



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SALES MANAGEMENT N6

13 NOVEMBER 2019

This marking guideline consists of 7 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	H	(10 × 2)	(20)
	1.1.2	E		
	1.1.3	J		
	1.1.4	A		
	1.1.5	C		
	1.1.6	G		
	1.1.7	D		
	1.1.8	B		
	1.1.9	I		
	1.1.10	F		
1.2	1.2.1	True	(15 × 2)	(30) [50]
	1.2.2	False		
	1.2.3	False		
	1.2.4	False		
	1.2.5	False		
	1.2.6	True		
	1.2.7	True		
	1.2.8	True		
	1.2.9	False		
	1.2.10	True		
	1.2.11	False		
	1.2.12	False		
	1.2.13	False		
	1.2.14	False		
	1.2.15	True		
TOTAL SECTION A:				50

SECTION B**QUESTION 2**

- 2.1 2.1.1
- Recruiting is the process of sourcing, finding and inviting qualified applicants to apply for a position in a company.
 - Selection is the process in which managers choose to appoint an incumbent from the applicants who have been recruited, screened and evaluated. (2 × 3) (6)
- 2.1.3
- It is easier to evaluate internal applicants because more information is available about them.
 - It is the least expensive recruiting method.
 - It can improve employee morale and loyalty to company.
 - It is quicker than an external search.
 - The internal applicant is already familiar with company policies. (Any 4 × 2) (8)
- 2.2 2.2.1
- To collect information about the suitability of a candidate for a particular job.
 - To ensure all information obtained from applicants is in order to make objective comparison possible.
 - To save time, especially during the initial screening phase.
 - To assist the sales manager to prepare for a personal interview with the candidate. (Any 3 × 2) (6)
- 2.2 2.2.1
- To motivate the sales force✓ – the better the compensation plan, the more motivated sales staff will be.✓✓
 - To correlate efforts and results with rewards✓ – to match salespeople's efforts to sales territory potential.✓✓
 - To ensure customers are properly treated✓ – a well-thought-out compensation plan will reward salespeople for maintaining customer satisfaction.✓✓
 - To attract and maintain competent sales staff✓ – a well-designed compensation plan will attract competent staff and retain committed loyal employees over a long period.✓✓
 - To ensure flexibility and stability✓ – a compensation plan should be flexible enough to accommodate the rapidly changing needs of a company and its people.✓✓
 - To be economical and stay competitive✓ – a well-designed compensation plan should ensure that costs are controlled and should compare favourably with other competitors.✓✓ (Any 3 × 3) (9)

- 2.2.2
- Salespeople want their earnings to be fair compared to what their colleagues earn.
 - Their compensation must be on par with other salespeople in opposition companies.
 - They expect compensation packages to keep pace with inflation and rising costs of living. (Any 2 × 2) (4)
- 2.2.3
- When team selling makes it difficult to identify individual sales efforts.
 - Where there are large differences in sales potential between territories.
 - Where customer service is important to an organisation.
 - If the company wants to maintain control of its sales force but still needs a. (Any 3 × 2) (6)
- 2.3
- 2.3.1
- According to ledger account
 - According to activity classification
 - According to territories and products (3 × 1) (3)
- 2.3.2
- It enables management to compare input standards with output standards, determine reasons for deviations and take necessary corrective actions.
 - Evaluation results can identify product lines or items that salespeople may be neglecting.
 - To improve a salesperson's motivation and self-confidence.
 - To assist salespeople to discover their strengths and weaknesses.
 - To indicate to management what changes they should make to improve training programmes.
 - To identify effective techniques used by successful salespeople and encourage less successful ones to try them. (Any 4 × 2) (8)
- [50]**

QUESTION 3

- 3.1
- There are no predetermined questions; candidates are entitled to talk freely on a variety of topics (open-ended).
 - The questions mainly centre on the candidate's character, ability and career objective.
 - It tests the ability of a candidate to think on his/her feet and react fast.
 - It requires experience and a skilful interview that can follow a flexible approach to control the conversation with the minimum of direction.
 - Example: 'Tell us about yourself.' (Any 4 × 2) (8)

- 3.2
- To verify information supplied in the application form with regard to qualifications and previous jobs.
 - To obtain additional information about the candidate that could help the sales manager to form a more realistic perception. (2 × 2) (4)
- 3.3
- 3.3.1
- Straight salary
 - Straight commission
 - Combination plans (3 × 1) (3)
- 3.3.2
- Salespeople can be motivated to perform above the predetermined standards.
 - Sales managers can use bonuses to encourage sales staff to work harder in performing nonsales tasks.
 - Companies can offer bonuses to attract and keep good salespeople. (Any 2 × 2) (4)
- 3.3.3
- Progressive commission rate✓ – commission rate increases with an increase in sales.✓✓
 - Regressive commission rate✓ – commission rate decreases with an increase in sales volume.✓✓
 - Varied commission rate✓ – higher commission is paid for selling more profitable products and lower for selling less profitable products.✓✓ (3 × 3) (9)
- 3.4
- Testing trainees after they have completed a training programme.
 - Evaluating trainees' sales performance against previously and agreed standards.
 - One-one interviews with the trainees.
 - Observing trainees while they perform their selling tasks.
 - Asking customers about the performance of trainees with whom they have been in contact.
 - Seeking the opinion of line and staff managers who were involved in their training.✓ (Any 5 × 2) (10)
- 3.5
- 3.5.1
- Supervision is the process whereby a sales manager with the necessary authority and appropriate leadership style influences and controls the behaviour of a salesperson towards attainment of specific goals. (1 × 3)(Accept any other relevant answer) (3)

- 3.5.2
- To limit costs of sales calls, including travelling and accommodation.
 - To improve time management and assist salespeople to identify and avoid time-wasting habits.
 - To direct the efforts of the sales force to deliver real results.
 - To provide the necessary support when needed, e.g. dealing with complex deals.
 - To meet the needs of the sales force to ensure that they remain motivated and encouraged daily to meet their objectives. (Any 3 × 2) (6)
- 3.3 On-the-job training occurs when a salesperson is performing his/her job under the supervision of a sales manager or supervisor over a period of time after which he/she will be assessed. (1 × 3)(Accept any other relevant answer) (3)
- [50]**

QUESTION 4

- 4.1 4.1.1 Product specialisation (2)
- 4.1.2
- Salespeople can gain in-depth product knowledge and become experts in their specific product group.
 - Customers can benefit from expert advice.
 - Each product line receives more management attention as the product/brand manager is responsible for a particular product group.
 - Sales activities can be executed in a more focused manner along with other elements of marketing communication.
 - Increased sales success means a better paid and more motivated sales force. (Any 3 × 2) (6)
- 4.1.3
- Sales force knowledge and experience.
 - Sales managers' ability to supervise and control a larger number of sales people.
 - Type of work that individuals perform.
 - Time available for managing and supervising a sales force.
 - Particular objectives and circumstances of the organisation. (Any 5 × 2) (10)
- 4.2 In a decentralised sales organisation, authority and responsibility are delegated to lower levels of management. (2)

4.3		<ul style="list-style-type: none"> Input standards are subjective and cannot be measured exactly, instead a salesperson's job activities are evaluated. Output standards are specific end results and are expressed in terms of exact quantities. 	(4)
4.4	4.4.1	Output	
	4.4.2	Input	
	4.4.3	Input	
	4.4.4	Output	
	4.4.5	Input	
			(5 × 2) (10)
4.5	4.5.1	<ul style="list-style-type: none"> Sales staff/skills audit Direct approach Field observation Exit interviews Tests and assessments Researching the organisation's records 	(Any 5 × 2) (10)
	4.5.2	<ul style="list-style-type: none"> Knowledge of the company✓ – new sales staff should know the company's history, policies, procedures, vision and mission, new recruits should be introduced formally to other staff members, etc.✓ Product knowledge✓ – know the origins, features, uses and benefits of the product.✓ Knowledge of the selling process✓ – know the selling techniques and how to apply them correctly in different situations.✓ Knowledge of the customers/market✓ – new sales staff must understand the characteristics of the customers, that is where they are found, types of customers, etc.✓ Knowledge of the industry and competitors✓ – knowledge of the industry trends and characteristics, and understanding the competitors' products and their marketing strategies.✓ 	(Any 3 × 2) (6)
			[50]
		TOTAL SECTION B:	150
		GRAND TOTAL:	200