

**JAIPURIA INSTITUTE OF MANAGEMENT**

**POST GRADUATE DIPLOMA IN MANAGEMENT**

**THIRD TRIMESTER (Batch 2019-21)**

**END TERM EXAMINATIONS**

|  |  |  |  |
| --- | --- | --- | --- |
| Course Name | Sales Management and Business Development (SMBD) | Course Code | MKT301 |
| Max. Time | 2 hours | Max. Marks | 40 |

Instructions: All the questions are compulsory

Q1. Assume that you are the national sales manager for Replica Inc., a manufacturer and marketer of photocopy equipment and supplies. The firm’s products are sold both nationally and internationally by a salesforce of 5000 employees. Replica sells to accounts of various sizes across several industries. Prepare a proposal that illustrates your recommended sales organization structure. You can make some assumptions and specify the same. Justify your recommended structure. **(10)**

Q2. Your knowledge of selling can help you get started in a sales career. One way to convince the customer is to use the feature-advantage-benefit (FAB) approach. Develop the blueprint of the FAB approach to sell any product (goods or service) of your choice. Your answer should contain detailed discussion on how your product scores above the competition. **(5)**

Q3 CASE STUDY

Tomas Benedict, the chief marketing officer of Faridabad-based Sundram Pipes Ltd, wanted to find a remedy of the awkward situation in sales performance of his two trusted and efficient sale officers. He had the long cherished notion that experience positively reinforces performance. So if experience is any indicator of good sale performance, the results shown by two sales officers would speak otherwise. Astonishingly, the performance of the junior sales persons is quite satisfactory. So this is a sharp contradiction of the hypothesized relationship between years of experience in selling and sales performance.

Before going into the details of the problems, let us collect some useful information about the company. The company is in the manufacturing and marketing of PVC plastic pipes of various diameters to serve domestic and industrial sectors. The company has established its reputation in terms of the quality of its products and cost control in manufacturing, and the prices of its products are competitive.

The company has its marketing network in north and eastern regions. In north India, it has its branch office in New Delhi and in eastern region the branch office is located in Kolkata. Each city is treated as a territory.

The company has two pronged distribution channels to reach target customers. One, industrial and institutional customers consisting of automobile industries, hotel industries, block development offices, etc. that are covered by company salespeople and two distributors to cover domestic customers. Sales officers are in charge of dealing with distribution outlets in addition to overall supervision

The company till 2008-09 financial years was running its business in both the sectors- industrial and domestic quite satisfactorily but the sales results of 2009-10 showed somewhat a rosy picture of the industrial sector and a shadowy picture of the domestic front. Tables A and B clearly demonstrate that there is a steady rise in industrial sales and decline in domestic sales

**Table A Industrial Sector**

Sales (in Rupees) 2007-08 2008-09 2009-10

Target 670 750 820

Actual 635 728 800

**Table B Domestic Sector**

Sales (in Rupees) 2007-08 2008-09 2009-10

Target 345 412 456

Actual 336 389 375

The anomaly in sales brewed a storm in Mr Benedict's cup of tea. He felt pride with the sales results in industrial sector where a narrow variance was being maintained between target and actual sales steadily. But what worried him was the widening gap between the target and actual sales in the domestic sector in the year 2009-10. He convened a meeting with the sales officers and salespeople to discuss the problems. He sat separately with the sales officers. What transpired to Mr Benedict was the low motivation level of the sales officers unlike salespeople. The meeting with the salespeople separately furthermore, revealed lack of right leadership from the sales officers. Mr Benedict apparently believed in it. He knew that a post of a senior marketing officer was lying vacant and both the sales officers were aspiring for it. It might be so that ill competition between the two might sap the spirit of both. But he was not sure of it. Therefore, he made a subtle change by reshuffling the allocation of sales tasks and duties with a risk temporarily. He brought in salespeople to look after the domestic sector and sales officers to handle industrial sector.

After six months since April 2009, he reviewed the sales results of the two sectors and to his astonishment, the sales in the industrial sector somewhat declined whereas in the domestic sector, a sign of recovery got noticed. So, Mr Benedict became clear that the problems had its root in the mind games of the two sales officers that had adverse impacts on their motivation levels and consequently on the sales performance.

 3.1. If you were Mr Benedict, discuss how would you handle this situation with the sales officers? **(5)**

3.2. Given the present scenario, where there is only one post for senior marketing officer, discuss how would you get them motivated to perform? **(5)**

3.3. Analyze the situation and come up with the reasons for success of salespeople despite poor leadership qualities of sales officers? **(5)**

Q4. Following table highlights the annual sales volume of the three sales persons mentioned below:

|  |  |  |
| --- | --- | --- |
| Person/Individual | Sales Quota | Actual Sales |
| Mr. Deepak | 150,000 | 160,000 |
| Mr. Abhay | 190,000 | 160,000 |
| Mr. Suman | 160,000 | 110,000 |

4.1 Calculate each person’s performance index. **(5)**

4.2 Analyse the performance index calculated and discuss your inferences with respect to sales person’s performance **(5)**

 --------------------------------------------------XXXXX---------------------------------------------