Total marks for this paper is 100 marks.

There are two parts in this question paper. All questions in Part One are compulsory.

It includes a mini case.

Part Two includes 6 Essay Type Questions. Answer 03 questions from this part.

Instructions to candidates

1. State your Registration Number on the front cover of the answer book and on each and every additional paper attached to it. Your name must not appear anywhere in the answer book or answer scripts.

2. Always start answering a question on a new page.

3. You are reminded that answers should not be written in pencil or red pen except in drawing diagrams.

4. Answer the questions using:
   - Effective arrangement and presentation
   - Clarity of expression
   - Logical and precise arguments
   - Clear diagrams and examples where appropriate

5. Illegible handwriting and language errors will be penalised.
PART ONE

Answer all questions

Question 01: Case Study

The Changing Face of Business Operations

Environmental Impact on Business

The business environment a company moves through is made up of internal and external elements. External elements include technology, law, politics, competition, media and trends. Internal environmental factors include management, physical assets, cash flow, business culture and the knowledge and skill of a workforce.

Any of these factors can change in an instant: New laws may change what materials use in the product. A product that is popular and hip can go out of style overnight. The most knowledgeable, capable employees of the company can quit because they are underpaid. A new investor may demand a higher rate of return.

Adapt and change as the environment changes

If the company is in a stable environment – the industry does not see new players or new technology and the workforce sticks with the company – the initial strategic plan may not need much revision. For everyone else, planning is an on-going process that has to repeat as the environment changes.

For example, suppose the company is not expanding as fast as the strategic plan projected? That is when it is needed to look at the plan to first identify the problem. Is it an economic downturn? Increased competition? Does the competition have the patents for the newest, coolest tech?

Once figured that out, the company can decide how to revise the plan. It might settle for slower growth or double the efforts put into expansion. Maybe the company will find its own cutting-edge technology. Once settled on the new plan, the company will once again need buy-in from the key players. Then the company can move forward until the next environmental shift.

Trends in sales and customer service

• **Businesses will have to further adapt to the modern customer.** "Customers today have more choices than ever, and they have shown they will gravitate toward those who prioritize the delivery of fast, seamless and personalized service.” This is true whether they are ordering lunch, getting their car repaired or making a financial transaction.
• **Technology will not replace the human touch.** "Technology is always improving, and with the latest and greatest it tempts every organization. We need to keep in mind that AI (Artificial Intelligence) and predictive analytics will not replace the human when it comes to delivering the customer experience. While there are definitely some great opportunities ahead for AI, it will not be a true game-changer, at least in the next year. AI can really be thought of as 'augmented intelligence', because it can augment the human, giving people better information, greater insight and the ability to perform their roles better."

• **Genuine relationships via technology.** "Technology runs our lives more than ever, but it is relationships that drive business and commerce, so people will find more ways to connect in person to build trust and strengthen connections. Make sure you offer several ways to talk with [customers] and get to know them. Algorithms can only tell you so much about a customer, [but] transactions are driven by relationships. Use automation where you can, but do not ignore the power of the personal touch."

a) Describe the changes taking place in the business environment and its impact on business organizations using the PESTEL (Political, economic, social, technological, ecological, and legal) framework.  

    (15 Marks)

b) Describe at least three (03) sales management trends which are taking place in organizations in response to the business environmental changes.  

    (15 Marks)

c) Describe the contributions of personal selling to both a company and to its customers.  

    (10 Marks)

    *(Total 40 Marks)*
PART TWO

This part includes SIX Essay Type Questions
Answer THREE questions

Question 02
Describe the four (04) organizational strategy levels with suitable examples from an organization of your choice.

(Total 20 Marks)

Question 03
a. Describe what a geographic sales organization structure is with suitable illustrations (drawing).

(10 Marks)
b. Discuss the advantages and disadvantages of a geographic sales organization structure taking suitable examples.

(10 Marks)

(Total 20 Marks)

Question 04
a. Describe what a ‘moving average forecasting method’ is with suitable examples.

(10 Marks)
b. Discuss the advantages and disadvantages of the moving average forecasting method with suitable examples.

(10 Marks)

(Total 20 Marks)

Question 05
Describe three (03) steps in the recruitment and selection process mentioning the key considerations under the each step.

(Total 20 Marks)

Question 06
a) Describe the following with suitable examples.
   a. Expert power
   b. Reward power
   c. Legitimate power
   d. Referent power

(12 Marks)
b) Identify and briefly explain four (04) skill/characters required to be a successful sales person.

(08 Marks)

(Total 20 Marks)
Question 07
Using relevant examples describe at least four (04) purposes of a salesperson performance evaluation.  

(10 Marks)

Identify and explain two (02) financial sales force comparison plan. State two (02) advantages and two (02) disadvantages of each.

(10 Marks)

(Total 20 Marks)

(Total 60 Marks)

(Total 100 Marks)

-END-