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.
Sri Lanka Milk Foods Pvt Ltd. (SLMF) is a local brand with a proud history of over 25 years. Committed to providing wholesome nutrition to generations of Sri Lankans through its wide variety of products and services, the brand has been consistently growing while competing against global and regional giants. Established first, for the packaging and distribution of imported milk powder, the brand has since progressed to becoming one of the most innovative beverage and dairy product providers in the country. It is also planning to have the largest packing plant in Sri Lanka.

Today, SLMF is more than a mere service provider, but a trusted name across the nation that transforms the lives of all its stakeholders by providing opportunities for economic growth and sustainability.

In an interview, the newly appointed CEO mentioned, “We believe in doing better in every step of the way, because it’s the right thing to do. For us, ‘better’ means growing our own crops and putting our cows’ well-being at the top of our list. It means sustainable farming and agricultural innovation, to ensure the future of our planet and it means bringing health and vitality to you by providing better nutrition from wholesome, real milk”

Achieving sustainability is the most important objective of the brands under SLMF. In order to achieve this, SLMF has optimized all its processes for high efficiency, high health and safety standards and low environmental impact. Additionally, SLMF also contributes to the sustainability of the country through various funding and CSR initiatives.

Sales and distribution is currently operated through a distributor network with regional sales managers, area sales managers and sales executives been placed on the company pay roll. There is also a DSR cadre who work on conventional sales canvassing operations. Due to many factors the board of directors are not convinced of the distribution depth and the width, and believe a restructuring is required for a high efficiency.
You have been appointed as the sales manager of SLMF, and the board of directors expect you to submit the following.

a) It is required to convert the sale team from ‘order takers’ to ‘order getters’. Present a report highlighting the ‘role of a salesperson’, and how this transformation can help to increase sales volumes, distribution width and the depth.

(15 Marks)

b) You are required to conduct a sales training program for area sales managers and sales executives to meet the training need of ‘improving managerial skills’. Submit the process that you will follow for this project highlighting the areas of ‘duties and responsibilities of sales managers’ when designing the sales training program.

(10 Marks)

c) Submit a proposal for approval highlighting the need for ‘motivation’ within the sales team for better results. You are required to highlight the methods, benefits and processes you will follow.

(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

Control cost is a key function of a sales manager and it is a starting point for delivering effectiveness in many sales activities. Explain a possible areas that is open for sales managers to drive cost effectiveness in the sales team.

(Total 20 Marks)

Question 03

Write down any four (04) methods of ratios commonly used by companies and describe them with adequate information.

(Total 20 Marks)

Question 04

a) Explain the difference between transactional selling and relationship selling.

(7 Marks)

b) Briefly explain what telemarketing is with appropriate examples.

(3 Marks)

(Total 20 Marks)

Question 05

The McGregor Theory explains two types of behaviours of people,

a) Identify the characteristics of the Theory X people and Theory Y people.

(8 Marks)

b) As a senior sales manager, briefly explain how you can motivate both Theory X people and Theory Y people.

(12 Marks)

(Total 20 Marks)

Question 06

The distribution channels (place strategy) of a firm can be simply termed as the company strategy to reach its target consumers. Explain the following distribution strategies with examples.

a) Intensive distribution

b) Selective distribution

c) Exclusive distribution

(Total 20 Marks)
Question 07

Lewin’s Leadership Theory explains three types of leadership styles (Autocratic, democratic, Laissez-faire). Explain the characteristics of these leaders in relation to sales leadership.

(Total 20 Marks)

(Total 60 Marks)

(Total 100 Marks)

-END-