



**higher education  
& training**

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

# **MARKING GUIDELINE**

**NATIONAL CERTIFICATE**

**JUNE EXAMINATION**

**SALES MANAGEMENT N6**

**30 MAY 2016**

**This marking guideline consists of 6 pages.**

**SECTION A****QUESTION 1**

- 1.1 C
- 1.2 C
- 1.3 A
- 1.4 C
- 1.5 A
- 1.6 C
- 1.7 A
- 1.8 D
- 1.9 C
- 1.10 A
- 1.11 D
- 1.12 C
- 1.13 D
- 1.14 D
- 1.15 C
- 1.16 C
- 1.17 C
- 1.18 B
- 1.19 D
- 1.20 C
- 1.21 D
- 1.22 B
- 1.23 B
- 1.24 D
- 1.25 B

(25 x 2) [50]

**TOTAL SECTION A: 50****SECTION B****QUESTION 2**

- 2.1
  - Provide maximum incentive
  - Income directly related to productivity
  - Income is based on performance
  - Costs are proportional to sales
  - Sales representatives can make more money

(Any 4 x 2) (8)

- 2.2
- Cost
  - Motivation
  - Control
- (3 x 2) (6)
- 2.3
- 2.3.1 Means that all sales people in the sales organisation should be supervised by a single person who is endowed with the proper authority and responsibility to fill this supervisory role.
- 2.3.2 Refers to the number of salespeople who can be supervised effectively by a single immediate sales manager.
- (Any 2 x 3) (6)
- 2.4
- 2.4.1 Refers to an objective and comprehensive study of a sales position in order to identify the duties, requirements and conditions regarding that position.
- 2.4.2 Refers to an accurate and specific written statement which identifies and describes the duties and responsibilities and other information of a particular sales position according to data gathered by means of job analysis.
- (Any 2 x 3) (6)
- 2.5
- Ensures that same information is gathered from all candidates.
  - Helps to collect specific information about the candidate personal history.
  - Saves time during the screening phase.
  - Aids the sales manager prior to and during a personal interview.
- (Any 4 x 2) (8)
- 2.6
- According to ledger accounts
  - According to activity classification
  - According to territories
  - According to products
- (Any 4 x 2) (8)
- 2.7
- Recruits are trained at their district or field office.
  - Each district is responsible for training their own staff.
  - The district manager is responsible for decentralised training.
  - Training usually takes place over a period of time.
  - Decentralised training is less expensive than centralised training.
  - Provides opportunity for district manager to evaluate the trainee.
  - The problem is that in decentralised training district manager may not always have time to perform the training task.
- (Any 4 x 2) (8)
- [50]**

### QUESTION 3

- |     |       |   |             |      |
|-----|-------|---|-------------|------|
| 3.1 | 3.1.1 | <ul style="list-style-type: none"> <li>• Interviewer attempts to determine how well the applicant responds to stress</li> <li>• The basis of the stress interview is that the candidate's natural stress-tolerance becomes evident during the interview. It could be a fair indication how well the applicant would be able to cope with actual selling situations.</li> </ul>  |             |      |
|     | 3.1.2 | <ul style="list-style-type: none"> <li>• An unstructured interview with both the candidate and his/her spouse in order to determine the combined attitude of both parties regarding the position applied for</li> <li>• In this case, the couple are usually interviewed together which gives the interviewer the opportunity to establish how the spouse feels about the people his/her partner will meet.</li> </ul>  | (Any 2 x 3) | (6)  |
| 3.2 |       | <ul style="list-style-type: none"> <li>• Increased productivity</li> <li>• Lower job turnover</li> <li>• Improved morale</li> <li>• Improved customer relations</li> <li>• Improved management of time and territory</li> <li>• Decrease direct supervision</li> </ul>  | (Any 6 x 2) | (12) |
| 3.3 |       | <ul style="list-style-type: none"> <li>• To establish what happened and why it happened in order to take corrective action</li> <li>• To plan the development of sales people</li> <li>• To discover the factors that lead to superior sales performance</li> <li>• To base promotion and increase decisions on objective performance date</li> <li>• To forestall future problems by indentifying weaknesses in field selling efforts and ensure that a salesperson who really deserves favourable recognition does get it</li> <li>• An objective analysis of individual sales performance is a major aid regarding sales staff management tasks</li> </ul> | (Any 4 x 2) | (8)  |
| 3.4 |       | It is appropriate when a company frequently introduces new products and when its product lines become very large, complex and diversified and demanding individualised product knowledge and client attention   |             | (4)  |
| 3.5 |       | <ul style="list-style-type: none"> <li>• A variety of complex products sold</li> <li>• When technical product sold</li> <li>• Very dissimilar product sold</li> <li>• Unrelated product sold</li> </ul>   | (Any 2 x 4) | (8)  |

## 3.6 Regular income

- Sales representatives want an income that covers their basic needs without hardship.
- Equity
- Reward for superior performance
- Sales representatives prefer compensation in direct relation to the amount of effort expended and results obtained.

## Fairness

- Sales representatives expect their earnings to be fair and equitable.
- To be able to improve one's status.
- Compensation scheme should be able to provide an opportunity for advancement or promotion to an income level that is linked directly with respect and recognition.

1 mark for the heading  
2 marks for explanation (Any 4 x 3) (12)  
[50]

**QUESTION 4**

## 4.1 4.1.1 Sales contests

Mostly used motivational techniques

Normally designed for either entire sales staff or for different experience levels

Motivates sales people to sell more volume within a specific period of time or slow moving items

Prizes are usually expensive and much sought after e.g. overseas trip

## 4.1.2 Sales meetings

Large companies provides sales meetings to provide sales meetings to provide opportunities for two way communication and interactions amongs all members of marketing team

Here salesperson can become familiar with the rest of the organisation and could be updated with and trained on new strategies, objectives, product/service etc.

They gain a renewed consciousness of what the company plans to achieve.

(2 x 4) (8)

- 4.2
- Ability and experience of the salesperson
  - Compensation policy of the company
  - Current income rates of the particular industry
  - Compensation offered by direct competitors
  - Difficulty level of sales task
  - Cost of living (6 x 2) (12)
- 4.3
- Application forms
  - Personal interview
  - Reference check
  - Physical examination psychological testing (4 x 2) (8)
- 4.4
- An official document that forms part of contract between employer and employee
  - Develop training programs
  - Develop compensation plan
  - Indicate job priorities
  - Evaluate sale performance (Any 4 x 1) (4)
- 4.5
- Inadequate sales information
  - This may take various forms such as where sales department is largely dependent on the accounting department for its sales information may not always be available.
  - Negative external influences
  - Proper marketing cost analysis is time consuming and very costly undertaking and thus those companies which sell wide product range make a study of the rand-volume of their product. Such analysis however ignores selling costs.
  - Inflation distorts sales figures and the analysis thereof over a period of time. Sales units are therefore preferable to the rand-value of sales.
- 2 marks heading  
2 marks explanation (3 x 4) (12)
- 4.6
- Major disadvantage is that each functional assistant has two managers.
  - Since so many persons involved in this structure has two managers, personal conflicts could seriously disrupt its operations if it is not carefully handled and co-ordinated.
  - A power struggle may develop between functional and project managers.
  - It is very expensive. (Any 3 x 2) (6)
- [50]**

**TOTAL SECTION B: 150**  
**GRAND TOTAL: 200**