

UNIVERSITY OF SWAZILAND
DEPARTMENT OF BUSINESS ADMINISTRATION
SUPPLEMENTARY EXAMINATION JULY 2009

TITLE OF COURSE: SALES MANAGEMENT (BA 421)
DEGREE AND YEAR: BACHELOR OF COMMERCE YEAR 4
IDE BACHELOR OF COMMERCE YEAR 5
TIME ALLOWED: THREE (3) HOURS

INSTRUCTIONS:

1. TOTAL NUMBER OF QUESTIONS ON THE PAPER IS 6
2. ANSWER QUESTION 1 IN SECTION A AND ANY THREE (3) QUESTIONS FROM SECTION B
3. MARKS AWARDED ARE INDICATED AT THE END OF EACH QUESTION
4. MARKS WILL BE AWARDED FOR GOOD COMMUNICATION IN ENGLISH LANGUAGE AND FOR ORDERLY PRESENTATION OF YOUR WORK

SPECIAL REQUIREMENTS: NONE

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

INSTRUCTIONS

ANSWER SECTION A AND ANY THREE (3) QUESTIONS FROM SECTION B.

SECTION A:(COMPULSORY)

QUESTION 1: MAJESTIC PLASTICS COMPANY

Clyde Brion, general sales manager for Majestic Plastics Company was visited in his office by Mrs. Edgar Jenner. She was accompanied by a man who identified himself as a parole officer of the Ohio State Department of Correction. As Brion knew, Mrs. Jenner was the wife of a former Majestic salesman based in Detroit. At this time Jenner was in the Ohio Correctional serving the third year of a seven year sentence for manslaughter committed while driving a car under the influence of liquor. The case had attracted much attention because the victim was a pretty teenage daughter of a U.S. senator. She was struck down crossing a street on her way to a church where she was to have been a bridesmaid at the wedding of another senator's daughter.

Except for an attempt to escape custody during his trial, Jenner had been a docile prisoner. The parole officer described him as a remorseful, morose, and worried about his own future. A doctor at the penitentiary had found him free of any addiction to alcohol. The doctor had recommended that Jenner be freed, if he could return to his regular work in familiar surroundings. Mrs. Jenner asked Brion to rehire her husband.

Until his conviction, Jenner had been a satisfactory sales rep for Majestic. In sales volume, his territory had never ranked higher than ninth among the 18 territories, despite his six years on the sales force. The Detroit area was believed to have considerably more potential than he was able to tap. Jenner had used his drawing account regularly, saying that he needed extra money to pay medical bills on his wife's long illness.

The Detroit territory had not been permanently filled since Jenner left it. Because it was relatively close to the Majestic home office, Brion had preferred to use it as a training territory for new sales people, supervised by him.

Source: Spiro, Rosann., Stanton, William., and Rich, Gregory. (2003) Management of a Sales Force. 11th Edition. Irwin.

Question:

Should Clyde Brion rehire Edgar Jenner? (25)

TOTAL: 25 MARKS

SECTION B

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION

QUESTION 2

- a. **Discuss five technological changes that have impacted sales management. What effect have they had on sales management? (15)**
- b. **Discuss the challenges that a sales manager may face in evaluating the performance of his sales representatives. (10)**

TOTAL: 25 MARKS

QUESTION 3

- a. **Discuss five types of sales forecasts. Give an example in each case. (15)**
- b. **Under what conditions is a firm likely to establish routes for its sales force? Under what conditions is the firm least likely to establish routing patterns for its sales force? (10)**

TOTAL: 25 MARKS

QUESTION 4

- a. **Discuss five steps that are involved in designing a compensation plan. (15)**
- b. **Discuss five factors that influence transport decisions in a company. (10)**

TOTAL: 25 MARKS

QUESTION 5

- a. **Discuss the three potential problems or issues that a sales manager should consider in preparing his budget. (15)**
- b. **What are the main reasons for using application forms in selecting sales people? (10)**

TOTAL: 25 MARKS

QUESTION 6

- a. Discuss three reasons why a sales manager needs to adjust sales quotas. (15)**
- b. Discuss ten laws and regulations that govern sales management. (10)**

TOTAL: 25 MARKS