



EXAMINER'S REPORT

AUGUST 2004

MANAGEMENT OF SALES AND CUSTOMER SERVICE

General Comments

The standard of the answers was very high, higher than previous years. Students used the text well to answer the questions, but were less sure about applying or discussing the theory. The number of work related examples could have been increased. Some students did not answer the questions fully, forgetting the actual point asked in the question.

Overall the results were:

PASS:	88.5%	A: 0%	B: 3.8%	C: 50.0%	D: 34.7%
FAIL:	11.5%	E: 7.7%	F: 3.8%		

The overall pass rate increased from 75% last August to 88.5% this August. The majority of the passes were a 'C' grade.

Question 1

This was the most popular question. Most students answered the question well but some did not cover all the points adequately. The answer should have included: the roles of the sales person and the sales manager, recent changes in their roles and the differences between them.

Question 2

This was the second most popular question and it was answered well. Most students explained what motivation was; described three motivation theories (mainly Maslow, Herzberg and Vroom); some students added Walker et al, and Doyle & Shapiro. The main weakness was in the discussion on the application of motivation theory. The de Burca & Lamkin Irish survey should have been quoted in this discussion.

Question 3

This was the third most popular question and it was poorly answered. The answer should have included a definition of communications and an explanatory diagram, the importance of communication in sales management, and a description of the range of different methods/types of communications that a sales manager should use to ensure sales personnel involvement. Most answers were incomplete, missing some of the elements above or explaining only a few examples.

Question 4

This was the least popular question and it was poorly answered. This is a very practical question facing all sales managers at one time or another. The first part of the answer should have addressed SMIS, forecasts and sales targets, i.e., focusing on quick immediate information. The second part should have discussed responses to sales dips, such as, special offers or sales, mail shots, call centre campaigns (short term); and planned deliveries for regular purchasers, additional visits to 'good' prospects (long term).

Question 5

This was the fifth most popular question and it was not well answered. The answer is in the Channel Advantage. The answer should have covered an explanation of what a call centre is including the cost per transaction (p. 46); the objectives of a call centre (type of telechannel required, reduce costs, support the salesforce etc.); and the seven steps for building the strategic call centre (p. 139).

Question 6

This was the third least popular question and it was answered well generally, but some answers were incomplete (missing the last point). The answer should have included an explanation of salespeople's time; the explanation and example calculation of the workload method, the sales potential method and the incremental method. Their advantages and disadvantages should also have been discussed.

Question 7

This was the second least popular question and there were quite a range of answers, few were well argued. The answers should have included the following: the need for information on individual customers (e.g., databases and SMIS); identification of specific needs (e.g., phone and mail surveys, focus groups and invited events); the development of appropriate offerings; product channels (such as direct mail, customer meetings, and web based products); and how to provide excellent personalised service.

Question 8

This was the fourth most popular question and it was not answered well. Students had difficulty in framing a coherent answer. It should have covered a definition/explanation of leadership, the differences between leadership and management in sales, leadership theories (trait, power, behavioural and situational/contingency theories); and leadership styles (autocratic, democratic, consultative, paternalistic and laissez-faire).