



EXAMINER'S REPORT

AUGUST 2007

MANAGEMENT OF SALES AND CUSTOMER SERVICE

General Comments

Overall the responses to the August exam were good. Most answers were laid out logical and well. The main weaknesses were in not completing all of the question, often the final part/conclusion was neglected or inadequate.

Pass:	84.6%	D (53.8%)	C (23.1%)	B (7.7%)
Fail:	15.4%	E (7.7%)	F (7.7%)	

Question 1

This was the third least popular question. The answers were generally good. They included a definition or explanation of the differences between sales and marketing and how they support each other; an explanation of how sales people can collect customer information and how it could be reported; what sort of feedback processes should operate and how this can be built into a continuous improvement process.

Question 2

This was the second least popular question and the answers varied from good to poor. The poor answers focused only on part of the mathematical side of the question (number of sales people required), they ignored the cost aspects and the explanations/discussion. The answer should also have included an estimation of the costs involved and their appropriateness; and the factors involved in determining the sales force size and a discussion of their relative importance.

Question 3

This was the fourth most popular question and the answers were generally good. The answers included a description of what makes a sales manager efficient, how the efficient sales manager would spend his/her time (e.g., defining strategy and structure, recruiting staff, training staff and providing active support); monitoring performance and periodic sales management audits.

Question 4

This was the second most popular question and the answers were generally good. The answer should have included the purpose of training, the knowledge and skills gap, the training needs of sales managers, what training sales people undertake and a discussion ending in some conclusions.

Question 5

This was the most popular question and it was answered well. The answers included what is motivation, why money does not work, other motivational approaches/theories, the best option and how to convince your boss.

Question 6

This was the fourth most popular question with question 3. It was answered well. Most answers covered stages in the recruitment process (diagram and explanations) and the job description. A number of answers were weak on the job description.

Question 7

This was the least popular question and it was not answered well. The answer should have included a definition/explanation of what a strategic call centre is, the potential roles of the call centre and the seven main steps involved (The Channel Advantage, page 139).

Question 8

This was the third most popular question. The answer should have included what current thinking is on leadership, what the common theories of leadership are (trait, power, behavioural and situational leadership), an overview of leadership styles and finally draw some conclusions.