

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January - February 2024

Course Name:	Sales Management	Course Code	M-304
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	31.01.2024

Course Outcome Statements:

CO1: Recall the basic terminologies of Sales Management

CO2: Illustrate Sales Org, Selling skills, Corelation of Sales and Distribution for different markets

CO3: Apply Sales Process, Territory Planning, Sales force motivation and control

CO4: Analyse different scenarios WRT sales planning, forecasting, target setting and sales control

CO5: Evaluate Sales performance, forecasting results to facilitate decision making in relevant Sales areas

Instructions: -

Q. No 1 (All Questions are Compulsory)

Marks

BL

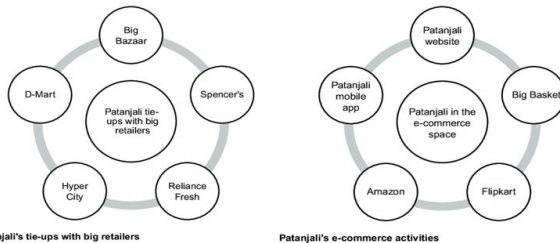
CO

Q. No.	Questions	Marks	BL	CO
Q. 1	Caselet			
	<p>Importance of Distribution and Supply Chain</p> <p>In 1995, Baba Ramdev was a little-known yoga teacher in Haridwar when his close associate, Acharya Balkrishna, and he set up Divya Pharmacy to make Ayurvedic and herbal medicines.</p> <p>The initial days were quite difficult for them, the sales efforts were spot on but they were still not realising their ultimate potential in terms of revenue as the distribution network posed a big challenge. The reach of large MNC's and established Indian FMCG companies posed as an eminent threat as they had presence in almost all the known markets by tie up with prominent stockists and distributors and that needed immediate attention.</p> <p>It was a noteworthy effort of them to not to replicate the efforts of their rivals; Divya Pharmacy quickly developed its own identity and changed its name to Patanjali Ayurved Ltd. (PAL) when it started growing and capturing market share. Patanjali brought Ayurveda into the market by matching it with the need of the consumers, particularly, by developing a wide range of products, thus enhancing the brand recall value. But the core competency on which PAL flourished was its Distribution and Supply strategy.</p> <p>PAL built its one-of-a-kind retail organization. It began selling products through its own channels of super distributors, distributors, Chikitsalayas (franchise dispensaries), and Arogya Kendras.</p> <ul style="list-style-type: none"> Chikitsalaya – Pharmacies where specialists analysed patients for nothing and suggested purchasing drugs from 			

stores nearby. This is a unique system no other organization thought of.

- Patanjali Arogya Kendras, a well-being and health focus centre.
- Non-drug outlets are called Swadeshi Kendras. Additionally, the organization has numerous restrictive outlets across India.

To enhance its reach PAL later collaborated with Future Group and Reliance Fresh (modern retail chain) for deeper penetration and availability of its products. The company had a distribution network of more than 4,000 distributors, 10,000 exclusive stores and 100 mega-marts. Due to increased customer demand, leading stores like Spencer's Retail, Big Bazaar, Reliance Fresh, HyperCity, SRS Retail and a large number of *Kirana* (mom and pop) stores were stocking and selling PAL products. The company also sold products through its own e-commerce site, viz.



PAL was implementing technological solutions like systems, applications products (SAP) and other enterprise resource planning (ERP) solutions to streamline supply chain management and customer facing issues besides enhancing employee productivity. It had implemented digital payment system at all its stores for all payments of more than ₹50. PAL launched its official mobile app for facilitating customers to locate the nearest Patanjali retail outlet, finding Patanjali *Chikitsalaya* and ordering Patanjali products online. These initiatives aimed at the seamless interaction between PAL and its current and prospective customers.

	a.	Analyse how Patanjali developed its distribution and supply network after the initial hiccups they faced when the company was relatively new?	6	Level 4	CO4
	b.	Evaluate how Supply Chain and Distribution Management complements the sales and marketing efforts of FMCG organisation?	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
		In view of automobile sales industry-			
	a.	Justify the meaning of term- Evaluating and Controlling performance of Sales Personnel and explain the procedure to do so?	6	Level 5	CO5
	b.	Interpret why should a dealer engage in the process of Sales Audit and explain what is a Sales Audit Evaluation Process	6	Level 5	CO5

Q. 3		Answer Any one from the following.																					
	a.	Moving Average Forecast <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Year</th> <th>Sales Numbers</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>1020</td> </tr> <tr> <td>2018</td> <td>1038</td> </tr> <tr> <td>2019</td> <td>1045</td> </tr> <tr> <td>2020</td> <td>1040</td> </tr> <tr> <td>2021</td> <td>700</td> </tr> <tr> <td>2022</td> <td>910</td> </tr> <tr> <td>2023</td> <td>1050</td> </tr> <tr> <td>2024</td> <td>?</td> </tr> </tbody> </table> <p>Analyse 3 year Moving Average of 2020 was 1034 approx, calculate 3 year Moving Average for the years from 2021 to 2024 and 6 year Moving Average for the years 2023 and 2024.</p>	Year	Sales Numbers	2017	1020	2018	1038	2019	1045	2020	1040	2021	700	2022	910	2023	1050	2024	?	6	Level 4	CO4
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	b.	Assuming the working of white goods industry, infer what are Sales Quotas, its importance and methods to set them?	6	Level 4	CO4																		
Q. 4		Answer Any two from the following.																					
		Considering you have appointed as a Sales Manager of Quenchfast Drinks Ltd for Mumbai region (including Navi Mumbai), and you need to divide the area into 3 zones also appoint the sales teams equally to sell a new brand of Sports drink.																					
	a.	Develop the Sales Territory for the sales people to approach the retailers?	6	Level 3	CO3																		
	b.	Apply the process to recruit the right team of Sales people?	6	Level 3	CO3																		
	c.	Utilize Herzberg 2 Factor Theory to motivate the sales team?	6	Level 3	CO3																		
Q. 5		Answer Any two from the following.																					
	a.	Explain why is it essential to know Buyer- Seller Dyads?	6	Level 2	CO2																		
	b.	Explain the steps involved in Selling Process (point wise).	6	Level 2	CO2																		
	c.	Illustrate the importance to engage in Manpower Planning while doing sales and jot down the procedure for doing it.	6	Level 2	CO2																		
Q. 6		Answer Any two from the following.																					
	a.	What is meant by Sales Reporting? Explain the significance of Weekly Sales Report?	6	Level 1	CO1																		
	b.	Show your understanding about Negotiation and one of its components- ZOPA	6	Level 1	CO1																		
	c.	Define what is Horizontal and Vertical Sales Organisation structure (SOs) and the Principles of SOs.	6	Level 1	CO1																		