Date: 07 July 2019

Time: 1400 Hrs – 1700 Hrs
Duration: Three (03) Hrs

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:
   a. Effective arrangement and presentation
   b. Clarity of expression
   c. Logical and precise arguments
   d. Clear diagrams and examples where appropriate

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

Answer all questions

Question 01: Case Study

Raccoon is a group of companies involved in many diversified businesses. Mr. Sudheera De Silva founder and managing director started this company in 1971, as a small trading organization, but as of now it is a limited liability group of companies serving many diversified business categories. Their businesses include hardware, roofing, building material, interior decoration, tile solutions, flooring solutions, agriculture, office space hiring, business outsourcing (IT and HR) and many other service marketing services. Each company has its own sales force with a sales manager for each. Different organizational structures and different channels are in place for each company and the sales revenue targets are set by each sales manager, agreed by the MD based on each organization’s business potential and business history.

The current Managing Director, Mr. Saman De Silva invites you for a discussion on overall business development of the group of companies. You as a sales consultant meet the MD for a discussion and find out the below points which were highlighted at the meeting.

1. Lack of role definition, and job role clarity is not up to expectation
2. The accountability and responsibility is taken very lightly by some of the sales teams and thereby failing to meet goals
3. Sales managers are not self-motivated and lack self-drive
4. All the companies have the best salary and incentives packages as per the market rates, however the sales force is not happy with the outcome
5. Increments and promotions are offered based on unstructured evaluations by the sales managers
6. Mr Saman De Silva is looking forward to convert the organization into a performance based organization with well-motivated, skilled and talented people who will deliver results with clear and crisp direction.

a) Assume you are assigned to do a presentation to all sales officers, sales representatives and DSR’s (Distributor’s Sales Representative) on their roles, responsibilities and duties. Discuss the key points that you will include in this presentation and elaborate on their duties.

   (15 Marks)

b) “Sales force motivation is a key for performance” do you agree with this statement? Justify.

   (10 Marks)

c) You find there is no proper performance appraisal programme / system in place and as a result the sales force do not believe in performance based appraisal but a system where favourites are benefitted. You are requested to set up a performance appraisal system, explaining the process in brief for implementation.

   (15 Marks)

   (Total 40 Marks)
PART TWO

This part includes SIX essay type questions.
Answer a total of THREE questions from this part.

Question 02

“Training the employees is a significant part to achieve success in any organization”.

a) List five (05) questions that you should ask yourself before selecting a sales training programme. (5 Marks)

b) A sales person’s knowledge needs to extend into many areas such as general company knowledge, product knowledge, knowledge of upcoming advertisement and promotional campaigns, knowledge about company prices/discounts and credit policies, and knowledge about the competition. These are all vital for success in sales. Explain in brief how a sales person’s knowledge can lay the ground work for successful selling in each of the above mentioned categories. (15 Marks)

(Total 20 Marks)

Question 03

“Sales strategy should recommend right distribution channels to implement”. Justify the above statement in detail. (Total 20 Marks)

Question 04

Sales promotion plan is a sequential process and there are several stages to the overall planning process. Discuss the stages in the planning process and explain three stages. (Total 20 Marks)

Question 05

a) Why is making effective use of your retail space so important in visual merchandising? (5 Marks)

b) Illustrate main principles of creative displays which plays a major role in merchandising. (15 Marks)

(Total 20 Marks)

Question 06

a) “Signage is the silent salesperson” for the retailer and must reflect your image. Identify four (04) different types of signs. (10 Marks)

b) What ideas would you consider when designing a signage campaign? (10 Marks)

(Total 20 Marks)
Question 07

Sales forecasting is an act of predicting future sales while budgeting can be defined as a detailed plan that presents the expected sales for a particular period. Hence the effective interaction of the two is a must for achieving success in an organization.

As a sales manager, how can you attain this coordination in order for you to have the intended result?

(Total 20 Marks)

(Total 60 Marks)

(Total 100 Marks)

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