

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077
Program: PGDM – Marketing (Batch 2016-18), Tri-IV
Subject: Sales & Distribution Management
(End Term Examination)

Maximum Marks: 50

Duration: 3 Hours

Date: 11th September 2017

Instructions

1. Q 1 & 2 is compulsory. Attempt any 3 questions from rest
2. *Use of Personal Course pack given by Faculty is ALLOWED as reference material. No other material of loose papers / books etc. is allowed in examination room.*
3. **Sharing of any reference material with fellow students NOT ALLOWED**
4. **Start every Question from Fresh Page**
5. **Use of examples, flow charts, tables etc. is recommended wherever applicable.**
6. **Content and Presentation of content, both are important criteria for assessment.**

QUESTION 1

(10 marks)

- a) Non-financial incentives are for exceptional people and it leads to average people to expect nothing beyond the salary or desired commission level. Do you agree with this statement? How will you use non-financial incentives for the benefit of a large sales force in an Indian Organization selling adhesives to business customers as well as retail customers?
- b) Discuss the evolution of Sales in the way of different era. Are those era still relevant in the current sales management context?

QUESTION 2

(10 marks)

Hiring Best People is critical to an organization's competitiveness. How can hiring process contribute to attaining this goal of the organization? Should applicants be selected based on their ability or personality? How can the fit be assessed in a large public sector organization? Assume that you have started your own venture of

manufacturing products for bakeries in various parts of Maharashtra. You want to recruit sales person for contacting the target segments and sell products and build a sustainable business model. What all would you consider to recruit people?

QUESTION 3

(10 marks)

“Kauflauf’s sales organization stood in stark contrast to that most of competitors, which used dedicated sales teams and development teams that focused only on large accounts. Some also had dedicated teams for mid-market customers while others did not. Kauflauf management believed that its highly skilled and agile field sales force had been essential to its success in the middle market.

The field consultants prided themselves on being able to deliver technical assistance, cutting edge products, and superior service to clients while maintaining friendly professional relationships. They were paid on a straight salary basis, with total remuneration (including travel and other expenses) in line with comparable sales representatives from other companies”

How effective has Jess Westerley been in taking charge as assistant product owner at Kauflauf? What plan she wanted to implement? Why did her first attempt failed? Does her revised proposal make sense? What actions she should take to ensure success of her plans?

QUESTION 4

10 marks)

- a) What would a SWOT analysis of Moonka Auto reveal about strengths, weaknesses, opportunities and threats?
- b) What alternatives are available to Mr Agarwal, and what criteria should guide his choice of alternatives?
- c) Using Ansoff’s product – market matrix to analyze Moonka Auto situation, determine whether Moonka Auto should follow a strategy of market penetration, market development, product development or diversification?

QUESTION 5

(10 marks)

“On May 1, 1998, David Thomas was transferred to the Syracuse, New York, a division of Pilgrim Drug Company, as division sales manager”.....

Is assigning territory through Seniority an important factor? Comment

What were the difficulties David Thomas had to face while redesigning the Sales Territories? Why David Thomas wanted to redesign the sales territories?

Assume that Clifford Nelson resigns as he gets an excellent offer from a competitor.

What David Thomas should do to achieve the desired market share in the revised scenario?

QUESTION 6

(10 marks)

Discuss the decision making unit at a large hospital. How is understanding the decision making unit relevant to the sales strategy for Asclepius?

What are the various Go-to-Market alternatives for Asclepius? What are their pros and cons and which model would you recommend?

Based on the data provided in the case, how many sales people or resellers would Asclepius need to Break Even and effectively cover the market?

QUESTION 7

(10 marks)

- a) Explain the issue bothering Amit Kumar & why Sachin Mandore was not happy?
What would you suggest Amit Kumar as well as Sachin Mandore so that they reach an amicable solution and results in a win-win situation for both.
- b) What are the different Customer value Propositions? Explain with suitable examples

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