

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**THIRDYEAR EXAMINATION FOR THE AWARD OF DEGREE
OF BACHELOR OF COMMERCE**

BCOM 321: SALES MANAGMENT

STREAMS: BCOM Y3S1

TIME: 2 HOURS

DAY/DATE: FRIDAY 8/12/2017

11.30 A.M - 1.30 P.M.

INSTRUCTIONS:

- **Section A - Question one is compulsory**
- **Section B - Answer any other TWO Question.**

**QUESTION ONE (COMPULSORY) - [30 MARKS]
LEADERSHIP CHALLENGE TOUGH CHOICES**

Michael Yardley was worried as he hung up from a phone call with Megan Barnes, the most promising sales person at Spring Board Technologies (SBT). Michael had hired Megan out of college only four years ago, and already Megan had distinguished herself as one of the best sales person in the company. This was saying something as SBT had worldwide Salesforce of more than 2,000 salespeople. Michael had already promoted Migan to senior sales account manager. In addition, Melissa Hendrix, executive vice president of sales for the company, had made it known to Michael and Megan that she was well unaware of her performance and had targeted her for a fast track in the company.

Now Michael had just learned Megan was going to have her first baby, and he was having serious doubts about her future. Megan had married her college sweetheart soon after graduatin. He was an Engineer, and they had both come to enjoy the benefits of two incomes. Megan's sales success had surprised her. Her natural ability coupled with a focus on relationship selling had given her the opportunity to build significant partnerships with some SBT's largest customers. At the same time, Migan had communicated to Michael that, at some point, she wanted to have a family. Megan was experiencing a great deal of role conflict. She wanted to take the time to start a family (she had thought she would take five years off while the baby was getting ready to start school) but also wanted to continue her career at SBT. At the same time, Michael was concerned about losing his star salesperson, dealing with customer disappointment, and having to tell Melisa that a person she had felt was on the fast track at the company may be leaving to start a family. He knew there were no easy answers and was considering the options for Megan as well as SBT.

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Required:

- (a) If you were Megan, what would you do and why? What factors should most influence her decision? Is this an alternative of/choice? [10 Marks]
- (b) If you were Michael, how would you handle this situation? What advice would you offer to Megan? [10 Marks]
- (c) If you were Melissa, would you get involved in Megan’s decision? Why or why not? [10 Marks]

SECTION B - ANSWER ANY OTHER TWO QUESTIONS

QUESTION TWO

Assume that you are the national sales manager for Ndagani Enterprises, a manufacturer and marketer of photocopy equipment and supplies. The firm’s products are sold both nationally and internationally by a Salesforce of 5,000. Ndagani Enterprises sells to accounts of various sizes across several industries.

- (a) Prepare a proposal that illustrates your three recommended sales organization structure. [10 Marks]
- (b) You have been newly recruited sales manager at Kenya Commercial Bank. Prepare a proposal to Managing Director on training new sales team, justify your proposal. [10 Marks]

QUESTION THREE

- (a) Near the end of your sales presentation your prospect stops you and says, “I like your product but I am really not interested in it now, perhaps in two month’s time, but not now”. What would you do? [7 Marks]
- (b) Explain how you can improve the quality of your salesforce recruitment process. [7 Marks]
- (c) Discuss how you can improve actively the motivation of your sales force. [6 Marks]

QUESTION FOUR

- (a) Explain how does effective sales territory planning help you get more time to handle the sales job more effectively. [10 Marks]
- (b) Discuss the different purposes of an evaluation of salesperson performance and how each purpose affects the performance evaluation process. [10 Marks]

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