

**Jagan Institute of Management Studies**  
**End-Term Examination, December 2017 – January 2018**  
**Trimester II – PGDM (RM) 2017-19**

***Sales Management & Retail Selling Skills***  
***ET\_RM\_SMRSS\_0401***

Time: 3 Hrs.

M. Marks: 70

**INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.**

**Q 1 a)** There is a category of people who are self-motivated and they need not be evaluated in sales organizations. Once they are put to evaluation, they are often found to be demotivated. What arguments would you give to convince these people for evaluation? Design a performance evaluation form for a salesperson working in an organized retail hypermarket. Recommend differences in the Key result areas of frontline sales personnel and head of sales. **14**

**Q 2** The sales manager of S cross Cars is faced with following problems.

- i) Salespeople are not spending adequate time to develop new customers.
- ii) Salespeople are selling profitable products less than non-profitable and easy-to-sell products to achieve their sales volume quotas.

How can quota allocation process be done to solve the above problems? Also suggest a suitable quota in Automobile industry to increase the customer base and conversion rate of sales personnel. **14**

**Q 3** Hindustan Unilever is one of the largest and fastest consumer goods company in India with over 650 million customers. Its product line ranges from household, beauty & grooming and health category. They operate on channel sales with multiple distribution networks. Develop a compensation plan for your salespeople handling retail sales including financial and non-financial compensation methods. When will you recommend fixed salary (no commission) as a method of compensating frontline sales personnel? Discuss the various motivational incentives that can be provided to salesperson apart from compensation to increase sales quota achievement. **14**

**Q 4** Objections are natural roadblocks in a selling process. A good salesperson anticipates the objections and prepares him well to

inoffensively overcome these.

Assume ANY THREE objections you will anticipate, preferably including “You are Too expensive”; and give a plan each to overcome all the Three objections in a sales call.

14

- Q 5** Senior sales territory Manager of Amul a FMCG brand is assigned the territory of Delhi. He is facing problem of covering the entire state with varying market potentials of different locations in Delhi and different types of retailers i.e. organized/ unorganized. How can he design sales territories to give proper coverage? How will he prepare a routing and scheduling plan considering the task of presale and collection of payments from dealers and retailers?

14

- Q 6** Organized retail is a new phenomenon in India and despite the current downturn in the market, “the market is growing exponentially, as economic growth lifts more of India’s people into the consuming classes and organized retail lures more and more existing shoppers into its open doors”. In spite of this lifestyle which has been in the market for around 10 years has a low market share. Explain the reasons for the same. What innovative steps Lifestyle needs to take to win in a complex country like India.

14

- Q 7** [Read the case and answer the questions given at the end.](#)

“Why two out of five salespersons have resigned within six months of joining the company?” asked marketing director to the sales manager, Sunil Kumar, of Swishflow Ltd.” I think, there is something wrong with our staffing process, “responded Sunil Kumar, without knowing the real reasons for the turnover of sales people.

Swishflow Ltd started manufacturing and marketing consumer durables like fans and water purifiers or household consumers and commercial firms in 1993. The sales and marketing office was located in Mumbai, the commercial capital of India. Swishflow was a newly established company and for its first year of operations, the company decided to recruit five salespersons to cover major metros and cities of Maharashtra. The staffing process included the sales manager deciding the job qualifications of salespersons based on what he learnt in the MBA programme. The administration manager was asked to place the advertisement in the local newspapers. The resumes of applicants were forwarded to Sunil Kumar, who screened the same and sent interview calls to about ten applicants. The interviews were conducted by Sunil Kumar and the marketing director and the selected candidates were given the appointment letters. Some of the candidates had a problem of finding suitable residence, but the company policy did not provide any

consideration for the same. Sunil Kumar conducted one week training programme and generally guided the new salesperson, who reported to him directly.

There was a delay in the receipt of the fans from the factory, located at Baroda in Gujarat. During this period of three months, Sunil kumar was asked to conduct market surveys and look after advertising function of the entire group. He asked the salespersons to collect market information on various other products like water purifiers m power tillers, and so on in which the group was interested top diversify.

During this period, two salespersons suddenly stopped coming to work, after collecting their salaries of the previous working month.

**Questions:**

- a) What improvements do you suggest in the staffing process followed by the company?
- b) Was Sunil Kumar right in getting market surveys done by the new salespersons?
- c) What kind of Job description and specification needs to be designed for such roles (sales person executives)?

14

\*\*\*\*\*