



**higher education  
& training**

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

# **MARKING GUIDELINE**

**NATIONAL CERTIFICATE**

**SALES MANAGEMENT N6**

**24 MAY 2019**

**This marking guideline consists of 7 pages.**

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

1.1	1.1.1	False		
	1.1.2	False		
	1.1.3	False		
	1.1.4	True		
	1.1.5	True		
	1.1.6	True		
	1.1.7	False		
	1.1.8	True		
	1.1.9	False		
	1.1.10	False		
			(10 × 2)	(20)
1.2	1.2.1	Commission		
	1.2.2	Sales budget		
	1.2.3	Job specification		
	1.2.4	Supervision		
	1.2.5	Selection		
	1.2.6	Appraisal		
	1.2.7	Social need		
	1.2.8	Staff turnover rate		
	1.2.9	Open-ended questions		
	1.2.10	Efficiency		
			(10 × 2)	(20)
1.3	• Company name			
	• Product or service sold			
	• Minimum requirements for the service			
	• Area or territory in which vacancy exists			
	• Salary and fringe benefits			
	• Opportunities for advancement			
	• Name and telephone number of contact person			
			(Any 5 × 2)	(10)
				<b>[50]</b>

**TOTAL SECTION A: 50**

**SECTION B****QUESTION 2**

- 2.1      2.1.1
- Increased productivity✓ – the training will result in an increase in product knowledge and, in return, more sales will be made, resulting in increased profits for the company.✓✓
  - Improved morale✓ – a trained salesperson will be motivated and will gain self-confidence. He/She will have a positive attitude towards the company, customers and life in general.✓✓
  - Improved customer relations✓ – a much better service will be provided to customers. Good customer service builds good customer relationships, which will increase customer loyalty. ✓✓
  - Lower staff turnover✓ – a well-trained salesperson is much more prepared for the realities of a sales career. He/she is successful and there will be lesser chances of them leaving the company.✓✓
  - Improved management of time and territory✓ – training will enable salespeople to manage their territories in the most effective way and non-productive time and costs will be kept to a minimum.✓✓
  - Reduced amount of supervision✓ – trained salespeople can work independently and will require minimum supervision. This will afford sales managers more time for other important tasks.✓✓
- (Any 4 × 3)      (12)
- 2.1.2
- Prospecting
  - Pre-approach (planning)
  - Approach to sales presentation
  - The sales presentation
  - Handling objections
  - The sales close
  - Follow-up (after sales service)
- (7)
- 2.1.3
- The salesperson will gain more confidence when selling a product or product range.
  - It becomes easier for him/her to communicate the features, advantages and benefits of the product to the customer.
  - He/She has a better understanding of customer needs and how certain products can meet those needs.
  - The salesperson must understand how the product has been developed and manufactured.
  - Salespeople need to explain to customers the different uses of products, and how to use them.
  - It is also essential for salespeople to have knowledge of competitors' products so that the advantages of one's own products can be stressed.
- (Any 3 × 2)      (6)

- |     |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |             |     |
|-----|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|
| 2.2 | 2.2.1 | <ul style="list-style-type: none"> <li>• Advertisements</li> <li>• Recruitment consultants/agencies</li> <li>• Educational institutions</li> <li>• Competing companies</li> <li>• Job search engines/Internet</li> <li>• Headhunting</li> <li>• People in the company (internal staff)</li> <li>• Non-competing companies</li> <li>• Customers or their employees</li> <li>• Unsolicited applications</li> </ul>                                                                                | (Any 4 × 1) | (4) |
|     | 2.2.2 | <ul style="list-style-type: none"> <li>• They may not stay long with your company before moving on to another company.</li> <li>• When they leave your company, they could take accounts and customers with them.</li> <li>• When they join your company, they may bring bad habits or business practices with them.</li> <li>• They may not be compatible with your company's policies, type of sales organisation or culture.</li> </ul>                                                      | (Any 3 × 2) | (6) |
| 2.3 | 2.3.1 | A salary is a fixed amount which is paid for a time unit of work (usually a month).                                                                                                                                                                                                                                                                                                                                                                                                             | (1 × 3)     | (3) |
|     | 2.3.2 | <ul style="list-style-type: none"> <li>• In highly technical industries</li> <li>• In team selling</li> <li>• In missionary selling</li> <li>• In fixed route selling</li> <li>• When negotiation periods to close the sale are long</li> <li>• During sales training and induction</li> <li>• When new products are introduced or new territories are developed</li> <li>• When performing non-selling duties</li> </ul>                                                                       | (Any 3 × 2) | (6) |
|     | 2.3.3 | <ul style="list-style-type: none"> <li>• It is easier to administrate.</li> <li>• It gives a salesperson a large degree of security, even when sales decline during slack period.</li> <li>• Salespeople can do non-selling talks without losing income.</li> <li>• Better chances of improved teamwork.</li> <li>• Management has more flexibility regarding moving salespeople between territories and accounts.</li> <li>• Sales managers obtain direct control over salespeople.</li> </ul> | (Any 3 × 2) | (6) |

**[50]**

**QUESTION 3**

- 3.1      3.1.1      • The size of the sales force  
                          • The organisation's long-term objectives  
                          • The nature of the organisation's products and services  
                          • The physical location of customers  
                          • The amount of customer services required  
                          • Types of distribution channels being used  
                          • General cost policy of the organisation (Any 5 × 1) (5)
- 3.1.2      • It is simple and easy to design.  
                          • It is very adaptable to changing needs, problems and buying patterns.  
                          • Travelling time and expenses are reduced.  
                          • Smaller territories allow salespeople to understand customer needs better.  
                          • Local management can act more quickly in servicing customer needs and problems.  
                          • It ensures better coverage of the entire market.  
                          • It ensures control over sales force and sales operations. (Any 5 × 2) (10)
- 3.2      3.2.1      • Hierarchy of authority - means that activities in the organisation take place on different managerial levels.  
                          • The managers in a sales organisation are in a hierarchical order.  
                          • Each level of manager from the bottom of the organisation upwards is responsible to the manager at the next level. (Any 2 × 1) (2)
- 3.2.2      Unity of authority/command – means all the people in the sales organisation should be supervised by a single individual who has proper authority and responsibility to fill this supervisory role. (2)
- 3.3      • Sales force knowledge and experience.  
                  • Sales managers' ability to supervise and control a larger number of salespeople.  
                  • Type of work that individuals perform.  
                  • Time available for managing and supervising a sales force.  
                  • Particular objectives and circumstances of the organisation. (5)
- 3.4      3.4.1      Decentralised training (1 × 2) (2)
- 3.4.2      • The costs are much lower in terms of travelling and accommodation.  
                          • Salespeople remain in the field and are, therefore, productive in terms of sales.  
                          • Training that is done over a period of time is more productive.  
                          • Managers can evaluate salespeople during training sessions.  
                          • Trainees have the opportunity to discuss their problems with sales managers. (5 × 2) (10)

- 3.5      3.5.1      • Constant sales evaluation – evaluation is continuous/ongoing, activities are monitored on the job.  
                          • Routine sales evaluation – takes place at scheduled intervals mostly automated. All or most of the input and output measures are discussed.  
                          • Formal sales evaluation – a detailed performance evaluation process in which the sales manager uses all possible measurements of a salesperson's performance according to a company's formal evaluation policy.  
                          • It is conducted once or twice a year.  
                          • It is planned in advance. (Any 3 × 3) (9)
- 3.5.2      • Personal selling costs  
                          • Advertising costs  
                          • Sales promotion costs  
                          • Transportation costs  
                          • Warehousing costs  
                          • Credit and collection costs  
                          • Order processing costs  
                          • Sales administration (Any 3 × 1) (3)
- 3.5.3      To promote a change in salesperson, either in terms of sales performance or in attitude and behaviour that affect performance. (1 × 2) (2)
- [50]**

**QUESTION 4**

- 4.1      4.1.1      • To motivate and inspire salespeople to strive for excellence  
                          • To increase the total sales volume  
                          • To gain new customers  
                          • To introduce new product lines successfully  
                          • To promote selected items  
                          • For large-scale seasonal promotions  
                          • To increase sales during quiet seasons (Any 5 × 2) (10)
- 4.1.2      • Merchandise  
                          • Travel awards  
                          • Certificates  
                          • Share options  
                          • Job security (Any 3 × 1) (3)
- 4.2      4.2.1      Personality tests assess personality traits, such as initiative and assertiveness.
- 4.2.2      Intelligence tests assess a person's intelligence and learning ability.
- 4.2.3      Aptitude tests assess whether the applicant has the necessary interests or motivation and selling know-how. (3 × 2) (6)

- 4.3
- An enthusiastic welcome to the company and sales staff.
  - Completion of employment documents.
  - Familiarisation of the new recruit with necessary details of sales tasks.
  - Information on how and when the salesperson will be paid.
  - Information on parking arrangements, office practice and the expense account.
  - New recruit office space is shown.
  - Company policy.
  - Company's marketing strategies. (Any 4 × 1) (4)
- 4.4
- Step 4: Compare actual performance with predetermined standards✓✓  
The actual sales performance of individuals during a specific period is compared to his/her targets for the same period. If variations (deviations) occur, management will make adjustments to the sales objectives or replan strategies.✓✓
  - Step 5: Determine reasons for deviations✓✓  
A sales manager and the salesperson should analyse negative and positive deviations, and establish reasons for such differences.✓✓
  - Step 6: Take the necessary corrective action✓✓  
After establishing the cause for deviations, both parties must take immediate corrective action.✓✓
  - Step 7: Re-evaluate sales performance✓✓  
To establish whether corrective measures have had the desired effect, the performance of a salesperson must be re-evaluated continuously.✓✓  
(4 × 4) (16)
- 4.5
- 4.5.1 A quantitative standard as it is specific, expressed in exact quantities and easier to evaluate. (3)
- 4.5.2 J Sometimes his/her performance is above predetermined standards (in excess of target). (3)
- 4.5.3 It represents the percentage (%) difference between actual and target sales in rands or units. (2)
- 4.5.4
- The achievement of sales or targets
  - The price of the products
  - The sales volume in rands or net profit. (3)
- [50]**

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