvard Business Review.* July-August, 2013. Available on Course Reserves in Canvas.

**Required Blogs/Newsletters**

*E-Marketer Newsletter* at <http://www.emarketer.com/> (subscribe to daily newsletter)

*MediaPost*: *Media Daily News, Online Media Daily, Search Insider*, at <http://www.mediapost.com/publications> (subscribe to daily newsletters)

*Business Insider,* <http://www.businessinsider.com/> (subscribe to daily newsletter)

*Advertising Age,* <http://adage.com> (subscribe to e-mail updates)

**Recommended Reading**

*Aligning Strategy and Sales: The Choices, Systems, and Behaviors That Drive Effective Selling.* Frank V. Cespedes. Boston: Harvard Business Review Press, 2014.

*Bargaining for Advantage.* Richard Shell. New York: Penguin Books, 1999.

*Decisive: How To Make Better Choices in Life and Work.* Chip Heath and Dan Heath. New York: Crown Business, 2013.

*Drive: The Surprising Truth About What Motivates Us.* Daniel H. Pink. New York: Riverhead Books, 2010.

*Focus: Use Different Ways of Seeing the World for Success and Influence.* Heidi Halvorson and Tory Higgins. New York: Hudson Street Press, 2013.

*Nudge: Improving Decision About Health, Wealth, and Happiness.* Richard Thaler and Cass Sunstein. New Haven: Yale University Press, 2008.

*So Good They Can’t Ignore You: Why Skills Trump Passion in the Quest for Work That You Love.* Cal Newport. New York: Business Plus, 2013.

*Sway: The Irresistible Pull of Irrational Behavior.* Ori Brafman and Ram Brafman. New York: Doubleday, 2008.

*Switch: How to Change Things When Change Is Hard.* New York: Broadway Books, 2010.

*Work Rules:* *Insights From Inside Google That Will Transform How You Live and Lead.* Lazlo Bok. New York: Twelve. 2015.

*To Sell Is Human: The Surprising Truth About Moving Others.* Daniel H. Pink. New York: Riverhead Books, 2012.

**Recommended Browsing**

During the semester, students may find it helpful to browse the articles in the **Job Hunting** and **Resumes** subsection of the [Library section of Charles Warner’s website](http://www.charleswarner.us/artindex.html). You’ll find articles on how to write resumes and cover letters, how to interview for a job, what questions to expect in a job interview and more. If any student would like us to review a resume or cover letter, we are glad to do so.

**Mobile Phones, Tablets And Laptops.**This course features the instructors’ lectures/presentations and guest lectures/presentations. The instructors’ and the guests’ lectures/presentations are posted on Canvas; therefore, there is little need for taking notes on digital devices. **Mobile phones and tablets are not allowed in the classroom.** Laptops should only be used for research conducted in discussion groups and should never be visible during instructors’ or guests’ presentations or lectures. Shut them down and put them away, please. Here’s why: <http://www.pbs.org/mediashift/2014/09/why-clay-shirky-banned-laptops-tablets-and-phones-from-his-classroom/>.

**Course Schedule**

The following schedule is subject to minor changes because of the changing media selling environment and the guest lecturers’ schedules. Students are expected to keep up with the assigned reading and be prepared to discuss assigned cases and topics in class. Check the Syllabus and Class Schedule at least once a week in Canvas.

**TOPIC: WHAT IS SELLING?**

**WEEK 1 (September 3)**

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| **INTRODUCTIONS, EXERCISE AND PRESENTATION.** 1) Students will give brief bios and tell the class why they’re taking the course. 2) Instructors will go over syllabus. 3) Selling exercise. 4)“What Is Selling” presentation. |

**TOPIC: IN-PERSON SELLING**

**WEEK 2 (September 10)**

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| **DISCUSS IN GROUPS:** 1) AESKOPP system of selling. 2) Sales ethics. 3) Attitude, goal setting and emotional intelligence in selling. 4) The purpose, strategy and functions of a sales department and salespeople. 5) Selling intangibles vs. selling tangibles. |
| **READ FOR THIS WEEK:** *Media Selling,* Chapters 1, 2 (pages 1-13 only), 3, 4 and 5 available at <http://www.charleswarner.us/media_selling.html>. Complete “Test Yourself” questions at the end of each chapter of *Media Selling* (complete them for your own review; do not hand them in), HBR Blog “ Get Over Your Fear of Sales” at <https://hbr.org/2014/09/get-over-your-fear-of-sales> and read Mary Meeker’s“Internet Trends 2015” at <http://www.kpcb.com/internet-trends>. **DOWNLOAD** **and READ**: From the Papers by CW link on Charles Warner’s website “How to Write a Case Analysis” and from the Case Studies link “A Salesperson’s Dilemma” case. |
| **ASSIGNMENT #1:** Write an analysis of the case “A Salesperson’s Dilemma” and include in your analysis the Five Cs of Ethical Selling, **due on September 24,** via e-mail to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste into email please). |

**WEEK 3 (September 17)**

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| **IN-CLASS EXERCISES:** Effective listening exercise. (30 Minutes). **DISCUSS IN CLASS:** The Project at the end of Chapter 6 of *Media Selling and* Project #1 and the end of Chapter 8 of *Media Selling*. (30 minutes). **DISCUSS IN GROUPS:** Creating benefit matrix projects in groups. (50 minutes).  |
| **READ FOR THIS WEEK:** *Media Selling,* Chapters 6, 7 and 8 available at <http://www.charleswarner.us/media_selling.html> and complete “Test Yourself” questions at the end of each chapter(complete them for your own review; do not hand them in) and read the HBR articles “The Uses (And Abuses) Of Influence” and “How Women Decide” available in Course Reserves in Canvas.**PREPARE FOR DISCUSSION THIS WEEK:** 1) The Project at the end of *Media Selling* Chapter 6 and 2) Project #1 and the end of *Media Selling* Chapter 8. Bring your notes to class this week for discussions in groups. |

**TOPIC: ADVERTISING AGENCIES**

**WEEK 4 (September 24)**

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| **DUE BEFORE CLASS VIA EMAIL:** “A Salesperson’s Dilemma” case (cut and paste).**IN-CLASS DISCUSSION:** “A Salesperson’s Dilemma” Case and Types of Salespeople. (10 minutes)**GUEST SPEAKER:** Media agency executive will discuss ad agency structure, how to sell to agencies and show how to read RFPs (100 minutes).  |
| **READ FOR THIS WEEK:** *Media Selling,* Chapters 9, 10, and 16 available at <http://www.charleswarner.us/media_selling.html> and complete “Test Yourself” questions at the end of each chapter(complete them for your own review; do not hand them in), “Is The Agency Model Broken?” at <https://www.mediavillage.com/article/is-the-agency-model-broken/>, HBR article “Do You Really Know Who Your Best Salespeople Are?” available in Course Reserves in Canvas and “Email Tips” in the Papers by CW section of [Charles Warner’s website](http://www.charleswarner.us/indexppr.html).  |
| **ASSIGNMENT #2:** Complete the Assignment at the end of the case “Janet Creates Value” (do not write an analysis of the case) in Assignments in Canvas and in the [Cases section of Charles Warner’s website](http://www.charleswarner.us/cseindex.html), **due before class on October 8,** via email to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste), and be prepared to discuss the case in class, October 8. |

**TOPIC: MEDIA MEASUREMENT**

**WEEK 5 (October 1)**

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|  **GUEST SPEAKERS:** Samba TV Executives. |
| **READ FOR THIS WEEK:** *Media Selling,* Chapters 11 and 12 available at <http://www.charleswarner.us/media_selling.html> and complete “Test Yourself” questions at the end of each chapter (don’t hand them in) and HBR article “Advertising Analytics 2.0” in Course Reserves in Canvas and Media Daily News “Affiliate Revenue Trumps Ad Revenue for TV Cos” at <http://www.mediapost.com/publications/article/252946/affiliate-revenues-trump-ad-revenues-for-tv-cos.html>.  |

**TOPIC: SALES EXECUTION**

**WEEK 6 (October 8)**

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| **DUE BEFORE CLASS VIA EMAIL:** “Janet Creates Value” exercise (cut and paste) to warnerc@newschool.edu and mbassik@mdc-partners.com. **DISCUSS IN CLASS:** “Janet Creates Value” (30 minutes)**GUEST SPEAKER:** Media research executive from Nielsen. (80 minutes) |
| **READ FOR THIS WEEK:** *The Challenger Sale* Chapters 1-4 and “So Which Ad-Blocking Parasite Are You Going to Go After” at <http://adage.com/article/ken-wheaton/ad-blocking-parasite/300342/>, “Yes, There Is A War On Advertising. Now What?” at <http://adage.com/article/print-edition/a-war-advertising/300336/>. |
| **ASSIGNMENT #3:** Complete the assignment at the end of “Janet Negotiates” (do not write an analysis of the case) in Assignments in Canvas and in the [Cases section of Charles Warner’s website](http://www.charleswarner.us/cseindex.html), **due before class on October 22,** via email to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste), and be prepared to discuss the case in class, October 22. |

**WEEK 7 (October 15)**

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| **ASSIGN TEAMS AND TEAM LEADERS:**  (10 minutes)**IN-CLASS DISCUSSION:** Negotiating Presentation and Group Exercises. |
| **READ FOR THIS WEEK:** *The Challenger Sale,* Chapters 5-9 and Afterwords and “Disney’s Staggs: No Worries About TV Scatter Market” at <http://www.mediapost.com/publications/article/258131/disneys-staggs-no-worries-about-tv-scatter-marke.html> and HBR article “15 Rules for Negotiating Job Offers” in Course Reserves in Canvas. |
| **ASSIGNMENT #4**: Write an analysis of ”The Wrong Person” case in the Cases section of my website, **due before class November 13,** via e-mail to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste).**FINAL PRESENTATION ASSIGNMENT:** See “Sales Presentation Assignment” posted in Canvas. **DUE:** **December 10 and 17.** |

**WEEK 8 (October 22)**

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| **DUE BEFORE CLASS VIA EMAIL:** “Janet Negotiates” assignment (cut and paste) to warnerc@newschool.edu and mbassik@mdc-partners.com.**IN-CLASS DISCUSSION:** “Janet Negotiates” case. (10 minutes)**GUEST SPEAKERS:** ESPN Ad Ops and Sales Planning executives. (100 minutes) |
| **READ** **FOR THIS WEEK**: *HBR Guide To Persuasive Presentations* Section 1 and 2  |

**TOPIC: AUTOMATION AND PROGRAMMATIC**

**WEEK 9 (October 29)**

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| **GUEST SPEAKER:** ESPN Sales Executive (110 minutes) |
| **READ** **FOR THIS WEEK**: *HBR Guide To Persuasive Presentations* Section 3 and “Magazine Industry Guarantees Ad Effectiveness” at <http://www.mediapost.com/publications/article/260298/magazine-industry-guarantees-ad-effectiveness.html>.  |
| **FEEDBACK ASSIGNMENT**: Download “[Feedback Guidelines](http://www.charleswarner.us/courses/FeedbackGuidelines.doc)” in the Assignments section in Canvas, answer the questions in the guidelines and email them (cut and paste) to Charles Warner and Michael Bassik before class, November 5. Your completion of this assignment will count as 5% of your grade in the class.  |
| **ASSIGNMENT #4**: Write an analysis of ”The Wrong Person” case in the Cases section of Charles Warner’s website, **due before class November 19,** via e-mail to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste). |

**WEEK 10 (November 5)**

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| **PRESENTATION:** CPMs, CPPs, Reach and Frequency (30 minutes)**GUEST SPEAKER:** Programmatic Trading Desk Executive. (80 minutes) |
| **READ:** *HBR Guide To Persuasive Presentations* Section 4, 5, and 6 and “Real-Time Bidding” and “10 Questions About Programmatic Buying” in the Library section of Charles Warner’s website. **READ:** “How To Hire The Best People” in the Papers by CW section of Charles Warner’s website and **VIEW and Print out (Handout format):** “How To Hire The Best People” in the Presentations section of Charles Warner’s website. |

**TOPIC: SALES MANAGEMENT**

**WEEK 11 (November 12)**

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| **DISCUSSION:**  Hiring practices.**GUEST SPEAKER:** Google Executive (80 minutes) |
| **READ:** *HBR Guide to Persuasive Presentations Section 7* and HBR article “How Google Sold Its Engineers on Management” in Course Reserves in Canvas and “How to Get a Job at Google” at <http://www.nytimes.com/2014/02/23/opinion/sunday/friedman-how-to-get-a-job-at-google.html> and “The Best Ways To Hire Salespeople” at <https://hbr.org/2015/11/the-best-ways-to-hire-salespeople> and **PRINT OUT ARTICLE and bring to class November 12.** |

**WEEK 12 (November 19)**

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| **DUE BEFORE CLASS:** “The Wrong Person” case via email to warnerc@newschool.edu and mbassik@mdc-partners.com.**IN-CLASS DISCUSSION:** Discuss “The Wrong Person” case and review hiring principles. (30 minutes)**IN-CLASS EXERCISE:** Time management exercise. (20 minutes)**GUEST:** Jeff Arbour co-founder of startup Plyfe will discuss how he hires people, participate in a sales meeting and introduce Outreach.io pipeline management software. (60 minutes)  |
| **READ:** *Predictable Revenue* Chapters 1 and 2, HBR article “How To Really Motivate Salespeople” in Course Reserves in Canvas. **VIEW:** Time Management andEffective Meetings presentations in the Assignment sections of Canvas. Print out Handouts (6 per page) of Time Management andEffective Meetings presentations and bring them to class November 12. |
| **ASSIGNMENT #5:** Write an analysis of “The Unorthodox Owner” case in the Cases section of Charles Warner’s website, **due before class December 3,** via e-mail to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste). |

**WEEK 13 (November 26) NO CLASS - THANKSGIVING**

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| **READ FOR THIS WEEK:** *Predictable Revenue* Chapters 3 and 4, “Compensating Media Salespeople” in the Papers by CW section of Charles Warner’s website and HBR articles “The Right Way to Use Compensation” and “First, Let’s Fire All The Managers” in Course Reserves in Canvas.  |

**WEEK 14 (December 3)**

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| **DUE VIA EMAIL BEFORE CLASS:** “The Unorthodox Owner” to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste).**IN-CLASS DISCUSSION:** “The Unorthodox Owner” case. (30 minutes)**GROUP EXERCISES:** 1) Compensation packages for Freebird, 2) Sales department structure for Freebird. 3) Create emails selling ESPN. 4) Performance Review System for Freebird.**READ THIS WEEK:** *Predictable Revenue* Chapters 5 and 6 and HBR Blog “Companies With A Formal Sales Process Generate More Revenue” at <https://hbr.org/2015/01/companies-with-a-formal-sales-process-generate-more-revenue> and “Why More and More Companies Are Ditching Performance Reviews” at <https://hbr.org/2015/09/why-more-and-more-companies-are-ditching-performance-ratings>.  |

**WEEK 15 (December 10)**

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| **ESPN PRESENTATIONS AND FEEDBACK:** Groups 1 and 3. |
| **READ FOR THIS WEEK:** *Predictable Revenue* Chapters 7, 8 and 9 and HBR article “A Campaign Strategy for Your Career” in Course Reserves in Canvas and “Marc Andreesen Gives Career Advice Nobody Wants To Hear” at <http://www.businessinsider.com/andreessen-whatever-you-do-dont-follow-your-passion-2014-5> and “How to Show Trustworthiness in a Job Interview” at <https://hbr.org/2015/05/how-to-show-trustworthiness-in-a-job-interview>.  |
| **TEAM GRADES ASSIGNMENT:** Complete the Team Grades Assignment in this course’s section in Courses link of Charles Warner’s website. **Due by Friday, December 18**. |

**WEEK 16 (December 17)**

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| **DUE TEAM GRADES ASSIGNMENT VIA EMAIL:** By Friday, December 18, Team Grades Assignment to warnerc@newschool.edu and mbassik@mdc-partners.com (cut and paste).**ESPN PRESENTATIONS AND FEEDBACK:** Groups 2 and 4. |
| **READ FOR THIS WEEK:** *Predictable Revenue* Chapters 10 and 11 and HBR article “Connect, Then Lead” in Course Reserves in Canvas. |