**Sales Force Management and Personal Selling EBK 330**

Text: **Text:** *Sales Force Management, 12th edition  
by Mark W Johnston and Greg W Marshall*

Homework: 4

This homework covers Chapters 9, 10 and 11 of the text, as noted. There are 33 multiple choice questions total, each worth 3 points. Indicate the answer you think most correct.

**Chapter 9:**

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| **1** | **Tristan is assessing the relationship between variations in personal characteristics of current salespeople and variations in their performance. He will use this information in selecting criteria for new sales recruits. Tristan assumes:** |
|  | |  |  | | --- | --- | | (A) | All salespeople are equal | | (B) | There is a cause and effect relationship between characteristics and performance | | (C) | Only high-performing salespeople will apply for the jobs | | (D) | There will be no significant difference in performance among his current salespeople | | (E) | There will be no significant difference in personal characteristics among the people who apply for the positions | |
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| **2** | **Which of the following is a good external source for finding job recruits?** |
|  | |  |  | | --- | --- | | (A) | Customers | | (B) | Current salespeople | | (C) | Educational institutions | | (D) | Employment agencies | | (E) | All of the above | |
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| **3** | **For less attractive sales jobs, such as telemarketing, some sales recruiters will use:** |
|  | |  |  | | --- | --- | | (A) | Word-of-mouth referral | | (B) | Posters at educational institutions | | (C) | Blind ads in newspapers | | (D) | Internal selection | | (E) | None of the above | |
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| **4** | **In recent years, a major innovation in sales recruiting is the growth in:** |
|  | |  |  | | --- | --- | | (A) | Word-of-mouth referral | | (B) | Posters at educational institutions | | (C) | Blind ads in newspapers | | (D) | Online employment agencies | | (E) | Customer recruiting | |
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| **5** | **Which of the following statements about the external sources for job recruiting is true?** |
|  | |  |  | | --- | --- | | (A) | Salespeople are poor sources | | (B) | Ethical issues are not important when finding the right recruit for the job | | (C) | Advertising is a very selective method for attracting job applicants | | (D) | Colleges are a common source of recruits for firms that require salespeople with sound mental abilities or technical backgrounds | | (E) | Employment agencies are typically used for hiring experienced salespeople to sell highly technical and very complex products | |
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| **6** | **Junior colleges and vocational schools are a good source of sales recruits because:** |
|  | |  |  | | --- | --- | | (A) | They usually do not have the negative attitudes that many 4-year college students have | | (B) | They are not as bright as 4-year college students | | (C) | The administrations are eager to support recruiters | | (D) | They do not want to travel as much as other college students | | (E) | They prefer sales jobs to industrial worker jobs that vocational schools focus on | |
| **7** | **Which of the following selection criteria has the highest level of predictive validity?** |
|  | |  |  | | --- | --- | | (A) | Personal interview | | (B) | Experience | | (C) | Reference checks | | (D) | Biographical information from application forms | | (E) | Composites of intelligence, personality and aptitude tests | |
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| **8** | **Which of the following selection tools is most commonly used by both small and large companies as they look for new salespeople?** |
|  | |  |  | | --- | --- | | (A) | Personal interview | | (B) | Experience | | (C) | Reference checks | | (D) | Biographical information from application forms | | (E) | Intelligence, personality and aptitude tests | |
| |  |  |  |  | | --- | --- | --- | --- | | **Answer:** | |  |  | | --- | --- | | (A) | Personal interview | | | |
|  | |  |  | | --- | --- | | (A) | Are more of a formality than a guide in the selection process | | (B) | Help managers to prepare for job interviews with applicants | | (C) | Are considered less useful than resumes | | (D) | Are rarely used by small firms | | (E) | Are more commonly used than personal interviews as a way to select the right candidate for the job | |
| **10** | **A manufacturing firm might choose to recruit current employees to fill an opening in its sales department because:** |
|  | |  |  | | --- | --- | | (A) | Company employees have established performance records | | (B) | Recruiting from within increases job turnover | | (C) | Internal recruits do not have to be paid as much | | (D) | Internal recruiting has no effect on employee morale | | (E) | Internal recruits require additional orientation and training in order to get them to stop thinking from a manufacturing perspective | |
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**Chapter 10:**

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| 1. **Most sales managers recognize that, with regard to experienced sales personnel:** |
| |  |  | | --- | --- | | (A) | Little effort is needed since they are experienced | | (B) | Market dynamics allow these salespeople opportunities to control their sale techniques | | (C) | Training is never-ending | | (D) | Product lines rarely change so experienced salespeople rarely need to change | | (E) | They continually train each other, minimizing the need for formal training | |
|  | |
| 1. **George is training his sales team in the skill of bundling and building value. George's training is in the area of:** |
| |  |  | | --- | --- | | (A) | Market/industry orientation | | (B) | Price negotiation | | (C) | Territory management | | (D) | Product knowledge | | (E) | Legal/ethical issues | |
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| 1. **Training to reduce SCA can help address:** |
| |  |  | | --- | --- | | (A) | Short call adaptation | | (B) | Sales contract absorption | | (C) | Sales call anxiety | | (D) | Sales-customer anxiousness | | (E) | Sales-company adoption | |
|  | |
| 1. **The most commonly used sales training technique is which of the following?** |
| |  |  | | --- | --- | | (A) | Individual instruction | | (B) | External seminars | | (C) | On-the-job training | | (D) | In-house classes | | (E) | All of the above | |
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| 1. **The five keys for effective on-the-job informal training include:** |
| |  |  | | --- | --- | | (A) | Teaming, lecturing, customer interaction, mentoring, peer-to-peer communication | | (B) | Teaming, meetings, customer interaction, mentoring, peer-to-peer communication | | (C) | Lecturing, coaching, customer interaction, mentoring, peer-to-peer communication | | (D) | Teaming, coaching, customer interaction, mentoring, peer-to-peer communication | | (E) | Teaming, meetings, customer interaction, mentoring, electronic training | |
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| 1. **On-the-job training and coaching often occur together; this is referred to as:** |
| |  |  | | --- | --- | | (A) | Full court press | | (B) | JIT training | | (C) | One-on-one training | | (D) | Leading | | (E) | Systematic training | |
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| 1. **Another name for on-the-job training is:** |
| |  |  | | --- | --- | | (A) | Videoconferencing | | (B) | Internet classroom method | | (C) | Case studies | | (D) | Role-playing | | (E) | Learning by doing | |
| 1. **Doreen is a newly hired salesperson for a garden supply distributor. To make sure her one-on-one training is effective, the sales manager who is training her should:** |
| |  |  | | --- | --- | | (A) | Set pre-call objectives for Doreen | | (B) | Act as an observer and provide feedback | | (C) | Use coaching techniques | | (D) | Encourage Doreen to rehearse her sales presentation | | (E) | All of the above | |
|  | |
| 1. **Jackson is developing the classroom training program for her new company. She knows classroom training has all of the following advantages EXCEPT:** |
| |  |  | | --- | --- | | (A) | Each trainee receives a standard briefing | | (B) | Group training reduces executive time involved in formal training | | (C) | Classrooms permit the use of audiovisual materials | | (D) | Classrooms provide the opportunity for interaction | | (E) | Learning by doing | |
| 1. **Companies have found that use of computers by salespeople results in:** |
| |  |  | | --- | --- | | (A) | Greater computer adaptations | | (B) | More time for face-to-face communication | | (C) | Technical solutions to sales problems | | (D) | Increased sales force satisfaction | | (E) | Alternative product knowledge demonstration | |
| 1. **Sales training on ethical and legal issues will most likely:** |
| |  |  | | --- | --- | | (A) | Improve sales performance | | (B) | Reduce company turnover | | (C) | Improve customer knowledge | | (D) | Reduce legal costs | | (E) | All of the above | |

**Chapter 11:**

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| **2** | **Which of the following statements is NOT an appropriate guideline for designing an effective formal recognition program?** |
|  | |  |  | | --- | --- | | (A) | The program should be balanced in terms of appearing as if everyone has a chance to win while allowing only a few people to actually be recognized | | (B) | The program should have both subjective and objective selection processes | | (C) | There must be adequate publicity of the winners | | (D) | Winners should be recognized in a formal ceremony | | (E) | The recognition program must be in good taste | |
| **3** | **Which of the following statements about sales contests is true?** |
|  | |  |  | | --- | --- | | (A) | Sales contests should be considered as a part of a firm's ongoing compensation plan | | (B) | Most sales contests should be held for a relatively long period of time in order to maximize benefits and participation | | (C) | Sales contests should have generalized objectives to allow for unexpected benefits | | (D) | It is more desirable to have a high percentage of winners in a sales contest than a low percentage | | (E) | The sales contest in which all the members of the sales force compete against each other is the most popular format | |
| **4** | **Which of the following sales activities could be enhanced by the planning and implementing of a sales contest?** |
|  | |  |  | | --- | --- | | (A) | Finding new accounts | | (B) | Providing service assistance | | (C) | Setting up point-of-purchase displays | | (D) | Keeping up with technical developments in the industry | | (E) | All of the above | |
| **5** | **Halkco sells floor systems for semi-trailers and train cars. The objective of the company is to increase its sales of its replacement flooring systems by 10 percent during the upcoming fiscal year. At its national sales conference (the theme this year was Mining for Prospects), its 124 salespeople were told about a sales contest for the upcoming year, ""The Klondike Gold Rush"". For the contest announcement, top Halkco management was dressed like 19th century prospectors. The ten winners will be** |
|  | |  |  | | --- | --- | | (A) | Making the salespeople excited about selling can create a problem with the sales reps' internal locus of control | | (B) | Too many rewards can make winning seem not worth the effort | | (C) | Sales contests circumvent the reasons for using normal compensation plans | | (D) | Such contests may produce largely illusionary sales, with no lasting improvement in market share | | (E) | All of the above | |
| **6** | **Halkco sells floor systems for semi-trailers and train cars. The objective of the company is to increase its sales of its replacement flooring systems by 10 percent during the upcoming fiscal year. At its national sales conference (the theme this year was Mining for Prospects), its 124 salespeople were told about a sales contest for the upcoming year, ""The Klondike Gold Rush"". For the contest announcement, top Halkco management was dressed like 19th century prospectors. The ten winners will be** |
|  | |  |  | | --- | --- | | (A) | The company does not have a clearly defined sales objective for the contest | | (B) | The contest features will produce anxiety among the sales force because they are too exciting | | (C) | The rewards are likely to be more demotivating than motivating | | (D) | The company over-sold the sales contest | | (E) | Nothing is wrong with this contest; it has every reason to succeed | |
| **7** | **In order to generate interest and enthusiasm for a sales contest, companies should:** |
|  | |  |  | | --- | --- | | (A) | Launch the contest with fanfare advertising for it | | (B) | Recognize and publicize the winners after the contest | | (C) | Give each salesperson frequent feedback on his or her progress | | (D) | Have an exciting theme to build enthusiasm | | (E) | All of the above | |
| **8** | **When considering incentive plans, you should keep in mind that:** |
|  | |  |  | | --- | --- | | (A) | All plans should be the same | | (B) | Big companies do not need incentive plans while small companies need them | | (C) | Shorter intervals between performance and receipt of rewards motivates salespeople | | (D) | Team incentive plans should always be based on team performance | | (E) | Bonuses should always be paid annually | |
| **9** | **Most compensation plans credit a salesperson with a sale:** |
|  | |  |  | | --- | --- | | (A) | When the order is accepted by the company, less any returns and allowances | | (B) | After payment is received from the customer | | (C) | Only after the goods have been shipped | | (D) | In a combined manner, where one-half of the sale is assigned when the order is received and the other half when the customer pays | | (E) | In a variety of ways, with no one way being more popular than any other | |
| **10** | **Which of the following statements about incentive pay ceilings is true?** |
|  | |  |  | | --- | --- | | (A) | Incentive ceilings can be used to protect against windfalls | | (B) | Incentive ceilings make a firm's maximum potential sales compensation expense more predictable and controllable | | (C) | Firms in relatively low paying industries are more likely to impose incentive ceilings than those in high-paying industries | | (D) | Incentive ceilings are used to ensure that top-performing salespeople will not make such high earnings that other employees suffer resentment and low morale | | (E) | All of the above statements about incentive ceilings are true | |
| **11** | **Roger's company uses a combination salary compensation plan. The incentive portion of the plan will likely be small if:** |
|  | |  |  | | --- | --- | | (A) | All of the salespeople want it that way | | (B) | The company's products are largely presold through advertising | | (C) | The salary component is also small | | (D) | Selling skill in an important component to overall success | | (E) | All of the above | |
| **12** | **Warren is deciding what portion of his salespeople's compensation should be incentive pay. He should base his decision on:** |
|  | |  |  | | --- | --- | | (A) | The financial needs of his salespeople | | (B) | When the company wants to expand | | (C) | Which salespeople he wants to retain | | (D) | The degree of relationship selling involved in the job | | (E) | Who his salespeople call on | |