

# **THE MANAGEMENT OF THE SALES ORGANIZATION**

Published @ 2017 Trieste Publishing Pty Ltd

ISBN 9780649642106

The Management of the Sales Organization by Frederic A. Russell

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**FREDERIC A. RUSSELL**

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*McGraw-Hill Book Co. Inc*

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THE MANAGEMENT  
OF THE  
SALES ORGANIZATION

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FIRST EDITION

UNIV. OF  
ILLINOIS

McGRAW-HILL BOOK COMPANY, INC.  
NEW YORK: 370 SEVENTH AVENUE  
LONDON: 6 & 8 BOUVERIE ST., E. C. 4

1922

## PREFACE

This is not offered as a complete treatise on sales management or sales administration. It aims to treat only one of the several phases of the general subject; viz., the personnel aspect, or the relations which should exist between the sales manager and the traveling salesmen under him. This phase, however, it attempts to cover rather more thoroughly than has been done in other works on sales management.

There are two reasons for confining the discussion to this phase of the subject:

First, because the other aspects are treated elsewhere. The determination of general marketing policies, office records, financing of sales, market analysis, advertising, and sales promotion have received careful study.

Second, because the human element in industry is steadily growing more important and now presents what is generally recognized as its chief problem. As the personnel manager has made himself indispensable in production, so the personnel manager is destined to gain for himself a larger place in distribution.

Business is increasingly human, but it is also increasingly scientific. As in production the principles of scientific management were recognized years ago, so in distribution the same principles are being applied with excellent results. The sales manager utilizes the following principles of scientific management:

The assumption of its full share of responsibility by the management. The individual salesman is not cast adrift to sink or swim, but is provided with every aid the management can offer.

The careful selection of salesmen for their tasks. This assumes an analysis of the work to be done, and a matching of the applicant's qualifications against the requirements of the task.

The training of the salesman.



The equipping of the salesman with the best tools for his work.

The assignment of a definite task, determined only after a careful analysis of the factors involved.

A system of rewards which shall furnish proper incentive to endeavor, and which shall adjust compensation to productive effort.

The devising and administering of methods, aside from monetary compensation, which shall stimulate the salesman to put forth his best efforts and which shall contribute to the pleasure he derives from his work.

It is hoped that this book will fill a need in colleges and universities as a supplementary textbook in salesmanship courses. The author has found that this phase of sales management should logically be covered in a salesmanship course because the salesman who would attain real success as a salesman must be able to cooperate intelligently with headquarters. He cannot do this unless he understands the problems facing his employer. Even though a man may intend to remain a traveling salesman all his life, he should by all means strive to catch and hold the firm's viewpoint, in order that he may truly represent it.

In addition, many salesmen expect to retire from the road after a few years. One of the pleasantest avenues of escape from the hardships of a traveling salesman's existence is that leading to the sales manager's desk. The ambitious salesman should be preparing himself, even as a student, for this upward step.

To the sales manager the discussion of some of the problems may offer suggestions worth a trial. The theories set forth are for the most part those proved sound in practice by successful concerns. In those cases where a difference of opinion exists regarding a policy, an effort has been made to show clearly both sides of the question.

FREDERIC A. RUSSELL.

URBANA, ILLINOIS,  
July, 1922.

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