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 booklet and on each and every additional paper attached to it. Your name must not appear anywhere in the answer booklet 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 Business World During and After the COVID-19 Pandemic

Locked up at home, people are unsurprisingly glued to their computers and smartphones more than ever. Not only that, but they are feeling alone, uncertain and scared. This is why it is so important to engage continuously with your customers via social media and other online channels, while also making sure that you cater to their needs rather than your own.

This means avoiding the posting of product features or company news, which many people will probably not be receptive to right now. Instead, use your social media and blogs to address what is happening in the world and think of what knowledge or expertise you have as an organization that could be helpful for your audience at this unprecedented moment in history. For example, if you are a medical startup, share advice with your audience on how they can stay fit and healthy. If you are a payment platform, share information on how people can save money during the COVID-19 pandemic, and so on.

Thanks to government stimulus packages, liquidity is coming back to the market. It will be enough to keep the economy afloat so that it can climb out of recession rapidly once the various lockdowns are lifted. However, by the way it is structured it will likely benefit already better capitalized larger businesses, over the smaller operators who may struggle.

Indeed, one could see that current times as the first real test of the digital-first business mantras that have been extolled over the first part of this century. COVID-19 will force a rebirth of many industries as we all sit at home in lockdown, re-assessing and re-imagining modes of consumption, supply, interaction and productivity. As the president of a global technology firm, what is intriguing is where there will be paradigm shifts, as opposed to just existing trends either accelerating or decelerating.

a) Referring to PESTEL (Political, Economic, Social, Technical, Ecological, Legal) Framework, describe three (03) challenges and three (03) opportunities sales managers will find during and/or after the COVID pandemic?

(20 Marks)

b) Describe the skills and characteristics of a salesperson you will require in order to successfully face the challenges described in your answer (1 - a), referring to minimum three (03) skills and characteristics?

(10 Marks)

c) Describe how the personal selling function will be adjusted to face the new health and safety requirements.

(10 Marks)

(Total 40 Marks)
PART TWO
This part includes SIX (06) Essay Type Questions
Answer THREE (03) questions

Question 02
a) Describe what a geographic sales organization structure is with suitable illustrations (drawings).
   (10 Marks)

b) Discuss the advantages and disadvantages of geographic sales organization structure by taking suitable examples.
   (10 Marks)
(Total 20 Marks)

Question 03
Compare and contrast the transaction based traditional sales approach and trust based relationship selling approach with suitable examples?
(Total 20 Marks)

Question 04
Discuss the advantages and disadvantages of financial compensation plans available for sales personnel (salary, commission, and combination).
(Total 20 Marks)

Question 05
Explain what a “benchmarking process” is and how you can use it to improve the performance of an organization.
(Total 20 Marks)

Question 06
Describe the four (04) organizational strategy levels with suitable examples from organization(s) of your choice.
(Total 20 Marks)

Question 07
With suitable examples, describe how the sales manager would use the five (05) bases of power (Expert, Referent, Legitimate, Reward, and Coercive) to effectively lead a team of sales personnel?
(Total 20 Marks)
(Total 60 Marks)
(Total 100 Marks)

-END-