EXAMINER'S REPORT

MAY 2007

MANAGEMENT OF SALES AND CUSTOMER SERVICE

General Comments
The standard of the answers was medium to high. Students used the text well to answer some questions and others less well. But were less sure about applying the theory or discussing practical examples. The number of work related examples could have been increased. In some cases students did not answer the questions fully, neglecting to cover all the points asked.

Overall the results were:

PASS:	**74.3%**	**A: 1.4%**	**B: 7.1%**	**C: 24.3%** **D: 41.4%**
FAIL:	**25.7%**			**E: 10%** **F: 15.7%**

The overall pass rate was similar to last year, except the E grade was higher (marginal failure, some of these could pass by compensation) and the F grade was lower last year.

Question 1
This was the second most popular question. Most students answered it reasonably well but failed to secure all the marks they could. The answer should have included: the role of the salesperson, the role of the sales manger and their relationship. It should then have discussed the job of the sales manager and finally the focus and objectives of sales managers.

Question 2
This was the third most popular question and it was answered well. It should have included the importance of information, the different types of information and their sources, how it is collected, analysed and made available (SMIS), and data mining. CRM could also be included.

Question 3
Question 3 was the fourth most popular question. This question concerned sales strategy, what is it, how does it change in response to market demand, how the market influences the banks sales strategy, what real choices do they have and what do you think they should do and why.

Question 4

This question was the fifth most popular question. The answer should have included an explanation of relationship marketing, how it differs from traditional sales approaches, how does one establish relationship marketing (KAM), impact of these changes on the sales person, and how does one change traditional sales people.

Question 5

This was the most popular question. It was answered well, particularly the theory aspects, but the application of the theory was generally not convincing. Most students explained what motivation was; described three motivation theories (mainly Maslow, Hertzberg and Vroom); some students included Walker et al, and Doyle & Shapiro. The answer should then have explained how sales managers identify individual sales peoples' motivations. The main weakness was in the discussion of the application of motivation theory. The application of the theory should have included a general diagram of individual motivation and the de Burca & Lamkin Irish survey results, and the need to consider individual motivation (age, background and personality), and suggest individual motivators (recognition, involvement, teamwork, etc.).

Question 6

Question 6 was the second least popular question. It was not answered well. The answers on the individual sales person costs and remuneration packages were adequate, but not so in relation to the cost of sales to the company, which should have included supervision and management, other channel costs, sales office and SMIS costs and the effect these additional costs occur.

Question 7

This was the third least popular question. This question was generally answered poorly. Most students had not read the text. The answer should have included an explanation of traditional versus leveraged sales force and a list and discussion of the five principles for building a leveraged sales force. See: The Channel Advantage, Chapter 6.

Question 8

Question 8 was the least popular question and the answers were mixed. The answer should have included: a planned approach, sources of information, outcome based evaluation (sales related data, cost related data, activity related data) and behavioural related evaluation (motivation, personal variables, sales skills and aptitude).