

NMIMS
DEEMED UNIVERSITY
DEPT. OF DISTANCE LEARNING
Sales Management (New Course)
Sem II

Date : 9/11/2006

Time : 11 am to 2 pm

Marks : 100

Instructions

1. Please be brief & to the point.
2. Please state your assumptions clearly.
3. Question no 8 is compulsory & carries 25 marks.
4. Attempt any five questions from question no 1 to 7 each carrying 15 mks.
5. Total marks 100

Q1. Please reply in just three sentences. (Attempt any 5) Marks 15

- a) Three important points from Expense statement....
- b) Three advantages of promoting a sales person within the organization...
- c) Three benefits of forming sales territories....
- d) Three qualifying condition for incentives....
- e) How does caching differ from counseling (Three Points.)
- f) Three important roles of Second Line manager...
- g) Three important of First Line Manager...
- h) How does evaluation differ from control?

Q2. Please read the following sales perspectives & give three points action plan (Any three) . Each sales perspective is independent of other. Marks 15

Assume that, you are a sales supervisor (First Line Manager) with the span of control of six sales representatives working under you.

1. The sales picture for two sales reps is as follows.

Sales Rep	Closing Stock	Secondary Sales
Ms A	100	1000
Mr B	1000	100

What will be your action plan for your area so that you do not miss your sales budget?

2. Four Sales reps are grumbling that the sales budgets they received are very tough, they are not likely to achieve even 50% sales!
3. One sales rep. Is making false calls & your entire team knows about it. The team feels you are closing your eyes because the guy who is doing false reporting is a performer?

4. Two sale reps. Have a come to you on transfer, one from Trichur & other from Guwahati, both have put in more number of years in service in the company than you. Both are frustrated & feel that the company has done injustice since they are not yesmen of their Regional Manager.

Q3. Please analyze the following sales picture & suggest **THREE POINT action PLAN!** Marks 15.

Annual Sales Picture. Rs. In Lakhs.

	Region	Mumbai	Maharastra	Gujarat	Goa	M.P.
Rs. In Sales	2707	844	530	402	765	164
% Growth	9	6	27	13	2	-7
%Performance	81	84	74	86	80	69
Profit	1069	266	194	165	352	60

Q4. Short Notes (Any Three) Marks 15.

- 1) Sales Management.
- 2) Handling Drawback/Objections.
- 3) Technology in sales.
- 4) Incentives.
- 5) Future in Sales Management.
- 6) Sales Management in Pharma.

Q5. List Qualities of a good Sales Personnel: Or. Marks 15.

Q5. How important is closing in the sales process? How important is Personal selling in today's competitive world?

Q6. Define Communication ? Explain the importance of Communication in Sales management? Or

Q6. Enlist different principles of Negotiation ?

Q.7 Describe the importance of Monitoring and Performance appraisal in salesforce? Marks 15.
Or.

Q7. Define the following ? (Any Three)

- a) Daily route coverage Plan.
- b) Selling Cycle.
- c) Work Load Analysis.
- d) Relationship Selling Model.

Q8. Please read the case carefully & give your views in findings , issues & action plans, In bullet points? Marks 25.

“To do or not to door what to do”

6.00 A.M..... JULY 28, 1988. Vikram, ASM of Getwell Pharmaceuticals, was tossing in bed restlessly. The ringing of the telephone jolted him out of his disturbed sleep. It was Mr. Kohli, RSM at the other end. The inevitable question followed: What is happening? When and where Will you end at? There was a long pause before Vikram replied “There is a problem of four or Five lakhs “ he said trying to visualize what was running across Kohl’s mind.

Vikram was promoted to ASM at a relatively young age of 29 after 7 years of out standing performance as a Medical representative in Karimnagar in Andhra Pradesh. Having tasted Success in a market that was growing year after year, he was bubbling with enthusiasm when he took over as ASM at Vikasnagar in April 1996. Little did he realized that the bubble will burst In just two years. The territory had not grown at pace with the potential. Companies like Ranbaxy, Cipla, SKB and Cadila were doing well. ‘ What is going wrong was the though that occupied Vikram’s mind every walking moment.

Vikasnagar had three representatives Raghunath, Vincent and Gaurav and sales had grown from 243.6 lakhs in 1996 and 264.0 lakhs in 1997. Demand generation in the territory could be better felt Vikram. In fact even this sales was because Vikram used to spend last two days of month at Vikasnagar to close sales. Vikram’s team of medical representatives has diverse strengths.

Raghunath, 34 years old with 11 years of service in the organization, had an academic bent of Mind and used to spend considerable time with top consultants discussing the latest developments In medicines. Vikram admired his capacity to get close to consultants. Consultants had not taken Up the new introductions in a big way Vikram planned these calls regularly with Raghunath and Was trying to make some headway. Vikram always used to demand prescriptions for major brand after Raghunath finished his academic discussions with the doctor.

Vincent had joined the company about seven year’s back. He was a very friendly person and a very popular person in the town. He was close to his stockiest and retailers. Vikram felt that Vincent could stretch a little more and capitalize on his contacts. Detailing was not Vincent’s strength, but he had his own way of getting across to his doctors. Vikram was a strong believer in the management dictum ‘ Build on strengths and he used to feel that Vincent’s strength of striking instant rapport with all his customers would help build the company’s business in the territory.

Gaurav, 25 years old, had been in the territory for the last two years only. He joined as a Medical Representative almost at the same time as Vikram. Gaurav was an admirer of Raghunath’s Knowledge and Vincent’s smooth approach during his two years association with them. Gaurav to a large extend was a blend of Raghunath and Vincent. One with product knowledge and friendly approach. Gaurav had a potential to develop into a very good representative and future ASM, but Vikram needed to work hard if this was to be realized.

Hemant was based to Rajgir, an upcountry market 100-Km from Vikasnagar, Hemant, 26 years of age was 4 years old in the company. He had not missed budget in the last 18 months. Hemant’s parents were at Mumbai and he was under pressure to seek a transfer to Mumbai.He never missed an opportunity ton press his demand. Vikram did not have a specific reply and used to be evasive in his replies. Hemant’s territory had grown by 11% in 1996 and 14.5% in 1997. Cipla was a strong No 1 in the market.

Sunil was based at Jagrutnagar a small industrial town with a population of 2 lakhs, 50 Kms from Vikasnagar. The Steel Plant, Cement industry and Refinery contributed to over 60% of the sales from the territory and the rest of the business came from small upcountry markets around Jagrunagar. Vikram used to visit the key customers attached to these institutions, regularly with Sunil. Sunil always used to clamour for additional inputs for these institutions, it was not always the deciding factor. A few companies like Aristo, Sun pharma and Dr. Reddy's had a big share in the purchases in all these institutions.

Jayant was the representative based at Hussainnagar, an upcountry market, situated 140-Km from Vikasnagar. Jayant was 28 years old, hard working and ambitious. Jayant's territory had grown by over 19% during the year 1997. Hussainnagar's economy had started looking up in the recent past. Consumer durable, two-wheelers, cement, steel, furniture and a number of such goods and services catering to the upper middle class had started doing very well in the last 3 years or so.

Especially after Hussainsagar had become the head quarters of the new district carved out of Rajgir, Jagruthnagar and Vikasnagar districts. Jayant was interested in self-development and used to read quiet a lot. Mr. Kohli, RSM, is himself an avid reader of management literature used to help Jayant. Jayant constantly kept in touch with Mr. Kohli for this purpose.

PROFILE OF ASM'S TERRITORY-CUM.DEC.1997

Name	Sales(L) 1996	T 1997	S 1997	Gr%	Offtake 1997	Stock holding as on 0.1.01.98
P.T.	243.60	264.00	258.0	6.17	228.0	24.16
Hemant	82.80	90.00	91.2	10.14	84.0	7.25
Sunil	72.00	79.20	84.0	16.6	75.6	6.86
Jayant	57.60	69.60	68.4	18.75	60.0	6.08
	450.00	482.80	501.60	11.4	447.6	44.37

Questions

1. What is going wrong in the territory?
2. Indicate 5 areas where Vikram is not clear about his role.
3. Suggest an Implementable action plan to Vikram