

COURSE SYLLABUS & TOOLKIT**Contact Information****Professor -****Michael Alter**Michael.Alter@chicagobooth.edu

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Copy the Professor and all the Teaching Assistants, on ALL correspondence via ES@lists.chicagobooth.edu.

*Professor office hours can be scheduled via Calendly link on Canvas site course home page.
IG office hours to be provided closer to the start of the quarter and by appointment.*

Overview

Selling is a life skill. At the core, this is a course in persuasion which is just a fancier word for selling. Persuasion is a skill you need to be good at in anything you do in life.... which is why many students without near term plans to start a business have found the course to be immediately useful and impactful in their careers, recruiting, and in all aspects of life.

This course is designed as an adventure of discovery. You will be tested, taught, and transformed through a series of interactive online lectures, discussions, video lectures, and exercises that are designed to push you up and out of your comfort zone.

The biggest challenge to growing a successful entrepreneurial venture is selling. Entrepreneurs must build a strong sales pipeline to ensure profitable growth as they tackle other pressing issues like product development, staffing, infrastructure, and financing. In the Entrepreneurial Selling course, you will learn how to acquire and delight customers, use selling skills in different contexts, tell powerful stories, manage the entrepreneurial selling process, measure your success, and use the key tools required for success in building a company. The course will combine the following elements to create a powerful learning experience for you:

- **Frameworks** that define and clarify the knowledge, skill and discipline to be successful in selling
- **Toolkit:** A list of key tactical sales tools, which we will build tool-by-tool throughout the course
- **Guest Speakers:** Real life examples of key class concepts
- **Discussion:** Based on readings, cases, and your experience, the class will be a dialogue that explores both B2B and B2C selling and entrepreneurship issues and concepts
- **Role Plays:** Experiential exhibitions to emphasize class concepts.
- **Assignments:** These include a cold outreach, case write-ups, and a Sales Toolkit for a start-up or early-stage company, as well as a Sales Meeting with a mock customer

All of these elements will be supported by research into both sales and entrepreneurship.

Overarching Goal

The goal of this course is to make you as efficient and effective in selling (persuasion) as possible, so that when you are spending time selling, not a moment is wasted. Why? Because as an entrepreneur (or in any other role), the way you spend your time determines success and failure.

Learning Objectives

You will be able to:

- Understand the key phases of the entrepreneurial selling process, and identify the most common failure points in the process
- Construct a sales toolkit for an early stage venture
- **Build a set of sales skills and disciplines that will serve you in any career context (and in life...)**

Course Materials

Our course Canvas site contains the materials you will need to execute this course, including readings, cases, supplementary selling tools, guest speaker bios and additional readings (*note - there is one physical book that needs to be purchased separately*). You can access our Canvas site using your CNet ID and password at: <http://canvas.uchicago.edu>. If you have any questions about using Canvas, you can call Canvas support (24/7) at 844 334 6803 (or you can chat with them, by clicking the help button in the upper right corner once you log into Canvas).

If you cannot access the Canvas site please email canvas@chicagobooth.edu and you will be added to the site, please copy both Michael and the IGs, but please know that we cannot add you. The only way to be added to the course is by emailing the address above.

Format

This course is being taught 100% in person.

Performance Evaluation

Grading

This course requires individual effort as well as teamwork. In teams of **exactly three people (all from within the same section - no cross-section teams are allowed)**, you will identify a new product or service from an existing business, early-stage, or start-up company. Several Entrepreneurs will pitch their businesses on short videos (available on canvas) for you to partner with for the group project. Students will watch the videos and reach out to each other and the entrepreneurs to form teams. You will have over a week after class starts to form teams and pair with (1) one of these entrepreneurs, (2) build a team for your own business venture or (3) form a team and find a business to work with of your choosing. Over the course of the quarter, you will construct a detailed Sales Toolkit and prepare for a culminating Sales Meeting with an Executive. Grades will be assigned based on individual and group performance:

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|---|------------|
| • Individual | 30% |
| ○ Written case questions and interview write-up
<i>(Get to drop the lowest score of the four assigned)</i> | 10% |
| ○ Barter assignment | 10% |
| ○ Cold-Outreach assignment | 10% |
| • Group Work (Final Project) | 35% |
| ○ Sales Toolkit (STK) | |
| ■ STK - Part 1 | 10% |

▪ STK - Part 2	10%
○ Sales Meeting and Debrief	15%
• Class participation	35%

For all group work, each team member will receive the same grade.

Grading Rubric for the individual written assignments (lowest grade of four assignments is dropped).

Grades are awarded between 1 and 5. The grades can be interpreted as follows:

1. Some evidence of reading, but little understanding of the material and how it works. Minimal application of the course concepts and materials to the specific question / prompt.
2. An attempt at applying the course materials and concepts with little or no depth of analysis and thought.
3. A solid application of the course materials and concepts with some good points. Few creative insights provided.
4. A deeper level of thinking and analysis than the obvious answer. Clearly written with creative examples. Only very good write-ups receive this grade.
5. An exceptional write-up with original insight(s) and clear analysis. The write-up might make us say, "I wish I had thought of that!". Very few of these grades will be given.

All students will be required to turn in all assignments, whether or not you are officially registered on the due date of the assignment. Late assignments are not permitted. In order to facilitate the fairest grading, we grade blindly, so for all assignments please put your University of Chicago ID, full name, and affirmation of the honor code (<https://www.chicagobooth.edu/documents/student-handbook/2023-24/16/index.html>) only on a separate final page on every assignment. If you are considering taking this course, attending class in person, reviewing any pre-recorded video lectures, and completing all assignments on time is expected. (A portion of your participation grade is based upon attendance and viewing the pre-recorded video sessions)

- Late registration is not an acceptable reason to submit assignments late
- Provisional grades are given for graduating students
- The course may be taken pass/fail
- The course may be audited with instructor approval

Students are allowed to use Generative AI tools (such as ChatGPT) on assignments. (Use of AI tools is not required or necessary). For all other assignments, if Generative AI tools are used, citation is required. Failure to properly cite AI tools is considered a violation of the University of Chicago's Academic Honesty and Plagiarism policy. If you are unclear if something is an Generative AI Tool, please check with the instructor or a member of the IG team.

A Note on Class Participation

This is a class that requires you to attend, engage and participate. We will be spending a considerable time in discussions. My expectation is that everyone will be prepared and contribute over the quarter. A couple of thoughts for you to consider about participation:

- Selling is a contact sport, so I expect you to take risks. Selling is action, and you can never be completely prepared with all the information you need when you need it. If you jump in and it turns out you are dead wrong, you will be rewarded more than if you stay silent.
- Class participation is a large portion of your grade (35%). It is hard to participate if you are not in the class sessions. Attendance is considered as part of the class participation grade

Accommodating Disabilities

If you require any accommodations for this course, as soon as possible please provide me with a copy of your Accommodation Determination Letter (provided to you by the Student Disability Services office) so that we may discuss how your accommodations may be implemented in this course. The University of Chicago is committed to ensuring the full participation of all students in its programs. If you have a documented disability (or think you may have a disability) and, as a result, need a reasonable accommodation to participate in class, complete course requirements, or benefit from the University's programs or services, you are encouraged to contact Student Disability Services as soon as possible. To receive reasonable accommodation, you must be appropriately registered with Student Disability Services. Please contact the office at 773-702- 6000/TTY 773-795-1186 or disabilities@uchicago.edu, or visit the website at disabilities.uchicago.edu. Student Disability Services is located at 5501 S. Ellis Avenue.

Please Note -

Aspects of the syllabus and assignments may change prior to or during the quarter. Canvas will be the main source of the latest information for assignments, class sessions, and available recorded videos. Throughout the quarter, if you have any questions regarding what is due or when a session will be held, please do not hesitate to email Michael and the IGs for clarification.

The University of Chicago believes that a culture of rigorous inquiry demands an environment where diverse perspectives, experiences, individuals, and ideas inform intellectual exchange and engagement. I concur with that commitment and expect to maintain a productive learning environment based upon open communication, mutual respect, and non-discrimination. Any suggestions as to how to further such a positive and open environment in this class will be appreciated and given serious consideration.

Professor Bio -

Michael Alter is a Clinical Professor of Entrepreneurship at The University of Chicago Booth School of Business. Alter is the Chairman of Edited, a leading global provider of retail intelligence software. Previously, he was the Chief Executive Officer of The Tie Bar - the #1 e-commerce destination for stylish men's accessories. Prior to The Tie Bar, Alter was a co-founder and President/CEO of SurePayroll, a SaaS technology company that is now a wholly owned subsidiary of Paychex®. Alter co-founded SurePayroll in 2000 after six years with McKinsey and Company. Prior to receiving his MBA from the Harvard Business School, Alter worked in various sales positions at IBM. He holds a bachelor's degree in economics from Northwestern University.

Alter is the Chairman of Edited LLC – a UK based leading SaaS retail intelligence company serving some of the world's top brands and retailers. He is an active board and advisory board member for leading industry and entrepreneurial organizations including: Vanco – the leading payments provider to the faith-based and education communities, First Stop Health – a leading telemedicine services company, Pippin Title - provider of SaaS technology for the title search industry, and Escalon – a leading provider of outsourced Accounting, Finance and HR services. Some of his previous board work includes serving on the boards of Big Time Software – a leader provider of Professional Services Management SaaS to engineering, accounting and other small and medium size professional services firms, (Acquired by Vista Equity Partners), MAX Digital/FirstLook — the SaaS leader in Mobile Showroom and Digital Performance Management for Auto Dealers (acquired by NASDAQ:ACVA), ConData Systems (acquired by Astira Capital Partners) – provider of freight and parcel post audit and recovery services, Nambe, LLC — a leading design and lifestyle brand known for their award-winning tabletop giftware (acquired by Portmeirion Group PLC (LON: PMP), and Quevos – maker of the award-winning low carb/high protein chips made from egg whites (Acquired). Alter is a member of the Breakthrough T1D (formerly JDRF) International Board of Directors, a member of YPO Gold, CEO, and a former officer of the Chicago Chapter of the Young Presidents' Organization.

A past recipient of the Illinois Technology Association CityLIGHTS CEO of the Year Award, Alter has been a nationally recognized spokesman on business issues, having served as a columnist for INC.com and appeared regularly in media outlets nationwide, including Bloomberg TV, and the Wall Street Journal.

Week One – The Call to Adventure!

Tuesday, March 25, 2025

Overview	<p>Session One will cover the purpose of the course, how Entrepreneurial Selling differs from Professional Selling, and the foundational framework of <i>knowledge, skill, and discipline</i>. We will tackle the expectations for the course, who should (<i>and should not</i>) take this course, and what to expect from the course. We will discuss our fears, question our assumptions about salespeople and entrepreneurs, and discuss the Entrepreneurial Selling Process. Finally, we will discuss the flow of the course and the assignments required for success.</p>
The 3 Clear Points	<ol style="list-style-type: none"> 1. The purpose of this course is to make you as efficient and effective as possible when you are selling because you don't have a moment to waste 2. <i>Entrepreneurial Selling</i> is distinct and different from <i>Professional Selling</i>, as there are many more things you have to be prepared to execute well in order to grow your business successfully 3. My expectations for you are high. You will engage with this work and force yourself out of your comfort zone in order to discover skills and discipline you didn't know you had
Be Prepared	<p>Readings to Be Discussed In Class:</p> <ul style="list-style-type: none"> • Article – “<i>Entrepreneurial Selling</i>” - (Deutsch & Wortmann) - Canvas Site/ Modules/ Session One • Article – “<i>Portrait of the CEO as Salesman</i>” - (Koch) - Canvas Site/ Modules/ Session One • Book Excerpt – “<i>Zero to One</i>” (Theil) - Chapter 11- Canvas Site/ Library Reserves <p>Required Course Reading:</p> <ul style="list-style-type: none"> • Book – “<i>To Sell Is Human</i>” - (Pink) – Part 1, Chapters 1-3 • Article – “<i>Core Curriculum - Selling and Marketing on the Entrepreneurial Venture</i>” (Cespedes/Roberge) - Sections 2.5 and 2.6 Canvas Site/ Modules/ Session One
What's Due Today	<p><i>We need some data from you. By midnight on the night before your first class session (3/24), please click on each of the Google forms links below and answer the short questions.</i></p> <p>ALL SECTIONS -</p> <ol style="list-style-type: none"> 1. https://docs.google.com/forms/d/e/1FAIpQLSeKfPxIMFWDVMjD5h4YJ7hUJNonvBpbCPQAr88xd4x2pW1ig/viewform?c=0&w=1 2. https://docs.google.com/forms/d/e/1FAIpQLSdvrcDQp2DoTqlDK90RzhVX8W_WpG22DnXDQLLGA28HvYNVMw/viewform?c=0&w=1



	<p>3. https://docs.google.com/forms/d/e/1FAIpQLSf9JYFfAq4Jk6inNH-PhPQbSaTpKcnEls4d10wFXCJ_gJww7w/viewform?c=0&w=1</p> <p>4. Please complete a short (<2 minute) video introduction - (before the first class) – details can be found in Canvas under the “Discussions” Tab</p>
What's Due After Class (this week only)	View Entrepreneur's video pitches on canvas and reach out to fellow students and the Entrepreneurs' to form teams of exactly three students by April 2 nd at midnight (CT) – please reach out to the TAs or the Professor with any questions regarding this activity

Week Two – Who You Gonna Call?

Tuesday, April 1, 2025

Overview	Session Two gets you ready to make contact with the market. What is your value proposition? What is your target market? How did you determine that? Who are the customers within that target market and how will you talk to them? We will discuss the “Preparation” phase of the Entrepreneurial Selling Process and determine several ways to narrow your target list. Then, we will help you find the words to say when you introduce your company to these first critical customers and we will explore how to make that approach.
The 3 Clear Points	<ol style="list-style-type: none"> 1. Focus - most entrepreneurs begin with a very large, very broad market. This is a mistake. Understanding your value proposition and filtering will help narrow the market to increase the likelihood of success 2. Simplify- As entrepreneurs, we must equip ourselves with a concise, easily-understood description of our business that is structured to begin a sales conversation 3. Act and engage - Entrepreneurs must engage in proactive pursuit. There are a handful of tactics you can use to make the approach to the customers in your target market
Be Prepared	<p>Readings and Videos to Be Discussed in Class: (Watch videos after completing required readings):</p> <ul style="list-style-type: none"> • Book Excerpt – “The Four Steps to the Epiphany” – (Blank) - Chapter 1 and 2 Canvas Site/ Library Reserves • Book Excerpt – “Crossing the Chasm” - (Moore) - Chapter 1- Canvas Site/ Library Reserves • <i>Video Lecture Targeting</i> - Canvas Site / Modules/ Session Two • <i>Video Lecture Value Proposition</i> - Canvas Site / Modules/ Session Two • <i>Video Lecture – Developing an effective Sales Trailer</i> - Canvas Site / Modules/ Session Two <p>Required Course Reading:</p> <ul style="list-style-type: none"> • Article – “Core Curriculum - Selling and Marketing on the Entrepreneurial Venture” (Cespedes/Roberge) - Sections 2.1 through 2.4 and 3.1- Canvas Site/ Modules/ Session Two • Book Excerpt – “The Mom Test” – (Fitzpatrick) – Chapter 6 - Canvas Site/ Library Reserves
What's Due Today	<ul style="list-style-type: none"> • Salesperson interview (Instructions and format provided on Canvas)



	<ul style="list-style-type: none"> • You will need to have groups of exactly three students formed by April 2nd <u>at midnight (CT)</u>
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Session Three – Engagement

Tuesday, April 8, 2025

Overview	We are moving into the “Engagement” phase of the Entrepreneurial Selling Process. This is where you are trying to generate leads and figure out which prospects are potential customers, and which are dead-ends. This session will equip you with a framework for starting a sales conversation.
The 3 Clear Points	<ol style="list-style-type: none"> 1. The language and approach you take to engage a prospect is a major driver of your success or failure in being able to begin the sales conversation 2. How you handle conversations about your business is critical to early sales success. This is especially true as you work to set-up initial sales conversations and engage your early prospects. 3. Entrepreneurs must qualify early and hard. Why? Because you can't afford to waste time in this early phase of the entrepreneurial selling process.
Be Prepared	<p>Readings and Videos to Be Discussed In Class:</p> <ul style="list-style-type: none"> • Case – “TUNY” (Alter/Munch/Srinivasan) Canvas Site/ Modules/ Session Three • <i>Video Lecture – Leveraging your Network</i> - Canvas Site / Modules/ Session Three • <i>Video Lecture – Networking at Events</i> - Canvas Site / Modules/ Session Three <p>Required Course Reading:</p> <ul style="list-style-type: none"> • Book Excerpt – “Made to Stick” – (Health) – Pages 3-18 and 25 - 62 - Canvas Site / Library Reserves
What's Due Today	<ul style="list-style-type: none"> • TUNY Case questions answered

Session Four – Getting Stuff Done.

Tuesday, April 15, 2025

Overview	Another approach to acquiring customers is via Channel or Distribution Partnerships. We will explore this through the frame of the Payroll4Web case and we will discuss a framework for evaluating using partnerships to engage prospects versus going direct. From there, we will move further into the “Engagement” Phase of the Entrepreneurial Selling Process. We will look at the customer’s perspective on the selling process, and what behaviors high-performers use to consciously and consistently move prospects through the selling process, hour-by-hour and meeting-by-meeting. We will question our assumptions about meetings...a construct that we find ourselves in almost every working day.
The 3 Clear Points	<ol style="list-style-type: none"> 1. Channel Sales Partnerships can be good or bad - depending on the degree of alignment with the partner and the type of incentives in place with front-line execution 2. High-performers listen more than they talk. But how do you create opportunities to listen, and what is listening, anyway?



	<p>3. There are reasons that High-performing entrepreneurs and salespeople get more done than normal people. Don't run meetings like everyone else does...run them efficiently and effectively. Proactively manage your interactions.</p>
Be Prepared	<p>Readings and Videos to Be Discussed In Class:</p> <ul style="list-style-type: none"> Case – “Payroll4Web” (Leslie) Canvas Site/ Modules/ Session Four <p>Required Course Reading:</p> <ul style="list-style-type: none"> Book – “To Sell Is Human” (Pink) – Part 2, Chapters 4-6
What's Due Today	<ul style="list-style-type: none"> Payroll4Web Case questions answered Sales Toolkit, Part 1 (Instructions and format provided on Canvas)

Session Five – What's Your Story?

Tuesday, April 22, 2025

Overview	This session looks at one of the most powerful influence tools you have – your ability to tell the right story at the right time for the right reasons. Stories provide two things that facts do not; context and emotion. The ability to contextualize your venture in your selling efforts is critical and connecting to emotions drives decision-making. We will explore how stories do this and begin to build a tactical Story Matrix SM to ensure that you have the right stories at your fingertips.
The 3 Clear Points	<ol style="list-style-type: none"> Emotions play a significant role in most buying decisions, so you need to connect emotionally. Stories go beyond facts and features to provide context and connect to emotion. You must capture, distill and tell the right stories at the right time for the right reasons
Be Prepared	<p>Readings and Videos to Be Discussed in Class</p> <ul style="list-style-type: none"> Book Excerpt – “What's Your Story?” - (Wortmann) – Chapters 5 and 6 - Canvas Site/ Library Reserves <p>Required Course Reading:</p> <ul style="list-style-type: none"> Book – “To Sell Is Human” (Pink) – Part 3, Chapters 7-9 Book Excerpt – “The Mom Test” – (Fitzpatrick) – Chapter 3 - Canvas Site/ Library Reserves
What's Due Today	<ul style="list-style-type: none"> Cold-Outreach Assignment Part 1 (Instructions and format provided on Canvas)

Session Six – Now What?

Tuesday, April 29, 2025

Overview	When was the last time you got rejected? How did it feel? What did you do? Sales is full of rejection, but high-performers handle objections, hurdles and rejection in ways that will surprise you. We will explore how they do this and what effect it has on customers. The sooner you get comfortable leaning into objections, the more successful you will be. And what about closing deals? How do you do this without
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	feeling awkward or coming across as manipulative? We will challenge the notion that closing is a technique that salespeople and entrepreneurs have to learn.
The 3 Clear Points	<ol style="list-style-type: none"> 1. Objections are part of selling and they will happen. There is a process for handling them. Use it 2. Closing is not a mystery and it's not a "technique" 3. Sales processes, while linear on paper, seldom progress in a completely linear fashion. How you manage and adapt to the buyer's process is critical.
Be Prepared	<p>Readings and Videos to Be Discussed in Class:</p> <ul style="list-style-type: none"> • Video Lecture – Objection Handling - Canvas Site / Modules/ Session Six • Case – “Siebel Systems” – all parts (Deighton & Narayandas) Canvas Site/ Modules/ Session Six <p>Required Course Reading:</p> <ul style="list-style-type: none"> • Book Excerpt – “Predictable Revenue” - (Ross & Tyler) - Pages 80-83, 92 - 96, 102-103, 131-138 - Canvas Site/ Library Reserves
What's Due Today	<ul style="list-style-type: none"> • Siebel Systems case questions answered (Instructions and format provided on Canvas) • Please make sure to revise your Sales Toolkit Part 1 and meet with your Entrepreneur and share it with them

Session 7 – What are you measuring?

Tuesday, May 6, 2025

Overview	Selling is a unique combination of boldness and humility. When entrepreneurs engage in networking and proactive pursuit, they must be bold in approaching people and put fear aside. But then, once they have engaged with potential customers, they must be humble in the sense that they acknowledge weaknesses in their products and their company (and even themselves!). We will discuss this delicate balance of boldness and humility that enables entrepreneurs to become magnetic to those around them, and to draw the right people - customers, employees, partners – towards them. Further, we transition from the “Engagement” phase to the “Management” phase of the Entrepreneurial Selling Process. This phase completes the building of your full sales engine by adding a critical piece to the sales puzzle, measurement. We will explore several different approaches for effective and efficient sales metrics.
The 3 Clear Points	<ol style="list-style-type: none"> 1. The right metrics are critical to your early success and to providing insights as to what to change and where to focus your energy and time. 2. The dashboard of sales metrics will evolve overtime as the business grows. Start focused, actionable and simple 3. The best sales presentations are not a “tell all” or a “show and tell”; they are a skilled, interactive conversations with a focus on context as much or more than the content
Be Prepared	<p>Readings and Videos to Be Discussed in Class:</p> <ul style="list-style-type: none"> • Video Lecture – Conducting Engaging Presentations - Canvas Site / Modules/ Session Seven

	<ul style="list-style-type: none"> Book Excerpt – “<i>The Sales Acceleration Formula</i>” (Roberge) – Chapter 7 - Canvas Site/ Library Reserves <p>Required Course Reading:</p> <ul style="list-style-type: none"> None
What's Due Today	<ul style="list-style-type: none"> Sales Meeting Preparation (Instructions and format provided on Canvas) Cold-Outreach Assignment Part 2 (Instructions and format provided on Canvas)

Session Eight – Out of the Frying Pan, Into the Fire

Tuesday, May 13, 2025

Overview	This is your opportunity to put into practice some of the skills and tools we have learned throughout the quarter. During this session, you will meet with an executive who is interested in your company, and your job will be to move him/her forward in the sales process. You will determine what role the executive will be playing, <u>your goals for the meeting and what success looks like for you</u> .
The 3 Clear Points	<ol style="list-style-type: none"> 1. You need to practice the skills and tools we have learned in order to increase your effectiveness in selling 2. You need to create room in your Sales Meeting to listen to the executive's needs 3. You need to determine how to move the executive forward in your sales process
Expected Format + Content Delivery	<ul style="list-style-type: none"> <i>Project Group Team Sessions to conduct “mock” sales meeting with experienced outside executives and entrepreneurs serving as “mock customers”. Sessions will be 40 minutes long and you will be assigned in advance a scheduled session during the class session window. You only need to attend your team’s sales meeting.</i>
Be Prepared	<p>Readings to Be Discussed In Class:</p> <ul style="list-style-type: none"> Assignment – “<i>The Sales Meeting Assignment</i>” (Instructions and format provided on Canvas) <p>Required Course Reading:</p> <ul style="list-style-type: none"> None
What's Due Today	<ul style="list-style-type: none"> Please make sure to meet with your Entrepreneur(s) before the final week of class to deliver the final version of your Sales Toolkit

Session Nine – Finishing School

Tuesday, May 20, 2025

Overview	We will debrief the Sales Meetings and discuss what you “did-well” and would “do-differently.” We will explore what could have made you even more effective and persuasive in these meetings. Finally, we will do a brief review of the tools we built, and we will wrap up the course!
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The 3 Clear Points	<ol style="list-style-type: none"> 1. You need to find the right balance between “process” and “persuasion” in every sales meeting 2. As entrepreneurs, you must be very clear on what failure looks like 3. You have to measure the right things in your business and your life to ensure success and determine how you will continue to get feedback, from whom, and in what timeframes
Be Prepared	<p>Readings and Videos to Be Discussed in Class:</p> <ul style="list-style-type: none"> • Article – <i>“How Will You Measure Your Life?”</i> (Christensen) Canvas Site/ Modules/ Session Nine <p>Required Course Reading:</p> <ul style="list-style-type: none"> • None
What's Due Today	<ul style="list-style-type: none"> • Barter Assignment (Instructions and format provided on Canvas) • Sales Toolkit, Part 2 (Instructions and format provided on Canvas) • Sales Meeting Debrief (Instructions and format provided on Canvas) • Peer/Self Evaluation (Instructions and format provided on Canvas)

COVID-19 Specific Course Guidance:

All students on campus are required to adhere to the latest guidelines in the UChicago Health Pact in order to promote a safe environment in the classroom. Please do not attend an in-person class if you feel unwell or are experiencing COVID-19 related symptoms. The complete text of the UChicago Health Pact along with additional information about COVID-19 protocols can be found [here](#).

Any concerns over inappropriate PPE usage, physical distancing, cleaning/disinfection, or other COVID-19 related public health concerns should be directed to [UCAIR](#).

If there is an emergency, call 773-702-8181 or dial 123 on any campus phone.

If you were potentially exposed to COVID-19 or your COVID-19 test results come back positive, reach out immediately to C19HealthReport@uchicago.edu.

The Recording and Deletion Policies for the current academic year (2022/2023) can be found in the Student Manual under [Petitions, Audio & Video Recording](#) on Campus.

- Do not record, share, or disseminate any course sessions, videos, transcripts, audio, or chats.
- Do not share links for the course to those not currently enrolled.

Students who have been exposed to or who are experiencing symptoms of COVID-19 should contact [UChicago Student Wellness](#) immediately to be tested, and reach out to their area Dean of Students to request accommodations for classes until:

- At least 10 days have passed since symptoms first appeared and;
- At least 3 days (72 hours) have passed since recovery- defined as resolution of fever without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath).