

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,**  
**Vidyavihar, Mumbai- 400077**  
**Program: PGDM – Executive (Batch 2016-17), Tri-II**  
**Subject: Business Development**  
**(End Term Examination)**

**Maximum Marks: 50**

**Duration: 3 Hours**

**Date: 20<sup>nd</sup> March 2017**

**Instructions**

- 1. Attempt any 3 questions from Q 1 to Q 5. Question 6 & 7 are Compulsory**
- 2. Use of Personal Case Copies is ALLOWED as reference material.**
- 3. Sharing of any reference material with fellow students NOT ALLOWED**
- 4. Use of examples, flow charts, tables etc. is recommended wherever applicable.**

**QUESTION 1** **(10 marks)**

Consider yourself as the District Sales Director of New England region of StepSmart Fitness. What are the challenges which you are facing? Does the Organizational structure needs a relook? Is there an urgent need to terminate some sales employees? Is there a requirement of hiring New Sales People looking at time constraints? Keeping in mind the goals which you are supposed to achieve, what top three steps would you strongly recommend to your boss Caitlin Sheridan? Support your actions with strong justifications?

**QUESTION 2** **(10 marks)**

“The idea of having Brand Development Managers at Hearts on Fire was a flop one”. Do you agree with the comment? If yes, what plan would you suggest to design a plan for achieving the goals set for Business Development Managers? If you disagree, then what were the concerns and why this model was under review? What were the challenges faced by retailers and company and how would these challenges could be addressed with suitable revision in the model or in the proposed new model.

**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 were the negative and positive facets to the hiring of Sprouts at Arrow Electronics? **(5 Marks)**
- b) What are the dominant motives for buying a telecommunication system? Which are the most valued benefits for the customer to press the BUY BUTTON? Explain the different buyer roles for a company buying telecommunication system. **(5 Marks)**

**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)**

- a) Explain the Customer Value Propositions in Business Markets with suitable examples. **(5Marks)**
- b) Explain the Five Cs to be considered for organizing the sales force to ensure that the right product is offered to the right customer at the right time at right price? **(5Marks)**

**QUESTION 7** **(10 marks)**

- A) True or False **(5Marks)**
  - 1) Favorable points of Difference answers the customer question – Why should our firm purchase your offering?
  - 2) Networking within customers to find new leads is the quality of a Hunter
  - 3) Jess Westerley was the assistant Sales Director at Kauflauf GmbH.
  - 4) Andrew Mason reported to Tim O’Shaughnessy at Living Social
  - 5) Greg Morgan was widely respected Sales Director of P V Technologies, Inc.
- B) Explain the Skip Miller Formula to evaluate Sales force **(5 Marks)**

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