



SALES MANAGEMENT

M.S.-62

**Chapter Wise Reference Book
Including Solved Sample Papers**

By: Archana Sharma, M.B.A.

Based on

I.G.N.O.U.

& Various Central, State & Other Open Universities



**NEERAJ
PUBLICATIONS**

(Publishers of Educational Books)



Retail Sales Office:

1507, 1st Floor, Nai Sarak, Delhi - 6

Mob.: 8510009872, 8510009878

E-mail: info@neerajbooks.com

Website: www.neerajbooks.com

MRP ₹ 200/-

Published by:

NEERAJ PUBLICATIONS

Sales Office : 1507, 1st Floor, Nai Sarak, Delhi-110 006

E-mail: info@neerajbooks.com

Website: www.neerajbooks.com

Reprint Edition with Updation of Sample Question Papers Only	Typesetting by: <i>Competent Computers</i>	Printed at: <i>Novelty Printer</i>
---	--	------------------------------------

Notes:

1. For the best & up-to-date study & results, please prefer the recommended textbooks/study material only.
2. This book is just a Guide Book/Reference Book published by NEERAJ PUBLICATIONS based on the suggested syllabus by a particular Board/University.
3. The information and data etc. given in this Book are from the best of the data arranged by the Author, but for the complete and up-to-date information and data etc. see the Govt. of India Publications/textbooks recommended by the Board/University.
4. Publisher is not responsible for any omission or error though every care has been taken while preparing, printing, composing and proof reading of the Book. As all the Composing, Printing, Publishing and Proof Reading, etc. are done by Human only and chances of Human Error could not be denied. If any reader is not satisfied, then he is requested not to buy this book.
5. In case of any dispute whatsoever the maximum anybody can claim against NEERAJ PUBLICATIONS is just for the price of the Book.
6. If anyone finds any mistake or error in this Book, he is requested to inform the Publisher, so that the same could be rectified and he would be provided the rectified Book free of cost.
7. The number of questions in NEERAJ study materials are indicative of general scope and design of the question paper.
8. Question Paper and their answers given in this Book provide you just the approximate pattern of the actual paper and is prepared based on the memory only. However, the actual Question Paper might somewhat vary in its contents, distribution of marks and their level of difficulty.
9. Any type of ONLINE Sale/Resale of "NEERAJ IGNOU BOOKS/NEERAJ BOOKS" published by "NEERAJ PUBLICATIONS" on Websites, Web Portals, Online Shopping Sites, like Amazon, Flipkart, Ebay, Snapdeal, etc. is strictly not permitted without prior written permission from NEERAJ PUBLICATIONS. Any such online sale activity by an Individual, Company, Dealer, Bookseller, Book Trader or Distributor will be termed as ILLEGAL SALE of NEERAJ IGNOU BOOKS/NEERAJ BOOKS and will invite legal action against the offenders.
10. Subject to Delhi Jurisdiction only.

© Reserved with the Publishers only.

Spl. Note: This book or part thereof cannot be translated or reproduced in any form (except for review or criticism) without the written permission of the publishers.

Get Books by Post (Pay Cash on Delivery)

If you want to Buy NEERAJ BOOKS for IGNOU Courses then please order your complete requirement at our Website www.neerajbooks.com . where you can select your Required NEERAJ IGNOU BOOKS after seeing the Details of the Course, Name of the Book, Printed Price & the Cover-pages (Title) of NEERAJ IGNOU BOOKS.

While placing your Order at our Website www.neerajbooks.com You may also avail the Various "Special Discount Schemes" being offered by our Company at our Official website www.neerajbooks.com.

We also have "Cash of Delivery" facility where there is No Need To Pay In Advance, the Books Shall be Sent to you Through "Cash on Delivery" service (All The Payment including the Price of the Book & the Postal Charges etc.) are to be Paid to the Delivery Person at the time when You take the Delivery of the Books & they shall Pass the Value of the Goods to us. We usually dispatch the books Nearly within 3-4 days after we receive your order and it takes Nearly 4-5 days in the postal service to reach your Destination (In total it take nearly 8-9 days).



NEERAJ PUBLICATIONS

(Publishers of Educational Books)

1507, 1st Floor, NAI SARAK, DELHI - 110006

Mob.: 8510009872, 8510009878

E-mail: info@neerajbooks.com Website: www.neerajbooks.com

CONTENTS

SALES MANAGEMENT

Question Bank – (Previous Year Solved Question Papers)

<i>Question Paper—Exam Held in February-2021 (Solved)</i>	1-5
<i>Question Paper—June, 2019 (Solved)</i>	1-2
<i>Question Paper—December, 2018 (Solved)</i>	1-3
<i>Question Paper—June, 2018 (Solved)</i>	1-4
<i>Question Paper—December, 2017 (Solved)</i>	1-3
<i>Question Paper—June, 2017 (Solved)</i>	1-5
<i>Question Paper—December, 2016 (Solved)</i>	1-2
<i>Question Paper—June, 2016 (Solved)</i>	1-2

<i>S.No.</i>	<i>Chapterwise Reference Book</i>	<i>Page</i>
--------------	-----------------------------------	-------------

SALES MANAGEMENT : BASIC FUNCTIONS

1. Introduction to Sales Management	1
2. Personal Selling	7
3. Sales Process	12
4. Computer Systems and Applications in Sales Management	17

SELLING SKILLS

5. Communication Skills	26
6. Sales Presentation	33

<i>S.No.</i>	<i>Chapter</i>	<i>Page</i>
7.	Negotiation Skills	38
8.	Retail Communication: Sales Displays	45
SALES FORCE MANAGEMENT		
9.	Job Analysis, Recruitment and Selection	50
10.	Training the Sales Force	57
11.	Compensation and Motivation of Salesforces	65
12.	Monitoring and Performance Evaluation	72
PLANNING AND CONTROL OF THE SALES EFFORT		
13.	Sales Planning	78
14.	Sales Organisation	85
15.	Sales Forecasting and Sales Quotas	93
16.	Sales Budgeting and Control	97
CASE STUDIES		
17.	Case–1 Puripens: Selecting the Communication Mix	102
18.	Case–2 Devox (India) Limited: A Less Expensive but Complaining Customer	108

<i>S.No.</i>	<i>Chapter</i>	<i>Page</i>
19.	Case–3 National Electrical Engineers Limited: Sales Contest for Sales Staff Motivation	112
20.	Case–4 The Genuine Charcoal Filter: Sales Monitoring and Control System	116
21.	Case–5 Asia Pacific Electricals Ltd.: Territory Planning and Management	119
22.	Case–6 RQL Limited: Budgeting and Cost Control Systems	125 □ □

Sample Preview of the Solved Sample Question Papers

Published by:



**NEERAJ
PUBLICATIONS**

www.neerajbooks.com

QUESTION PAPER

Exam Held in
February – 2021

(Solved)

SALES MANAGEMENT

M.S.-62

Time: 3 Hours]

[Maximum Marks: 100

(Weightage 70%)

Note: (i) Attempt any three questions from Section-A.

(ii) Section-B is compulsory.

(iii) All questions carry equal marks.

SECTION - A

Q. 1. (a) Why is it necessary to set sales objectives both qualitative and quantitative? Discuss these objectives.

Ans. Setting Sales Objectives: Sales objectives, intending to direct the available sales resources to their utmost productive use, serve as standards against which the actual performance is compared. They are stated in **quantitative and qualitative** terms. The qualitative goals relate in strengthening dealer relationships, in developing good consumer support, in nullifying product misinformation and also in attaining the desired corporate image.

As they reflect the expectations of the top management to ensure the contribution of sales function to total marketing effort, they, therefore, affect the size and quality of sales force. Meanwhile, the quantitative objectives relate to the operating results which the company likes to achieve. They depend highly on the keen analysis of competitive situation and corporate goals and vary over operating periods. These objectives appear in the form of sales volume, market share and number of back orders per operating period. The different goals under this category could be drawn in form of sales volume in units or rupees, inventory levels, dealer support and feedback input.

When we start the process of formulating the strategy, we do evaluate alternative plans that are against the backdrop of the competitive strength and

weaknesses of company at market place. Further, we try to build up the sales effort to achieve set goals.

(b) Explain AIDAS theory of personal selling. Comment on its merits and demerits.

Ans. AIDAS Theory: This theory suggests that the prospect during sales presentation goes through five stages, which are: Attention, Interest, Desire, Action and Satisfaction. This goes as AIDAS Theory. The details of five components are as following:

Attention: Before going to make the presentation, the sales person should always make it a point to attract the prospect. He should make it sure that the prospect becomes receptive to the presentation.

Interest: Soon after the prospect gets inclined to the presentation, he/she should maintain that the same interest is maintained and that the person remains glued to the presentation. He should be very much aware of the likes, dislikes, attitude and motivation of the prospect.

Desire: The sales representative should make it a point that he needs to create a strong desire in prospect's mind for purchasing his product. He should be able to bring his client in the stage of readiness to purchase his product.

Action: Once the prospect gets inclined towards the product, the sales representative should induce him to purchase the product. Even after going through the product and after passing through three stages, that are attention, interest and desire, he

might have some doubt or inertia that can stop him to take any final decision. Thus, at this stage, he should always try to induce his customer for buying the product.

Satisfaction: Soon after the customer gives the final order for purchasing the product, he should make it sure that the customer is fully satisfied. He should thank him and tell him that he has made a right choice.

Right Set of Circumstances Theory

This theory emphasizes on the fact that if the sales has taken place, then it is due to the reason that all circumstances that led to sale were appropriate or right for sales. It suggests that the sales person was successful in securing prospect's attention, in maintaining his interest and also in inducing his desire to buy the product.

Merits

- Helpful in increasing the experience people in the management
- Helpful in giving the best talent of the industry
- Experienced people are aware about the potential of the market
- This is helpful in increasing the sale in the particular region
- Minimize the cost of the company
- Save the time of training

Demerits

- Increase the pressure on management to retain the talent
- Not having the younger people in the team
- Experience people want higher salary than fresher
- Many times the experienced people make the group.

Q. 2. Explain the importance of sales presentation. What are the important variables that are to be considered while planning the presentation strategy? Discuss.

Ans. The **sales presentation** is one of the most **important** tools available. When done well, a **sales presentation** can help build a connection with potential customers and distinguish your business from competitors. It can set the tone for all the conversations that will happen as the **sales** process progresses.

A presentation has four parts: Opening, body, closing and question and answer. In the presentation, first of all, you have to tell what you will tell, secondly, you will actually tell them and thirdly, it is the audience who will tell what you have told them.

Introduction of a Presentation: The opening of a presentation plays a crucial part. While in first few minutes, you can have the option to gain or lose the audience.

The major purpose of the introduction is to catch the audience attention and to arouse their interest, to relate the speaker's purpose with audience interest and to build the focus for the contents.

Body of Presentation: The presentation's body should always have specific points to catch upon the audience's attention. You can make out from the body language of the audience that they are not with you, if your presentation goes boring. At this time, you should always plan a strategy to garner their interest. You should always try to pause for questions and comments, then, the visual aids can also be used to provide clarification and stimulation, there can be variety in your tone and gestures that can break the monotony of the tongue, you can also emphasize structure and also help the audience in following the presentation.

Ending a Presentation: At the end of the presentation, the audiences would try to make a final effort to listen to you. At concluding stage, you should always go for restating the next step. There are certain presentations which are requiring the audience to reach the conclusion. The final words always round up the presentation.

Question and Answer Period: The Q&A session in the presentation is quite interesting. However, many people avoid it fearing of the failure to give satisfactory replies. Meanwhile, this session can be the most interesting round of the presentation.

Planning the Presentation Strategy: This comes as a crucial part as it helps on passing the right message to the audience. One should always define the purpose, analyse the audience, construct and develop the message with due estimate of time and length and then go ahead for the presentation.

Define the Purpose: The presentation should always have a definite purpose. As the audience remains different, the right focus should always be there. The purpose of the presentation could be

Sample Preview of The Chapter

Published by:



**NEERAJ
PUBLICATIONS**

www.neerajbooks.com

SALES MANAGEMENT

SALES MANAGEMENT : BASIC FUNCTIONS

1

Introduction to Sales Management

INTRODUCTION

There is an inherent interdependence of sales and distribution management. The sales and distribution management needs a thorough strategy formulation where the joint decisions for sales and distribution are being made.

CHAPTER AT A GLANCE

SALES AND DISTRIBUTION STRATEGY: ROLE IN THE EXCHANGE PROCESS

Sales Management could be defined as the management of a firm's personal selling function. Similarly, distribution could be defined as the management of the indirect selling effort, which is, selling through extra corporate organisations that helps in the forming of the distribution network of the firm.

The process of Sales Management incorporates diverse functions such as analysis, planning, organising, directing and controlling of the company's sales effort. The distribution channel also incorporates management of channel institutions and physical distribution functions.

There are interesting processes for the sale and delivery of goods or services in the form of exchange. In this process, the goods can be consummated directly from manufacturer to the consumer directly through

its sales force or it can be done directly through a network middlemen, such as wholesalers and retailers.

The significance of these sales and distribution functions remain varying depending on the nature and variety of products, target market, dispersion and consumer density.

Meanwhile, a few tasks are a must to be performed for the successful exchange, no matter whether the sales and distribution functions are being organised internally, externally or jointly.

A few of them include contact, that includes finding and communicating with prospective buyer, prospecting that includes bringing together the marketers offering and prospective buyer, negotiation and transaction, that includes reaching an agreement on price, Promotion of the marketers offerings, Physical distribution-actual transfer of possession, that is, timely and safe delivery, collection of relevant consumers information and revenue in exchange of goods or services.

Many organisations get the above functions performed by their own sales team and the distribution network. There are different determinants of task allocations which include competitive practice, product and market requirements that include the market size, frequency of purchase and customer concentration, preference and buying practices of target customers.

2 / NEERAJ : SALES MANAGEMENT

INTERDEPENDENCE OF SALES AND DISTRIBUTION

The management of channel distribution jointly contributes to the accomplishment of the marketing task. The other pointers towards interdependence of these two vital functions are:

1. The sales organisation's activities should be well coordinated with channel operations if sales goals need to be effectively realised.
2. The organisation should take a decision to allocate certain responsibility in exchange process to its channel members. It would help in defining the scope of responsibility of its own sales force and would determine type of personnel and training which is required.
3. The requirements of different level of contact entities remain different from that of the other. It should be firmly decided that the company's sales task would be defined in context of the first level of contact chosen by it.
4. If a marketing is done via channels, it implies that there is a lower degree of control, however, it would also mean lesser funds that are being tied up to maintain inventory and lower fixed and variable costs to manage the channels. Thereafter, depending on these set of variables. The organisation can try and optimize the effectiveness of exchange process by using the different combinations.
5. The manufacturers require the cooperation of distribution outlets in terms of adequate stock maintenance, in-store displays, local advertising etc. for implementing the overall marketing strategy. At this time, the sales organisation comes to be the initiator and

implementer of dealer support organisations within the corporation.

SALES MANAGEMENT–FORMULATION OF SALES STRATEGY

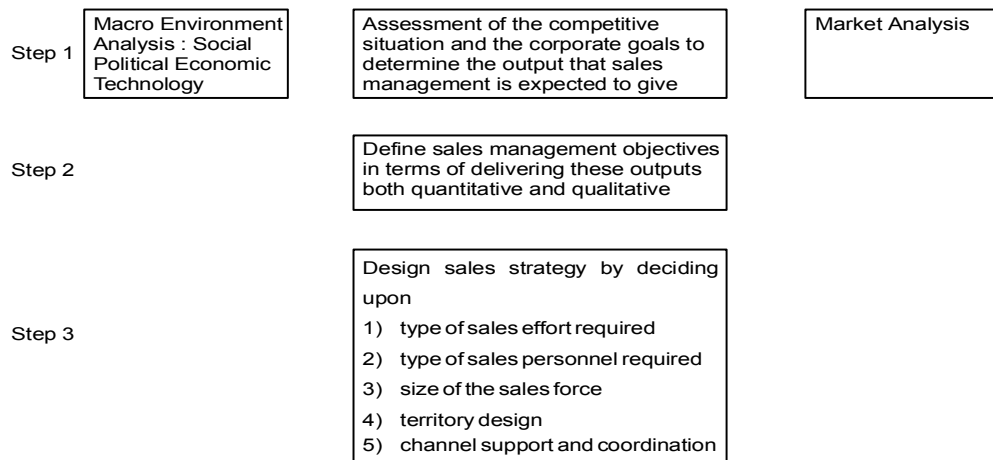
Sales Management function could be defined as the management of sales personnel and activities that makes up the corporate sales effort. It is the sales managers who are being trusted with the task to organise, plan and implement the sales effort to achieve corporate goals, related to market share, sales volume and return on investment.

They have to do the task within and outside the organisation. Inside the organisation, he shares the responsibility to structure relationships within his own department and also in interacting with the organisational entities to ensure that the sales task can be coordinated with other marketing tasks.

Meanwhile, outside, he needs to develop and maintain channel relationships to ensure that the flow of goods and services and promotion and feedback is being facilitated.

The key decision areas required for strategy formulation in sales management are deciding upon type and quality of sales personnel required, determination of the size of sales force, organisation and design of sales department, territory design and recruitment and training procedures, performance appraisal and control system, feedback mechanism to be adopted and the coordination with other marketing department.

The strategy formulation in sales, meanwhile involves identification of sales goals and designing of game plan that uses the organisational resources at hand for attaining those goals. The strategy formulation process is therefore a three step process that can be summarised as:



Let's elaborate this process and go step by step to study this affect.

Assessment of Competitive Situation and Corporate Goals

The corporate mission and goals directly affect the sales objective that in turn also identifies specific set of common needs and wants the company would like to satisfy.

The macro business environment is other input in objective setting. There is a need for sound market analysis which comes as a prerequisite to objective setting to ensure sales strategy. The company should know the current size and growth rate of the market, consumer needs, attitudes and trends in purchasing behaviour, competitor analysis covering current strategy, current performance, strengths and weaknesses and expectations to ensure the selection of right future actions. The roles and scope of sales function also depends on the competitive situations.

Meanwhile, the Indian markets remain different as they have the potential to differentiate their products by variation in product attributes, packaging and promotional efforts.

In this case, the sales efforts help in promoting and maintaining of market share. Even the distribution function complements the sales efforts to ensure regular availability of products at each purchasing point. The selling effort, therefore, becomes a strong tool of market cultivation, which helps in building dealer relationship and in maintaining them thereby providing vital information feedback on competitors and their market operations.

The selling effort in market cultivation plays a vital role in case of a new product where the marketer is faced with little or no direct competition.

The sales related marketing decisions contributing to sales strategy formulation affect both the quantitative and the qualitative sales management objectives. Certain decisions need to take at the decisions on what to sell, whom to sell, and the decision on the price.

Setting Sales Objectives

Sales Objectives, intending to direct the available sales resources to their utmost productive use, serve as standards against which the actual performance is

compared. They are stated in quantitative and qualitative terms. The qualitative goals relate in strengthening dealer relationships, in developing good consumer support, in nullifying product misinformation and also in attaining the desired corporate image.

As they reflect the expectations of the top management to ensure the contribution of sales function to total marketing effort, they, therefore, affect the size and quality of sales force.

Meanwhile, the quantitative objectives relate to the operating results which the company likes to achieve. They depend highly on the keen analysis of competitive situation and corporate goals and vary over operating periods. These objectives appear in the form of sales volume, market share and number of back orders per operating period. The different goals under this category could be drawn in form of sales volume in units or rupees, inventory levels, dealer support and feedback input.

When we start the process of formulating the strategy, we do evaluate alternative plans that are against the backdrop of the competitive strength and weaknesses of company at market place. Further, we try to build up the sales effort to achieve set goals.

Determination of the Type of Sales Force Needed

The quality of sales personnel depends on quality of contribution which the top management is expecting the sales organisation to get and also on the actual work load that is expected to be generated. It also depends on the role of the salesmen who is expected to perform.

Determination of Size of the Sales Force

The number of sales persons is yet another key decision which is required to achieve the sales objective.

If one recruits more than the optimum number, it means the company is making unnecessary costs at expense of its net profits, however, recruiting less number of people means losing opportunities on exploiting the net profits.

Organising the Sales Effort-Territory Design

The personal selling objectives help in the process of setting the tone of selling activities to be performed in an organisation. Once you decide upon the activities and the level of performance, you can easily estimate

4 / NEERAJ : SALES MANAGEMENT

as to how many sales personnel at various levels would be required in an organisation. Companies here can treat their market as total field of operation and can assign sales duties. The salespersons facilitate the process of performance evaluation and foster higher degree of enthusiasm. Similarly, managerially, it becomes possible to have a better degree of control by reducing expenses and in evolving coordinated promotion plans.

The sales managers, while creating territories, can choose from different types that are on geographical basis, sales potential basis, servicing requirement basis and workload basis.

Establishing and Managing Channels Support and Coordination

The channel of distribution is the point of contact which the final buyer has with manufacturer. With the sales organisation of manufacturers, they bear the responsibility of consummating exchanges with final buyers. In terms of indirect distribution, the sales

organisation initiates dealer cooperation programmes. The management of manufacturer dealer cooperation includes choice of appropriate dealer incentive programmes for stimulating distributive outlets to greater setting effort, deciding upon procedures for sharing information with dealer network and deciding upon measures to ensure and promote dealer loyalty.

FRAMEWORK FOR JOINT DECISION-MAKING IN SALES AND DISTRIBUTION MANAGEMENT

The process of joint decision-making incorporates the process to determine components of the total marketing tasks that need to be allocated to sales management and distribution management. There is a division of responsibility in relation to contacting, prospecting, negotiating and transaction, promotion, physical distribution and information collection.

The following chart shows various sales and distribution tasks facilitating the exchange transaction. It is:

- | | |
|--|--|
| (a) Achievement of sales goals through: | { — distribution channels
: — company's sales force |
| (b) Personal and Prospecting through: | { — distribution channels
: — company's sales force |
| (c) Personal and Non-personal promotion through: | { — distribution channels
: — company's sales force |
| (d) Maintaining Inventory through: | { — distribution channels
: — corporate organisation/
co-owned depots |
| (e) Accounts Receivable through: | { — distribution channels
: — sales force/corporate
sales organisation |
| (f) Information Feedback through: | { — distribution channels
: — company's own sales force. |

The process to allocate the specific sales and distribution tasks between company's sales personnel, and independent channel depends on consumer characteristics, product characteristics, company, competitive characteristics and the environmental factors.

ACTIVITY-1

Look at the type of selling effort of the sales personnel in your organisation or any other organisation that you are familiar with and try to analyse whether the type of specialisation of the sales force is by product or by markets or by both. Also find out as to what factors necessitated this kind of specialised selling effort.