

PG Odd Semester (CBCS) Exam., November—2016

BUSINESS ADMINISTRATION

( 3rd Semester )

Course No. : MBACC-3201

( Sales and Distribution Management )

*Full Marks : 70*

*Pass Marks : 28*

*Time : 3 hours*

*The figures in the margin indicate full marks  
for the questions*

Answer **all** questions

1. (a) “Sales management, personal selling and salesmanship are all related.” Explain the statement. 7
- (b) Rina Chandran passed out of a business school with specialization in Marketing and Information Technology. She joined Infosys as a technical writer, writing software documentation for sales and marketing division of a large client. In the beginning, she was excited about the past paced life, salary structure and growing software industry, but lately she has started

having doubts. She keeps hearing how important her job is to the organization but she does not understand how her work contributes to the success of a large organization such as Infosys. Her exposure to the company is limited to the Bangalore office, her colleagues, cafeteria, and the personnel department.

*Question* : What should Infosys do to make her see the whole picture and gain an understanding of and commitment of how Infosys function? Give your views from marketing point. 7

**OR**

2. (a) Discuss in detail the process of recruitment and selection of efficient sales personnel. 7
- (b) Mico is a leading autocomponents manufacturing company. Mico has been a successful company in the recent past and the most important factors for its success have been the high market demand for automobiles and the presence of fewer members of automobile component manufacturers in India catering to large automakers such as Bajaj and Hero Honda.

( 3 )

The market environment in India is changing rapidly after economic liberalization. The invasion of China-made goods in the Indian market has forced the companies, particularly autocomponent manufacturers, to cut costs drastically. Similarly, the reduction on import tariffs for autocomponents has put more pressure on Indian firms to cut costs.

Mico is planning for a cross-functional training programme aimed at developing teamwork and increasing productivity. This is opposed by a trade union leader who called up the sales manager in charge of training at the corporate office. The trade union leader is of the opinion that training programmes are a strategy of the management to get more out of every employee without increasing wages and without rotating manpower.

*Question* : How will you design a cross-functional training programme that counters the claims of the unions? Explain the benefits and problems of cross-training for both the salespeople and the organization. 7

( 4 )

3. (a) Mr. Raghuvir Singh, Divisional Sales Manager, Car parts and Accessory Sales Division, Maruti Udyog Limited, is considering the reassignment of new sales territories to his salespeople. He has received the following market information from the corporate sales department about territory potential and sales performance :

	<i>Territory Potential (Units)</i>	<i>Sales-person—A</i>	<i>Sales-person—B</i>	<i>Sales-person—C</i>	<i>Sales-person—D</i>
<i>North</i>	160000	0.7	1.1	0.85	1
<i>South</i>	250000	1.5	1.25	1.3	1
<i>East</i>	200000	1	1.3	0.68	1
<i>West</i>	130000	0.8	1	1.32	0.75

*Question* : Which salesperson should be assigned to which sales territory and why? 7

- (b) Discuss various factors that a sales manager should take into account before deciding on a sales territory. 7

**OR**

4. Chandrika Devan has spent 10 years in the industry before she moved into a new company called Banington Systems, a company specializing in computer peripherals. She heads the sales department with six sales reporting to her. Out of the six

people, three are not a problem but the other three are troublemakers. The company compensates the salespeople by a combination of salary and commission linked to the sales performance.

Chandrika is faced with the problem of motivating these three salespeople to become a part of the sales team and respect the organization's rules and regulations. She decided to put down the details of these three sales staffs.

*Salespeople 1* : Rajat Mukherjee is a graduate from Jadavpur University (WB) and tops the sales figures among the six people. He has very good relations with customers and gets his job done. He is not a team player.

*Salespeople 2* : Deepak Sivdasani is with the Banington Systems for last 10 years and was there before Chandrika moved to the company. He is hard-working salesperson. He is extremely moody and his sales performance is slipping over the month. He often complains about company policies and procedures.

*Salespeople 3* : Ravi Basudev has a good potential for growth and possesses good interactive skills. He is a party

animal and enjoys life and is found to be extremely lazy with a poor performance level.

Chandrika must find the ways to motivate these three salespeople so that they can be better controlled.

*Question* : Design the motivational programmes for each one of the three salespeople. 14

5. (a) Describe the characteristics of a sales organization. 8
- (b) Why is the span of control an important issue in deciding the design of a sales organization? 6

**OR**

6. (a) Explain the principle of quota setting. 7
- (b) What type of quota do you recommend for the following types of sales job? How long should the quota period be? 7
- (i) Selling Annapurna atta (flour) in the Indian market
- (ii) Selling automobiles in the Indian market
- (iii) Selling Anchor toothpaste
- (iv) Selling insurance policy

7. (a) “Shorter marketing channels are usually a more direct means of distributions and therefore are more efficient.” Comment on this statement. 10
- (b) Why are indirect channels preferred over direct channels? 4
8. (a) How are channel conflicts caused? Discuss various types of channel conflict. 3+6=9
- (b) What is meant by ‘channel performance at the macro-level’? Elaborate. 5

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