



Diploma in Marketing - Stage 3

MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, MAY 18, 2006. 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. Although sales managers operate under an outcome-based control system and can be expected, to some degree, to be motivated by self-interest, upper management expects them to be directed by organisational needs. Discuss by considering the roles of sales people, sales managers and their relationship with senior management.
2. Why is selling in international markets more complex than selling in the domestic market and what are the implications for the sales manager?
3. Sales organisation structure based on account size (i.e., national accounts and smaller accounts) can be relevant to all sizes of companies, but it becomes more critical with the larger company. Critically compare this structure with the alternatives.
4. In-depth understanding of what motivates or de-motivates individual sales people is the key to effectiveness of the sales manager as a motivator. What is motivation, how does a sales manager learn about a salesperson's motivation, and what is likely to motivate salespeople?

P.T.O.

5. In the interest of "flattening" their organisations, many companies have decimated the numbers of front-line sales managers, often without any real understanding of how this will affect sales. The "span of control" ratios have frequently climbed from 7-8 sales people per sales manager to 15-20 sales people per manager. What are the implications of such changes and are they typically a positive or a negative influence on sales performance?
6. There is €3 million to spend on sales and marketing this year. Should it be invested in the salesforce, a new call centre, an improved and expanded reseller channel, or perhaps on advertising and sponsorship of a major sports event? How would a sales manager analyse this situation and what is the basis for making this kind of decision?
7. Given the task of implementing a training programme for a salesforce, (a) how would you assess the training needs of your sales people and (b) indicate which areas of training may be necessary because of changes in today's environment.
8. Sales managers can modify their style of leadership to improve individual sales people's performance. Discuss using relevant management theories.