

Registration No :

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Total Number of Pages : 01

MBA

15MNG304A

3rd Semester Regular / Back Examination 2018-19
SALES & DISTRIBUTION MANAGEMENT (SDM)

BRANCH : MBA

Time : 3 Hours

Max Marks : 100

Q.CODE : E327

Answer Question No.1 (Part-1) which is compulsory, any EIGHT from Part-II and any TWO from Part-III.

The figures in the right hand margin indicate marks.

Part- I

Q1 Short Answer Type Questions (Answer All-10) (2 x 10)

- a) What is a Sales Organization?
- b) What is Horizontal Marketing?
- c) What is understood by Channel Conflict?
- d) What do you understand by Joint Venture mode of Entry?
- e) What is SCM?
- f) What do you understand by Selection in Recruitment and Selection Process?
- g) What is meant by Channel Integration?
- h) What do you understand by Inventory Planning?
- i) What is a Sales Budget?
- j) What is a Level – I Channel?

Part- II

Q2 Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- a) Explain Channel Management with examples.
- b) Design customer oriented marketing channel.
- c) Lay down Inventory Management Decisions and justify.
- d) How can channel competition be organized properly through co-operation?
- e) How can companies attain International Orientation?
- f) What is the need of Sales Forecasting?
- g) Explain Territory Management and its Implications.
- h) Distinguish between Distributions Management and Logistical Management?
- i) How can the behavior of Channel Members be managed?
- j) Explain Sales Management.
- k) Why should there be Channel Relationship Management? Lay down its significance.
- l) What is the role of Logistics Planning? Elaborate your answer.

Part-III

Q3 Long Answer Type Questions (Answer Any Two out of Four) (16)
Explain the different modes of Entry into foreign Markets? Exemplify your answer.

Q4 What are the different modes of compensating the Sales Force? Analyze your answer with examples. **(16)**

Q5 How can channels be designed with channel conflict being kept at the minimum? Exemplify your answer. **(16)**

Q6 Design International Channel of Distribution for Indian Spices with example(s). Justify your answer. **(16)**

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MBA
15MNG304A

3rd Semester Regular Examination 2017-18
Sales & Distribution Management (SDM)

BRANCH : MBA

Time: 3 Hours

Max Marks: 100

Q.CODE: B679

Answer Question No.1 and 2 which are compulsory and any four from the rest.
The figures in the right hand margin indicate marks.

Q1 Fill in the Blanks :

(2x10)

- A distribution system in which producers, wholesalers and retailers operate as a unified system is called-----.
- channel conflict takes place among the channel members at different levels of the channel.
- An element of value chain which involves activities associated with receiving storing and disseminating inputs to the product is called----- logistics.
- A path traced in the direct or indirect transfer of title to a product as it moves from a producer to the ultimate consumer is called -----.
- A type of sales organization in which separate sales forces are assigned for each product category is called----- organization.
- is an external source of recruitment of sales people in which company personnel can provide the management with leads to potential recruits from outside the firm.
- In Maslow's Need Hierarchy theory of motivation, Esteem Need comes in between --- - Need and ----- Need.
- Under ----- type of sales force compensation plan there is a direct link between the remuneration and the sales performance and productivity.
- In ----- step of the personal selling process a sales person makes initial contact with the prospective customer and creates a favorable first impression.
- In ----- technique of sales forecasting a group of experts articulate their opinions in an environment in which the majority opinion is not disclosed to prevent it from influencing others.

Q2 Explain the following :

(2x10)

- Sales quota
- Bulk breaking
- Product assortment
- Exclusive distribution
- Wedge shaped sales territory
- Sales contest
- Closing the sale
- Mom and Pop store
- Work load Approach to create sales territory
- Sales potential

Q3

Discuss various types of compensation plan for the sales force. While designing a suitable compensation package for your sales force what factors should you take into consideration?

(15)

4

Q4 "The channel design process takes into account both the logistical and commercial aspects of a specific channel." Explain the statement and discuss the steps involved in the process of designing a customer oriented distribution channel. (15)

Q5 "Personal selling is a two-way traffic." Why is it said so? Explain various steps involved in the personal selling process and discuss the situations which are conducive for effective personal selling. (15)

Q6 The followings are the common objections raised by most distributors (from their perspective). As a sales manager you are required to make plans and address these concerns to motivate the distributors within the framework of your company policies. (Assume policies) (15)

Your product is exactly as good as that of the competitors nothing more than that as claimed by you.

What is the discount (profit) for me?

Your price is too high compared to the competitors.

Q7 Do you feel managing international channel is radically different from managing domestic channel of distribution? Give reasons for your answer and discuss various modes of international entry decisions with their implications. (15)

Q8 Answer the following questions : (7.5x2)

a) Explain various methods of preparing sales budget.

b) Write a note on the relevance of effective supply chain management

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MBA
15MNG304A

3rd Semester Regular Examination 2016-17

SALES & DISTRIBUTION MANAGEMENT

BRANCH: MBA

Time: 3 Hours

Max Marks: 100

Q.CODE: Y740

**Q No 1 and 2 are compulsory and any four from the rest
The figures in the right hand margin indicate marks.**

Part – A (Answer all the questions)

- Q1** Answer the following questions: (2 x 10)
- a) The ----- stage of the personal selling process involves the first meeting between the sales person and the prospect, which aims to get the prospect's attention, stimulate interest, and build a working relationship
 - b) ----- type of sales organization violates the principle of unity of command.
 - c) In----- type of compensation plan a sales person is paid a fixed amount regularly and provides a sense of security.
 - d) A type of selling, in which a sales person provides value added benefits to the buyer and creates a climate of lasting mutual trust and confidence is called-----.
 - e) A sales person who moves around the market and builds goodwill and reputation for the product and the firm is known as----- salesman.
 - f) A type of interview, in which each applicant for sales job is asked a patterned and similar questions is called ----- interview.
 - g) In----- distribution pattern a product is sold through as many outlets as possible.
 - h) ----- involves following down all the sales leads in the target market and gives a starting push to the personal selling process.
 - i) A----- VMS has a distinct characteristic of combination of successive stages of production and distribution under a single ownership.
 - j) In ----- method of sales forecasting, the managers or executives of the organization combine their experience and judgment to determine the sales potential.

- Q2** Answer the following: (2 x 10)
- a) What do you mean by 'closing the sale'?
 - b) Who is an order-getter salesman?
 - c) Explain the clover-leaf shape of sales territory.
 - d) Distinguish between transactional selling and relational selling.
 - e) What do you mean by sales quota?
 - f) What do you mean by Drop shipment wholesaler?
 - g) What is VMS?
 - h) What are the four types of utilities a marketing distribution system usually provides to its customers?
 - i) What is Work Load method of determining the sales force size?

Part – B (Answer any four questions)

- Q3** "Selection of a wrong sales person is not only unsuitable for the job but he/she also drains the resources of the company and makes an adverse impact on the reputation of the company" Discuss the statement and explain the steps involved in the selection process of suitable sales force. **(15)**
- Q4** "Sales organizations should be adaptable to changing environment." Why is it necessary? Explain various forms of sales organizations usually found in the present LPG era **(15)**
- Q5** Explain the characteristics of a good sales force compensation plan. Draw out a comparison between straight salary plan and straight commission plan of sales force compensation with their relative merits and limitations **(15)**
- Q6** Why do conflicts occur in a distribution channel? As the sales manager how would you resolve the channel conflicts? Explain your assessment of the impact of the various types of channel conflicts on the channel performance **(15)**
- Q7** Why should supply chain be viewed as a set of interrelated processes and activities that need to be aligned, coordinated and synchronized, rather than a series of discrete, non-aligned activities? What are the fundamentals of effective supply chain management? **(15)**
- Q8** As a sales manager of the international division of a company, what differences do you perceive in the expectations of customers across the countries and why such differences occur? Explain various modes of international entry decisions and outline their implications **(15)**

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MGT 304A

3rd Semester Regular / Back Examination 2015-16
SALES AND DISTRIBUTION MANAGEMENT

BRANCH: MBA

Time: 3 Hours

Max marks: 70

Q.CODE: T559

Answer Question No.1 which is compulsory and any five from the rest.
The figures in the right hand margin indicate marks.

Q.1 Answer the following questions:

(2 x 10)

- a) Canned presentation
- b) Geographical control unit
- c) Relational selling vs. Transactional selling
- d) Vertical marketing system
- e) Non-Store retailing
- f) Hybrid channels
- g) Reverse logistics
- h) Sales quota
- i) Clover-leaf
- j) Intensive distribution

Q.2 a) Case study:

(10)

Patric McKnight just became vice president of sales for General Industries, overseeing 150 sales people and 10 sales managers. General's sales were solid, but profit margins were abysmal. General's president asked McKnight to correct the situation.

During the first few months of McKnight's tenure, he spent much time on the road with his sales people, visiting customers. His mission was twofold: introduce himself to general's customers and observe the selling style of his sales people. He discovered that price cutting was rampant. McKnight's predecessor, he learned, had managed with the credo 'sales at any cost.' Unfortunately for General Industries, the practice cost the company profits.

McKnight has to devise a turnaround strategy. His biggest challenge will be to get 150 sales people to drastically adjust the way they have been selling for the first four years under the former sales VP and he must get his 10 sales managers to support and encourage the change. McKnight knows that his toughest challenge will be managing the drop in sales that may result

from his new mandate 'sell on value, not on price cuts.' But he is also worried that many of his sales people will leave the company fearful that their commissions will be reduced in the short term.

Questions:

(i)- How can the new VP introduce his new policy without creating resentment among the sales people?

(ii)- Do you feel that a retraining program is necessary to bring around a change among the sales people in view of the changed policy introduced by the new VP? If yes, what would you focus on in the retraining program

- Q.3** 'A straight salary plan is often a solace for inefficient sales people, whereas a straight commission plan paves the path for such parasites to leave the organization.' Elaborate the statement with your considered opinion and evaluate the straight commission method. (10)
- Q.4** What are the major objectives of conducting training for sales force? Explain various methods of sales training and as a sales manager suggest suitable training program for fresh engineering graduates who would be taking up independent selling assignment for industrial products (10)
- Q.5** What is sales territory? What are the factors those affect the carving of sales territories? Discuss the methods of establishing sales territories. (10)
- Q.6** Why do conflicts occur in a distribution system? Is it possible to eliminate all types of conflicts in a channel relationship? How does channel conflict affect channel performance? (10)
- Q.7** Why should supply chain management be viewed as a set of interrelated processes and activities that need to be aligned, coordinated and synchronized, rather than a series of discrete, non-aligned activities? What are the fundamentals of effective supply chain management? (10)
- Q.8** Critically discuss various modes of market entry decisions and explain the factors that determine the mode of market entry in the context of the international orientation of companies. (10)

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MBA
MGT 304A

Third Semester Regular Examination – 2014

SALES AND DISTRIBUTION MANAGEMENT (SDM)

BRANCH : MBAR

QUESTION CODE : H 422

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory and any **five** from the rest.*

The figures in the right-hand margin indicate marks.

1. Explain the following : 2×10
 - (a) Vertical and Horizontal channel conflict
 - (b) Intensive distribution
 - (c) In-bound logistics
 - (d) Order takers
 - (e) Sales quota
 - (f) Cloverleaf
 - (g) Prospecting
 - (h) Work load method
 - (i) Drop shippers
 - (j) Reverse logistics.
2. Read the following case and answer the questions :

Tanishq, a Tata product, launched itself in the jewelry market in 1995 under the brand Titan. It was initially involved in manufacturing, and in 2000 it entered the market as a jewelry retailer. Setting up a jewelry retail store in a country like India was indeed a challenge. Traditionally, India has had a large unorganized jewelry market. Most of the Indian customers visit the local jewelers for making gold purchases. There was no concept of branded jewelry and gold was sold on

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the basis of trust. There were a lot of malpractices involved in selling gold to the consumers in this process. For example, gold could not be sold by the customer at the same price at which he/she was buying it.

The current value of India's gold jewelry is estimated to be around Rs. 70000 crore and is dominated by the local jewelers. Tata realized the potential of a trusted jewelry brand in India and decided to open Tanishq stores across the country. Tanishq competed with the unorganized gold jewelers by providing the customers with pure gold jewelry and by charging accurate prices. It did not apply a gold rate to the stones embedded in the jewelry, and it charged the same rate for selling or buying gold. Tanishq charged about 20-30 percent of the price of the gold purchased as its making charges, and the local jewelers did not have any fixed rate. Tanishq sold not only traditional Indian jewelry but also created designs for the modern working class. Also, it not only catered to the niche customers but with its varied ranges of jewelry, it catered to customers of all sorts. Besides providing authentic jewelry, Tanishq also provided its customers with various discounts and offers during festivals. Its customer loyalty program called 'Annutara' had been successful in maintaining its customer footfall. Until December 2011, Tanishq had 133 stores across 76 cities in India. Fair practices and innovative marketing strategies helped Tanishq in building its customer base. Tanishq is an example in retail market that shows how a firm could change/alter consumer's attitude and practices in making purchases.

It was realized that the elite feel of the Tanishq stores created a resistance from the rural customers in making purchases from it. The rural consumers contribute to about 60% of the total gold purchased in the country and the value of the jewelry market in the rural and semi-rural areas is about Rs. 42000 crores. To capitalize the business opportunities in the rural areas, Tata came up with another gold jewelry store called 'Gold Plus.' These stores sold only 22 carat and 18 carat traditional Indian jewelry, tailored for the rural demands. Today, Gold Plus is spread across 29 stores across six states, and it is the largest gold jewelry chain in Tamilnadu. Tata is expanding its business in the domestic and international markets.

Questions :

- (a) Compared to small and independent jewelers, jewelry making charges of Tanishq are significantly high. How can Tanishq overcome this price disadvantage and what would be your sales talk as a retail sales manager of Tanishq to this price objection ?

5

- (b) Given the presence of small and independent jewelry shops in every corner of India, how can Tanishq compete with them ? 5
3. "Sales organizations should be adaptable to changing circumstances and emerging market environment." Discuss the statement in the context of the factors influencing the sales organization structure and explain customer based and product based sales organization with their respective merits. 10
4. What are the advantages of sales territory ? Outline the factors influencing the size of the sales territory and explain market build-up approach and workload approach of designing sales territory. 10
5. How would the sales process differ in the following situations ? 5+5
- (a) A sales executive selling micro oven to working women.
- (b) An insurance agent selling a market-linked insurance product to a young professional in his twenties.
6. Discuss the need and criteria of a good compensation policy for sales personnel. Explain various types of compensation plans. 10
7. What is value network and marketing channel system ? Discuss the factors influencing the design of a customer-oriented channel structure. 10
8. What do you understand by international orientation of companies ? Discuss different mode of entry decisions with their implications. 10
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Total number of printed pages – 3

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Third Semester Examination – 2013
SALES AND DISTRIBUTION MANAGEMENT

QUESTION CODE : C- 535

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 & 2 are compulsory and any **four** from the rest.*

The figures in the right-hand margin indicate marks.

1. Answer briefly the following questions : 2×10
 - (a) Differentiate between sales target and sales quota.
 - (b) What is clover- leaf shape of territory ?
 - (c) Expand SPANCO.
 - (d) Why does conflict occurs in a distribution channel ?
 - (e) What is order processing ?
 - (f) How inventory carrying cost is different from ordering cost ?
 - (g) What are the primary sources of recruitment in sales ?
 - (h) What are the major discrepancies that exist between the manufacturing activity and the consumption activity ?
 - (i) Differentiate between intensive and selective distribution.
 - (j) What is horizontal marketing system ?
2. Power Tractors Ltd. is the manufacturer of large, medium, and small size (with respect to HP.) tractors, planned to market their tractors in Baitul District of Madhya Pradesh where there are two other strong competitors already had their strong-hold. The Power Tractor Ltd. appointed a distributor and 5 retail dealers under him in the Baitul District. The Power Tractor Ltd. has given the distributor total responsibility to increase the Power Tractors market share. The distributor

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made the market survey and studied the land holding patterns, soil nature of the agricultural land in the district and observed that soil is sandy and major land holding is larger to medium and those farmers prefer Higher H. P. Tractors. A few percentages of farmers are also holding small land holdings that use small HP Tractors. He prepared the list of large, medium and small land holder farmers in all the villages of the Baitul District. He divided the villages in following categories on the basis of Population of the villages as follows :

Category of Villages A - large sized Villages

Category of Villages B - Medium sized Villages

Category of Villages C - Small Sized Villages

After some period of starting marketing activities in Baitul district, the Distributor have further fine tuned the market. He classified the villages as follows :

High Market share Villages: In these villages the Power Tractor Ltd. have market leader position. The distributor asked the sales persons of the company to maintain good relations with the farmers of these villages. Here the sales of the Power tractors are high. Competitors in these villages are trying to regain their past leadership position with aggressive marketing strategies.

Medium Market share Villages : In these villages the Power tractor sales are average. The distributor asked the sales persons to conduct demonstrations of Power tractor supported by promotional activities like Product display, farmer meetings, wall paintings etc. Also credit schemes are introduced in these villages for potential buyers. All these initiatives by the company resulted into the increased sales and enquiries for their tractors.

Low Market share Villages: In these villages the sales of Power Tractors is negligible. So company has done only wall paintings in these villages.

There are a few enquiries started coming from the farmers of these villages about credit schemes. The company have also tractor accessories (spare parts) division. In the accessories /spares the company have better profit margins. The Power Tractor Company have one retail outlet at Baitul for spares and one service centre for tractors. The farmers use to come to Baitul for purchase of

spares and servicing the tractor. The Power Tractor Company have marginal growth rate in sales of their tractors which is lower than the Industry Growth rate in Baitul District.

Do you satisfy with the company's overall marketing strategy ? What kind of additional marketing actions do you think the company should initiate in high market share villages and low market share villages to get the sustained and higher market share of tractor sales ? 10

3. What are the key constituents of a strategic sales management process ? What key decisions a sales manager has to take at different stages of the sales management process. 10
4. Explain the personal selling process. What precautions a sales person has to take at each of these levels in order to achieve sales ? 10
5. What is sales budget ? Discuss the sales budgeting techniques in detail. 10
6. What is meant by a customer oriented channel? Explain the channel design process. 10
7. How does warehousing as a function contribute towards cost reduction in a system ? What are the major functions of a warehouse? How is warehousing related to inventory decisions ? 10
8. Write short notes on : 5×2
 - (a) Vertical Marketing system
 - (b) Supply Chain Management.

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MBA
MBA 306A

Third Semester Examination – 2012-13

SALES AND DISTRIBUTION MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 & 2 are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Explain the following briefly : 2×10
- (a) Horizontal Marketing System
 - (b) Wedge shaped territory
 - (c) Missionary salesman
 - (d) Selective distribution
 - (e) Order processing
 - (f) Cold calling
 - (g) Full service wholesaler
 - (h) Intermodal transport
 - (i) Jury of executive opinion
 - (j) Prospecting.

P.T.O.

2. Case study :

5 + 5

Patric McKnight just became vice president of sales for General Industries, overseeing 150 sales people and 10 sales managers. General's sales were solid, but profit margins were abysmal. General's president asked McKnight to correct the situation.

During the first few months of McKnight's tenure, he spent much time on the road with his sales people, visiting customers. His mission was twofold : introduce himself to general's customers and observe the selling style of his sales people. He discovered that price cutting was rampant. McKnight's predecessor, he learned, had managed with the credo 'sales at any cost.' Unfortunately for General the practice cost the company profits.

McKnight has to devise a turnaround strategy. His biggest challenge will be to get 150 sales people to drastically adjust the way they have been selling for the first four years under the former sales VP and he must get his 10 sales managers to support and encourage the change. McKnight knows that his toughest challenge will be managing the drop in sales that may result from his new mandate 'sell on value, not on price cuts.' But he is also worried that many of his sales people will leave the company fearful that their commissions will be reduced in the short term.

Questions :

- (a) How can the new VP introduce his new policy without creating resentment among the sales people ?
 - (b) Do you feel that a retraining program is necessary to bring around a change among the sales people in view of the changed policy introduced by the new VP ? If yes, what would you focus on in the retraining program ?
3. As a sales manager how would you handle the following objections ? 10
- (a) I would like to go ahead now, but the budget is not approved.
 - (b) When it comes to providing service, nobody will be around after the deal.
 - (c) Competitors are offering the same quality at reduced prices

4. Why planning, recruiting and selecting right sales people are important for the organization ? What procedure should a sales manager follow to select man power ? 10
5. What is compensation ? What are the important compensation methods that a sales manager uses for the sales force compensation ? 10
6. Define sales territory and discuss its importance in sales planning and control. As a sales manager what steps would you follow in designing territories using workload and build up method. 10
7. "The channel design process takes into account both the logistical and commercial aspects of a specific channel." Explain the statement and outline the steps involved in the process of designing a customer oriented distribution channel. 10
8. Why do conflicts occur in a distribution channel ? Explain various types of channel conflict and suggest measures to resolve them. 10

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MBA
MBA 306A

Third Semester Examination – 2011

SALES AND DISTRIBUTION MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 & 2 which is compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Explain the following briefly : 2×10
- (a) Canned presentation
 - (b) Geographical control unit
 - (c) Relational selling vs. Transactional selling
 - (d) Vertical marketing system
 - (e) Non-Store retailing
 - (f) Containerization
 - (g) Drop shippers
 - (h) In bound logistics
 - (i) Clover-leaf
 - (j) Intensive distribution

2. **CASE ANALYSIS :**

Ashok Deshai was transferred from western region, where he worked as area sales manager of C G engineering Company, to eastern region as regional

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marketing manager— industries. He was told by the company general manager (sales) that he was transferred from western region to eastern region to set things right, as eastern region was not performing well on sales and profits. Ashok's main responsibilities were to manage effectively 11 sales engineers and achieve the sales volume and contribution (to profit) quotas. For Ashok not only the industrial customers but also the sales engineers were new. The sales engineers were compensated based on straight salary and perquisites like HRA and Medical reimbursement. There was no incentive scheme. The territory of eastern region consisted of states of West Bengal, Odisha, Bihar and Assam.

Ashok felt that the sales engineering were not covering the market adequately and were not following any system of routing and scheduling. He also thought that the salespeople were spending more time in travelling and less time in selling activities. After talking to sales engineers individually, he got an impression that most of them were not motivated, as they were not given adequate freedom of operations and recognition whenever they got good orders. Ashok thought that there was a good scope of applying what he had learnt in the management institute and achieve superior results as expected by the general manager (sales).

Questions for discussion :

- (a) If you were Ashok Deshai, what would you do to achieve the sales volume and contribution quotas ? 5
- (b) Will you redesign the Territory, routing and scheduling ? State your suggestion in favor and against. 5
- 3 "Salesmen are born not made." Do you agree with this statement ? Justify your view and explain the functions of sales management. 10
4. "Sales people need to be continuously developed in order to make them competitively fit." If you were the sales manager of a leading consumer product company, how would you make the sales training programme effective and result oriented ? 10

5. As an imaginative sales person how would you handle the following objections : 10
- (a) Your product is too costly.
 - (b) Why should we buy your product when unbranded products of such category are easily available in the market with lower price ?
 - (c) Our budget is tight this year.
6. "A good distribution system can achieve success not so much by cutting costs but adding value." Give your opinion on this observation and explain the role and importance of distribution channel. 10
7. What do you mean by market logistics? Examine the role of transport and warehousing in the physical distribution system. 10
8. "Nothing is really sold until it is sold at retail." Discuss the significance of the statement and explain various types of retail format. 10