



MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, AUGUST 19, 2004. TIME: 2.00 pm - 5.00 pm

Please attempt **FIVE** questions.

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark the **FIRST** five questions in your Answer Book).

All questions carry equal marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

(Note: Marks are awarded for the relevant use of contemporary Irish and international examples of marketing practice)

1. Compare the jobs of a salesperson and a sales manager; identify and explain any additional skills a sales manager should have.
2. *“We've all heard that you can't motivate others. Motivation by definition comes from within and our job as sales managers is to create an environment where our sales force will motivate themselves”.*
Discuss, drawing on your knowledge of motivational theory and practice.
3. *“If sales people feel that no one cares about them or their contribution to the company, they will ‘shut down’ and do just enough to get by. But if their opinions are sought, they will work enthusiastically to improve productivity and to show that their ideas can work”.*
As sales manager how can you use communications techniques to achieve this?
4. Anyone in sales knows what it's like. One month the company hits a new sales record, the next month it misses the revenue target by a wide margin, then the next month strong revenues appear again. The ups and downs are enough to make you seasick. In fact, it is called the wave theory. By contrast, the goal in sales management is to create a predictable revenue stream. How does the sales manager do this?

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5. What are the possible objectives of a call centre and what are the steps in building a world class call centre?
6. Compare and contrast three methods of determining salesforce size. Indicate which method you would choose to determine the salesforce size of a company providing insurance services to both companies and individuals.
7. In financial services, the expectation of personalised, relevant offers and service is becoming a primary driver of customer satisfaction and retention. As sales manager how would you ensure this strategy is implemented?
8. Effective sales managers require leadership skills to guide, coach and develop sales people to perform better. Discuss in terms of leadership theories.