



## COURSE DESCRIPTION

### SLE3100 Sales Management

1. Degree	Bachelor of Marketing and Sales Management
2. Year/Semester	3 <sup>rd</sup> year – 5 <sup>th</sup> semester
3. Credits	10
4. Course Instructor	Associate Professor Lars Erling Olsen
5. Contact hours	50 hours
6. Course prerequisites	General study qualifications. Key Account Management (10 credits).
7. Learning goals	The central goal of this course is to understand the challenges a sales manager meet in order to solve the organizations sales objectives. The course is not about sales, but about managing a sales force and achieving these objectives through the efforts of the sales people. An important goal is that the students should be able to develop a sales strategy, organize the sales force, manage the sales people and evaluate sales performance. The students will learn how to best recruit, motivate and evaluate a sales force. In addition, the students will develop skills in how to plan and execute profitable sales activities. In completion of the course the students should know central labor laws and be aware of ethical issues concerning sales management.
8. Course contents	The course has 3 parts: Part 1 deals with sales strategy. First, we introduce sales management, and second we focus on how to develop a sales strategy with goals and budgets, and lastly how to organize the sales force. In part 2 we focus on implementing the sales strategy. A sales manager works through the sales force. For that reason, sales force management, focusing on recruitment, motivation, sales training, compensation and incentives are important parts of the course. In part 3 we work with sales force evaluation. Important issues are profitability and sales

	<p>force evaluation. Lastly, we discuss important ethical issues of sales management.</p> <p>The course contains the following parts:</p> <ul style="list-style-type: none"> <li>• Introduction to sales management</li> <li>• The sales process</li> <li>• Sales strategy</li> <li>• Sales organization</li> <li>• Sales goals and budgets</li> <li>• Managing the sales force</li> <li>• Motivation</li> <li>• Sales training</li> <li>• Recruitment and hiring</li> <li>• Salary, compensation and incentives</li> <li>• Sales volume and profitability</li> <li>• Evaluation of sales performance</li> <li>• Ethics for sales managers</li> </ul>
9. Method of instruction	The course will be taught through lectures and discussions in class.
10. Assessment	<p>Mid-term exam in groups (maximum 3 students), counts 40 %.</p> <p>Individual final exam (3 hours) counts 60 %. The use of a calculator is allowed on the final exam.</p>
11. Course syllabus	<p>Johnston, Mark W., Greg W. Marshall og Gilbert A. Churchill. 2009. <i>Churchill/Ford/Walker's sales force management</i>. 9th ed., <i>McGraw-Hill/Irwin series in marketing</i>. Boston: McGraw-Hill/Irwin. ISBN: 978-0-07-128805-7. (524 p.) price: 660,-</p> <p>Olsen, Lars E., red. 2009. <i>Kompendium: salgsledelse</i>. Oslo: Markedshøyskolen Campus Kristiania. (196 p.) Price: ca 160,-</p> <p><b>Kompendium : salgsledelse contains:</b></p> <p>Berg, Morten E. 2003. Hva er coaching? <i>Magma</i> 6 (3).</p> <p>Bjørnenak, Trond. 1993. ABC - hva er D? grunnleggende prinsipper i aktivitetsbasert kalkulasjon. <i>Praktisk økonomi og ledelse</i> (2):15-24.</p> <p>Brashear, Thomas G., Danny N. Bellenger, James S. Boles og Hiram C. Barksdale Jr. 2006. An exploratory study of the relative</p>

	<p>effectiveness of different types of sales force mentors. <i>Journal of Personal Selling &amp; Sales Management</i> 26 (1):7.</p> <p>Conlin, Bob. 2008. Best practices for designing new sales compensation plans. <i>Compensation &amp; Benefits Review</i> 40 (2):50.</p> <p>Deeter-Schmelz, Dawn R., Daniel J. Goebel og Karen Norman. 2008. What are the characteristics of an effective sales manager? an exploratory study comparing salesperson and sales manager perspectives. <i>Journal of Personal Selling &amp; Sales Management</i> 28 (1):7.</p> <p>Ferrell, O. C., Mark W. Johnston og Linda Ferrell. 2007. A framework for personal selling and sales management ethical decision making. <i>Journal of Personal Selling &amp; Sales Management</i> 27 (4):291.</p> <p>Georgoff, David M. og Robert G. Murdick. 1986. Manager's guide to forecasting. <i>Harvard Business Review</i> 64 (1):110.</p> <p>Houze, Rex C. 2008. Effective sales management. <i>American Salesman</i> 53 (7):21.</p> <p>Ingram, Thomas N., Raymond W. LaForge, William B. Locander, Scott B. MacKenzie og Philip M. Podsakoff. 2005. New directions in sales leadership research. <i>Journal of Personal Selling &amp; Sales Management</i> 25 (2):137.</p> <p>Jackson, Donald W. og Stephen S. Tax. 1995. Managing the industrial salesforce culture. <i>Journal of Business &amp; Industrial Marketing</i> 10 (2):34 - 47.</p> <p>Jaworski, Bernard J. og Ajay K. Kohli. 1993. Market orientation: Antecedents and consequences. <i>Journal of Marketing</i> 57 (3):53.</p> <p>Jones, Eli, Steven P. Brown, Andris A. Zoltners og Barton A. Weitz. 2005. The changing environment of selling and sales management. <i>Journal of Personal Selling &amp; Sales Management</i> 25 (2):105.</p> <p>Kahle, Dave. 2008. Why good salespeople often turn into mediocre sales managers. <i>American Salesman</i> 53 (5):10.</p> <p>Krafft, Manfred. 1999. An empirical investigation of the antecedents of sales force control systems. <i>Journal of Marketing</i> 63 (3):120.</p>
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	<p>Kunøe, Gorm. 2005. Salgsledelse: et konsept for forretningsutvikling. <i>Magma</i> 8 (1):62-70.</p> <p>Mayer, David og Herbert M. Greenberg. 1964. What makes a good salesman. <i>Harvard Business Review</i> 42 (4):119.</p> <p>Moncrief, William C., Greg W. Marshall og Felicia G. Lassk. 2006. A contemporary taxonomy of sales positions. <i>Journal of Personal Selling &amp; Sales Management</i> 26 (1):55.</p>
12. Recommended reading	<p>Calvin, Robert J. 2001. <i>Sales management, The McGraw-Hill executive MBA series</i>. New York: McGraw-Hill. ISBN: 007136434X</p> <p>Spiro, Rosann L., Gregory A. Rich og William J. Stanton. 2008. <i>Management of a sales force</i>. 12th ed., <i>McGraw-Hill/Irwin series in marketing</i>. Boston: McGraw-Hill/Irwin. ISBN: 9780071259446</p>