

Code No: **21BA201A****I MBA - II Semester - Regular Examinations SEPTEMBER - 2022****MANAGEMENT OF FIELD SALES**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.
2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
Each Question carries 2 Marks.
3. Part-B contains 5 essay questions with an internal choice from each unit.
Each Question carries 10 marks.
4. Part-C contains one Case Study for 10 Marks.
5. All parts of Question paper must be answered in one place

PART - A

5 x 2 = 10 M

1. a) Evolution of Sales.
b) Distinguish between Selling and Marketing.
c) PLC.
d) Role of Communication in Field Sales.
e) What is the importance of “after sales service”?
f) Define pitching.
g) Sales Presentation.
h) Discuss about Personal development of sales executive.

PART –B

5 x 10 = 50 M

UNIT – I

2. a) What are the responsibilities of Field Sales? 5 M
b) What are relationships driven selling-fundamentals?
Explain. 5 M

OR

3. a) Discuss briefly about the importance of Field Sales for an organization. 5 M
b) What are values based strategies? 5 M

UNIT – II

4. a) What is the Importance of Sales forecasting? 5 M
b) What are the types of Sales Forecasting techniques? Explain. 5 M

OR

5. a) Define Budget. 5 M
b) “Setting Budget is crucial aspect of Financial Planning”. Derive a Sales Budget of Field Sales for an organization of your Choice. 5 M

UNIT-III

6. a) Discuss briefly about Products and Solutions. 5 M
b) What are the approaches for Solution Selling? 5 M

OR

7. a) What are the Buying Process Fundamentals? 5 M
b) Opportunity classifications. Explain. 5 M

UNIT – IV

8. a) Describe the Adaptive Selling Strategy? 5 M
b) “Pitching and Presentations”. Explain. 5 M

OR

9. a) What is Consultative Interaction, Explain? 5 M

- b) Derive the importance of Sales Negotiations skills to a Field Executive. 5 M

UNIT – V

10. a) Briefly discuss Sales team management? 5 M
b) “Sales closing is an art to be possessed by a field executive”. Derive the Adaptive Sales Closing technique to justify the statement. 5 M

OR

11. a) Write briefly about post-sales Service management. 5 M
b) What is Sales Automation? Explain. 5 M

PART –C

10 M

CASE STUDY

12. **KOMAL FOOD PRODUCTS COMPANY LTD.**

Komal Food Products Company which was founded in 1935 to manufacturer grocery and other food products had in the course of years grown into a vast enterprise having offices and branches in almost all the important cities in India.

The company's head office and factory were situated in Calcutta. Its products were distributed through five zonal sales offices, which directed 25 district sales offices. The administrative responsibility of each zonal office was become by a manager whose duly was to promote sales in his zone. He was advised and instructed by the head office from time to time.

Under the control of each zonal manager there were four functional heads, viz., personnel manager, accounts manager, sales manager and office manager. These executives advised and assisted the zonal manager on various functions relating to the zonal administration. Each functional had enjoyed considerable freedom and independence with respect to his work.

On matters relating to sales the zonal manager received advice from the sales manager. The latter formulated policies, planned schedules for sales operations, suggested improvements in district sales administration; and submitted his views on all the matters concerning sales to the zonal manager. T times he issued orders and instructions to the district sales manager but these were typically routed through the zonal manager. Ordinary his views and advice were accepted and approved by the zonal manager.

The sales manager was assisted in his work by three product managers who were considered to be experts in their respective fields. Their duty was to travel with the sales supervisors of the various districts and study and market for the company's products survey the competitive position of the company's products, study dealer and consumer reactions, sales trends, and advise the district sales manager and the sales supervisors regarding the steps to be taken for promoting sales on the districts. Every month each submitted a report to the sales activities of the company to the sales manager. The relationship between the product manager and the sales

manager is the same as that between the zonal manger and also sales manager.

Also directly responsible to the zonal manger were five district sales managers each of whom was responsible for sales in his territory. Each district manager was in turn assisted by five sales supervisors besides several salesmen.

The duties and functions of district sales managers were to:

- i. Select train and supervise his sales supervisor and salesmen following the policies and procedures laid down by the zonal manager.
- ii. make a study of the nature of consumer demand, changing market conditions, existing stock and to formulate sales campaigns, promotional methods;
- iii. Fix the sales targets to be attained in his territory from time to time.
- iv. Formulate the credit policies to be followed after consultation with the zonal manager.
- v. Develop better team work among the sales supervisors and salesmen.
- vi. See that the customers were satisfied with the company's service;
- vii. Undertake such other functions and duties as might be assigned to him from time to time by the zonal manager.

Every month each district sales manager submitted a detailed report on the sales activities of the company in his district to the zonal manager. Ordinary these reports were passed on to the sales manager for the necessary action to be taken with respect to each district.

On the morning of June 6, 1991, the following conversation took place over phone between Mr. Rajan the sales manager at the South Zonal Office and Mr. Shankar one of the district managers in the zone.

Shankar: I wish to bring to your notice an important matter that needs your urgent consideration.... The product managers are interfering too much with the sales activities of my district. I receive frequent complaints from the supervisors that they are not able to carry out my instructions due to unnecessary interference from these people if this state of affairs continues it will be very difficult to maintain our sales. The morale of the supervisors will be seriously affected. I will not be responsible if sales drop this time in our area on this account. You must take some steps to see that the relationship between the line and staff is maintained on goods terms.

Rajan: Mr. Shankar, you need not worry. I shall call the product managers and see that they maintain the proper relationship with you....

Exy day Mr. Rajan called all the product managers and after discussing routine matters he said, "... I was told by Mr. Shankar that his sales supervisors are complaining that you are interfering with their activities..... Definitely you are all expected to advise them on the steps to be taken for increasing sales. But, at the same time, please remember that you have to play only an advisory role. While advising these people you must also see that the line authority is respected..."

The product managers did not say anything.

In the subsequent months Mr. Rajan did not receive any complaint from the district office. But in the first week of October, While scrutinizing the sales progress report of the various districts for the previous quarter, the zonal manager found an unusual decline in sales in the district, which was under the supervision of Mr. Shankar.

The zonal manager called Mr. Shankar and asked him why there was so much declines in sales in his territory while all the other districts showed very good progress.

Shankar "... During the past three months the product managers have not advised our men properly. In fact, they did not advise the supervisors of the recent changes and trends in the market. They seem to be unwilling to cooperate with our sales force. What can I do? Even then, we have done our best to maintain sales...."

When asked about this by the zonal manager one of the product managers sold, "... We used to give advice to this district office also as we usually do with other district offices. On a complaint seems from Mr. Shankar, we had been told by Mr Rajan that we were exceeding on authority and unnecessarily interfering with the activities of this district. We had been asked to restrain ourselves.... The district managers talk advice directly from the zonal sales manager. We have got nothing to do in this matter..."

Questions

1. As the sales manager, how would you resolve the conflict, which has arisen between the product managers and the field sales staff? Justify your answer?
2. Do you think there are changes needed in to organizational structure of the company? Give your suggestions regarding these changes and any changes that you think are required in the reporting relationships in the organisation, between line and staff members.