



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M)**  
**Third Trimester (Batch 2023-25)**  
**End Term Examination, April 2024**

Course Name	Sales Management & Business Development	Course Code	20103
Max. Time	2 hours	Max. Marks	40

**Instructions:**

- a. Attempt any 4 questions
- b. Write to the point and be specific to the context of the question.

**Q1.** Following is the forecast given to the Area Manager of Noida, Kapil by the area sales executives who report to him. **Reflect** on the growth projections given by the ASIs. What is the total growth forecast for Noida? How can Kapil make this forecast more accurate? **(3+3+4 marks)**

Area Sales Executive	Quarter 4 of 2023	Quarter 4 of 2024
Sanjeev	848	1747
Vinay	1020	1950
Bhuwan	3505	5200

**Q2.** Snow white Paper Company is located in an agricultural belt about 300 kilometers away from a metro city. The company is into writing and printing papers. Its primary raw material is wheat straw. Last year, the company had a turnover of Rs. 134 crore on a volume of 45,000 tons of paper. While preparing the business plan for the current year, the top management was concerned to resolve the problem of finished goods distribution.

The paper industry is dominated by selling agents who bring the manufacturer like Snow White and the buyer like printing/ publishing companies, and note bookers, together. They make a commission of about 2 percent on all transactions. Snow white depends on about 110 agents to canvas business for it from users. The agent arranges for the buyer to pay the company for its produce by an advance draft. It is expected that the agent provides the credit support to the buyer. Agents are not exclusive to Snow white and work for other paper mills also and normally play the mills against each other. They have a grip on the business and are reluctant to put the mills directly in touch with the buyers. The company sells 23% of paper directly to government organizations.

**Discuss** how Snow white can become less dependent on the selling agents and plan its sales, profits and customer service better? **(10 marks)**

**Q3.** Sumit Products Ltd. is a company that produces and markets steel cups, teaspoons, knives and forks for the catering industry. The company was established in 1968 in response to the changes that were taking place in the catering industry. The growth of the fast-food sector was seen as an opportunity to provide disposable eating utensils which would save on manpower and allow for speedy provision of utensils to cater to the fast customer flow. In addition, Sumit Products has benefitted from the growth in supermarkets and sells consumer packs through four large supermarket groups. The expansion of sales and outlets has led Rakesh, the sales manager to recommend to S Kumar, the GM, that the present sales force of two regional representatives be increased to eight.

Rakesh believes that the new recruits should be experienced in selling fast moving consumer products essentially that is what his products are. S Kumar believes that the new recruits should also be familiar with steel as a product since that is what they are selling. He favours recruiting from within the steel industry, since such people are familiar with the supply, production and properties of steel and are likely to speak the same language as other people working at the firm.

- a) **Discuss** the factors which should be considered when recruiting salesmen?  
b) Do you agree with S. Kumar, Rakesh Kumar or neither? Elaborate? (5+5 marks)

**Q4.** Briefly **explain** different types of sales quota. Which sales quota is suitable for an FMCG company sales representatives? **Justify** your answer. (7+3 marks)

**Q5.** Suggest and justify a compensation plan which will be appropriate for (2.5+2.5+2.5+2.5 marks)

- a) Sales person employed with a bank and selling credit cards
- b) Sales person selling air conditioners to company dealers
- c) Sales person selling generators to industrial houses
- d) Sales person employed by a hotel, selling hotel services.