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Instructions to Candidates

Time:  1430 hrs – 1730 hrs  
Duration: Three (03) hours

There are three parts in this question paper.

Part One

- This part has 40 multiple choice questions. It is a compulsory section. Candidates are expected to select the most suitable answer and underline the selected answer in the question paper itself.

Part Two

- Candidates are expected to answer the questions in the space provided in the question paper. All answers are compulsory.

Part Three

- Candidates are expected to answer only two questions out of four.
- Answers should be written in the additional supplementary answer sheets provided and they should be attached to the question paper itself.

Other Instructions

- 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.
- Always start answering a question on a new page.
- You are reminded that answers should not be written in pencil or red pen except in drawing diagrams.
- Answer the questions using:
  - Effective arrangement and presentation
  - Clarity of expression
  - Logical and precise arguments
- Illegible handwriting will be penalised.
PART ONE
Read the question and select the most appropriate answer
Tick your choice in the given space

Question 1.1
Identify what is not included in the objectives of a sales force structure?

a) Adaptability
b) Specialization
c) Efficiency
d) Effectiveness

Question 1.2
Identify the most top level component in corporate strategic planning?

a) Developing the mission statement
b) Market penetration
c) Market development strategy
d) Ansoff Matrix

Question 1.3
Market Penetration strategy is used for;

a) Existing products in new markets
b) Existing products in existing markets
c) New products in new markets
d) New Products in existing markets

Question 1.4
What is not included in the Ansoff Matrix growth strategy?

a) Market penetration
b) Development of mission statement
c) Market development
d) Diversification
**Question 1.5**
What is the generic strategy which aims at niche markets?

- a) Focus
- b) Differentiation
- c) Cost leadership
- d) Market penetration

**Question 1.6**
Divest strategy refers to:

- a) Investing extra money into the company
- b) Selling or liquidating the business
- c) Introducing new products to new markets
- d) Reaping short term benefits from the company

**Question 1.7**
What is **not** a determinant of the sales organizational structure?

- a) Number of geographical areas to cover
- b) Number of products or services to deal with
- c) Number of customers to approach
- d) Salary of the sales manager

**Question 1.8**
In developing sales organization structure “Span of control” refers to:

- a) Number of subordinates that a sales manager can supervise
- b) Ability to control the sales performance
- c) Ability to control the cost of distribution
- d) Control switch of a product of the company
Question 1.9
In developing a sales organization structure, “Stability and continuity” refers to:

- a) The company continuing its business in the future
- b) Considering the talents and preference of the current employees
- c) Mental stability and the level of motivation of the sales manager
- d) Financial stability of the organization to continue its business

Question 1.10
In developing a sales organization structure, “Unity of command” refers to:

- a) No subordinate should be responsible to more than one supervisor
- b) The entire organization must work towards one goal
- c) The sales manager should have a good commanding power
- d) Empowering subordinates to take commanding power

Question 1.11
Select the statement which does not describe the term sales territory:

- a) A geographical area
- b) A group of prospective and present customers
- c) An industry based territory
- d) Black listed customers

Question 1.12
The two methods available for deciding basic sales territories are:

- a) Market penetration and diversification
- b) Market penetration and market build up method
- c) Market build up method and sales build up method
- d) Market build up method and sales break down method
**Question 1.13**
What is not an advantage of routing?

- a) It works for getting the maximum customer coverage
- b) Facilitates the implementation of territory plans
- c) It suggests optimum allocation of resources
- d) Develops a competitive mission statement

**Question 1.14**
What is not a routing design?

- a) Straight line design
- b) Narrow line design
- c) Cloverleaf design
- d) Hopscotch design

**Question 1.15**
Scheduling refers to:

- a) Optimal allocation of time on selling and non-selling activities
- b) Proper appointment scheduling for sales people job interviews
- c) No of schedule calls in a given route
- d) Preparing the event schedule for the monthly sales review meeting

**Question 1.16**
Identify what will not trigger confusion among sales force:

- a) Improper definitions of the mission and objectives of the organization
- b) Incomplete description on customer profiles
- c) Complex performance appraisal Procedure
- d) Clear compensation policies and promotional scope
Question 1.17
The basic concept of “Incremental Method” in determining the size of the sales force:

- a) Comparing the marginal profits with marginal selling costs with the addition of a sales person
- b) Comparing the annual salary increment of total sales force against the last year salary
- c) Comparing the annual salary increment of the sales team with the YTD growth
- d) Comparing the marginal selling cost with the increase of revenue

Question 1.18
Identify what is not an advantage of “Territorial Sales Structure”:

- a) Local problems of customers can be handled speedily and adequately
- b) Sales person can adapt to local conditions
- c) Intensive market coverage at low cost is possible
- d) Highly effective when company is dealing with technically complex products

Question 1.19
“Adaptability” in objectives of sales force structure refers to:

- a) Ability of an organization to react quickly to any change in product or market
- b) Ability to convert leads in to actual sales
- c) Ability to manure sales personnel within the total geographical area
- d) Adaptability to new management styles

Question 1.20
As per Porter’s Generic Strategy an organization can achieve cost leadership by:

- a) Lowering the cost of production and distribution
- b) Producing low quality products
- c) Catering only to a small segment of the market
- d) Following an exclusive distribution strategy
Question 1.21
Which one is the wrong answer based on the future performs sales force?

[ ] a) Recruiting
[ ] b) Training
[ ] c) Routing
[ ] d) Branding

Question 1.22
Lower priced variant of its existing aria/ detergent is an example of:

[ ] a) Market penetration strategy
[ ] b) Market development strategy
[ ] c) Product development strategy
[ ] d) Diversification strategy

Question 1.23
Simplified formula of $N=S/P (I+T)$ is used for:

[ ] a) Workload approach
[ ] b) Sales potential method
[ ] c) Incremental method
[ ] d) Efficiency method

Question 1.24
Organizing its sales force to facilitate the act of selling and distributing a product or service is:

[ ] a) Complete sales force
[ ] b) Product sale force structure
[ ] c) Sales organization
[ ] d) Customer sales force structure
Question 1.25
Select the wrong answer “one can say that a territory can have the followings forms”.

a) A geographical area
b) An industry based territory
c) A market
d) Diversified group

Question 1.26
Select the one which does not represent an area that triggers confusion among the sales force:

a) Complex performance appraisal procedure
b) Unclear compensation policies
c) Improper definitions of the missions of an organization
d) Loss of sales productivity

Question 1.27
Who defined a sale territory as a configuration of current and potential accounts for which responsibility has been assigned to a particular sales representative?

a) Kotller
b) Johnson (1994)
c) Venugopal (2008)
d) Dalrymple

Question 1.28
Assignment of paths through which, a salesperson travels in sequence to meet present and prospective customers refers to:

a) Scheduling
b) Territory
c) Routing
d) Tour plan
Question 1.29

___________ has brought forth radical changes in customer relationship management.

a) CRM  
   b) SFA  
   c) e – CRM  
   d) GRS

Question 1.30

Fill in the blank with appropriate words.

Number of calls for each control group = Number of accounts in each unit \( X \) ____________.

a) Call rate  
   b) Number of calls  
   c) Call frequency  
   d) Number of customers

Question 1.31

What is the wrong objective of the sales force structure mentioned by Zoltners et al. (2001)?

a) Productivity  
   b) Adaptability  
   c) Efficiency  
   d) Effectiveness

Question 1.32

When authority and control are concentrated to the top of the organization, it is referred to as:

a) Decentralization  
   b) Span of control  
   c) Unity of command  
   d) Centralization
Question 1.33
The sales structure which involves a sales representative and a customer is classified as:

a) Direct sales force structure  
b) territorial sales force structure  
c) customer sales force structure  
d) product sales force structure

Question 1.34
The standard amount of volume that must be sold by a salesperson of a company is known as:

a) sales contest  
b) expense quota  
c) production quota  
d) sales target

Question 1.35
When the organization establishes two or more channels catering to the same market, then it is called:

a) Vertical channel  
b) Horizontal channel  
c) Multi channel  
d) None of the above

Question 1.36
Who sells to the customers?

a) Semi wholesalers  
b) Wholesalers  
c) Retailer  
d) Distributor
Question 1.37
The benefits of personal selling are ______________.

a) Can understand the customer  
b) Instant feedback  
c) Tailor-made sales presentation  
d) All of above

Question 1.38
Which of the following statements about sales force management is true?

a) The sales force is the firm's most direct link to the customer  
b) Organizations should not be sales-oriented  
c) Personal selling is usually less expensive  
d) Sales management is no different from any other kind of management

Question 1.39
______________ is a sales channel that has no intermediary levels.

a) Direct sales channel  
b) Indirect sales channel  
c) Forward channel  
d) Hybrid channel

Question 1.40
Prospecting, pre-approach, approach, presentation, handling objections, close, and follow-up is called:

a) Product marketing process  
b) Sales response function process  
c) Personal selling process  
d) Consumer purchase decision process

(1 Mark x 40 Questions)  
(Total 40 Marks)
PART TWO
Answer all questions in the given space

Question 02
What are the four (04) growth strategies mentioned in the Ansoff Matrix?

1. ............................................................................................................................................................
2. ............................................................................................................................................................
3. ............................................................................................................................................................
4. ............................................................................................................................................................

(04 Marks)

Question 03
Name four (04) areas where the objectives of sales management are set.

1. ............................................................................................................................................................
2. ............................................................................................................................................................
3. ............................................................................................................................................................
4. ............................................................................................................................................................

(04 Marks)

Question 04
List four (04) issues a company would face if the sales organization is poorly managed?

1. ............................................................................................................................................................
2. ............................................................................................................................................................
3. ............................................................................................................................................................
4. ............................................................................................................................................................

(04 Marks)
Question 05
Name four (04) problems that could arise due to poor management.

1. ..............................................................................................................................................................................
2. ..............................................................................................................................................................................
3. ..............................................................................................................................................................................
4. ..............................................................................................................................................................................

(04 Marks)

Question 06
Write four (04) multifaceted role of a sales manager.

1. ..............................................................................................................................................................................
2. ..............................................................................................................................................................................
3. ..............................................................................................................................................................................
4. ..............................................................................................................................................................................

(04 Marks)

Question 07
a) Name the components of SWOT Analysis.

    S ..............................................................................................................................................................................
    W ..............................................................................................................................................................................
    O ..............................................................................................................................................................................
    T ..............................................................................................................................................................................

b) Write an example for one (01) of the above.

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(04 Marks)
Question 08

Write four (04) components of the SBU’s strategic plan.

1. ...........................................................................................................................................................................
2. ...........................................................................................................................................................................
3. ...........................................................................................................................................................................
4. ...........................................................................................................................................................................

(04 Marks)

Question 09

What are the advantages and disadvantages (3 each) of personal selling?

Advantage

1. ...........................................................................................................................................................................
2. ...........................................................................................................................................................................
3. ...........................................................................................................................................................................

Disadvantage

1. ...........................................................................................................................................................................
2. ...........................................................................................................................................................................
3. ...........................................................................................................................................................................

(04 Marks)

Question 10

This type of selling varies across customers, situations, and the nature of the commodity it deals with. Explain what it is.

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(04 Marks)
Question 11

Illustrate the Ansoff Matrix.
PART THREE

Select two (02) out of four (04) questions and answer them in supplementary sheets.

Attach your answer sheets to the question paper.

Question 12
Define personal selling. Describe the communication mix which can be used to promote any product with an example of your own.

(10 Marks)

Question 13
‘Xenon’ is a leading office supply company which has been in existence for over five years in Sri Lanka. In the past it has been very smooth selling “Xenon” products and most of their products were very popular office equipment.

You have been recruited by “Xenon” as the National Sales Manager to review the entire sales operation for the company.

You have been asked by the management to explain the following:

a) Briefly discuss what is prospecting and the prospecting methods you will use to increase the potential customer base.
b) Recommend sales approach/s you will use to promote Xenon product sales in offices (B-to-B).

(10 Marks)

Question 14
You are the Head of Sales at a leading IT solution organization and the corporate sales manager reports to you. Discuss the importance of the closing step in sales and explain him three (03) closing techniques.

(10 Marks)

Question 15
What do you understand by effective personal selling and what are the challenges salesmen would face in current times?

(10 Marks)
(10 Marks x 2 Questions)
(Total of 20 Marks)
(Total 100 Marks)

- END -