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

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

Homework: 2

This homework covers Chapters 4 and 5 of the text, as noted. There are 33 multiple choice questions total, each worth 3 points. Indicate the answer you think most correct.

**Chapter 4:**

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| **1** | **Organization of the sales force by product:** |
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| (A) | Is not advisable for companies selling highly technical products |
| (B) | Is best used when cost is the deciding factor on which organizationally structure to use |
| (C) | Requires fewer sales management personnel and lower administrative costs than a geographic organization |
| (D) | Can result in duplication of sales effort |
| (E) | Is most commonly used by firms that manufacture only one product line |

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| **2** | **Team selling:** |
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| (A) | Is appropriate for small, innovative customers who need customized products |
| (B) | Only allows members from marketing, production and sales department to participate in the process |
| (C) | Is easy to coordinate |
| (D) | Is appropriate for the largest customers, where the potential purchase represents enough dollars and involves enough functions to justify the high cost |
| (E) | Is only used to win new accounts and not for maintenance selling |

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| **3** | **One of the benefits of team selling is:** |
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| (A) | Higher commissions |
| (B) | Questions can be answered faster |
| (C) | Reduced costs |
| (D) | Lowered role ambiguity |
| (E) | All of the above |

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| **4** | **The key to successful team selling lies in:** |
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| (A) | Developing the right product |
| (B) | Creating a sustainable competitive advantage |
| (C) | The ease with which repeat purchases can be made |
| (D) | The size of the buying center |
| (E) | Understanding the needs of the customer |

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| **5** | **A sales manager who develops a team selling approach will:** |
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| (A) | Hire salespeople motivated by personal achievement |
| (B) | Organize the team into silos to encourage competition |
| (C) | Compensate team members based on their individual performance |
| (D) | Develop communication links among all team members |
| (E) | All of the above |

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| **6** | **\_\_\_\_\_ selling, a variation of team selling, uses an ad hoc arrangement where individuals at different organizational levels are responsible for maintaining a key relationship with the customer but not as part of an established team.** |
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| (A) | Functional |
| (B) | Key account |
| (C) | Co-marketing |
| (D) | Multilevel |
| (E) | Logistical alliance |

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| **7** | **In some high tech industries, where customers buy systems made up of components manufactured by several suppliers, many suppliers are forming \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to develop and jointly market and sell integrated systems.** |
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| (A) | Matrix organizations |
| (B) | Co-marketing alliances |
| (C) | Multilevel systems |
| (D) | Leveraged buyouts |
| (E) | Span of control documentation systems |

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| **8** | **Which of the following statements about logistical alliances is true?** |
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| (A) | Logistical alliances are a variation of team selling |
| (B) | From a customer's point of view, logistical alliances are less convenient than placing orders through salespeople |
| (C) | Logistical alliances could potentially make salespeople redundant |
| (D) | From the customer's point of view, logistical alliances are more time consuming than placing orders through salespeople |
| (E) | All of the above |

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| **9** | **Why would buyers agree to a logistical alliance?** |
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| (A) | To reduce the number of people they have to keep track of |
| (B) | It is convenient and flexible |
| (C) | Alliances result in lower prices |
| (D) | Alliances commit the seller to selling more to the customer |
| (E) | They prefer to interact with salespeople |

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| **10** | **The span of control should be smaller and the number of levels of management should be larger when:** |
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| --- | --- |
| (A) | The salespeople in the company are well paid and professional |
| (B) | The salespeople in the company are new inexperienced recruits |
| (C) | The sales task is relatively simple |
| (D) | The profit impact for the performance of each individual salesperson is low |
| (E) | The sales job is defined as easy by the people hired to sell |

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| **11** | **Which of the following statements about the use of a separate sales force to handle key accounts is true?** |
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| (A) | This is a relatively low cost approach for making sure someone services the company's largest customers high in the organizational hierarchy |
| (B) | National sales force members are always treated as equal to the company's regular sales force |
| (C) | The national sales force typically consists of the company's most experienced and talented salespeople |
| (D) | The national sales force is typically overworked because of the demands placed on it by its major accounts |
| (E) | In many companies, the regular sales force serves as a motivator to the national sales force |

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| **12** | **Why would a small firm most likely assign key accounts to top sales executives rather than set up a separate department for key accounts?** |
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| (A) | Customer delight |
| (B) | Limited financial resources |
| (C) | Centralized production quality control |
| (D) | Selling center satisfaction |
| (E) | To remind executives what it is like to sell |

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| **13** | **The major reason why a firm with many different products based on widely differing technologies would organize its sales force by product is:** |
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| (A) | A commitment to the marketing concept |
| (B) | Because it allows salespeople to develop highly specialized knowledge about one product or a few similar products |
| (C) | The simplicity inherent in implementing and using such a system |
| (D) | To take advantage of the benefits of specialization of labor inherent in this vertical organization form |
| (E) | Because it eliminates any duplication of sales efforts |

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| **14** | **Organization of the sales force by customer type:** |
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| (A) | Has the same disadvantages as those associated with organization by product |
| (B) | Allows the use of different selling approaches for different types of customers |
| (C) | Is a natural extension of the market concept |
| (D) | Should be used when a company wants to implement a market penetration strategy |
| (E) | Is accurately described by all of the above |

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| **15** | **Some authorities recommend firms have one sales force that specializes in prospecting for new accounts and another sales force to call on existing customers. Which of the following statements about this recommendation is true?** |
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| --- | --- |
| (A) | This form of specialization is a form of customer specialization |
| (B) | This form of specialization is typically referred to as a networked organization |
| (C) | This form of specialization is most suitable for companies that are implementing a maintenance strategy instead of a growth strategy |
| (D) | This form of specialization can be difficult to implement since new customers might object to being turned over to an unfamiliar salesperson |
| (E) | This form of specialization eliminates the tendency of salespeople to view other salespeople working in the same company as rivals |

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| **16** | **Organizing the sales force along functional lines:** |
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| (A) | Allows salespeople with different talents and abilities to perform different selling tasks |
| (B) | Is easy to implement |
| (C) | Eliminates any rivalry that might exist in a company's sales force |
| (D) | Makes it easy for the manager to coordinate all sales activities |
| (E) | Is accurately described by all of the above |

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**Chapter 5:**

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| **1** | **Personal selling fits into a company’s:** |
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| (A) | CRM initiatives |
| (B) | Management productivity |
| (C) | Market communications mix |
| (D) | Technology |

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| **2** | **Skype and WebEx are examples of:** |
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| --- | --- |
| (A) | Mapping tools |
| (B) | Social media |
| (C) | Management tools |
| (D) | Communication tools |

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| **3** | **The making, usage, and knowledge of tools, techniques, crafts, systems, or methods of organization to solve a problem or serve some purpose is:** |
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| (A) | Intangibility |
| (B) | Technology is only accepted by the salesperson if they like it |
| (C) | CRM |
| (D) | Space variance |

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| **4** | **Answers to key CRM questions guide all of the following except:** |
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| --- | --- |
| (A) | The evolution of a company's relationship with customers |
| (B) | Creation of a companywide management game plan |
| (C) | The selection of solutions with the most appropriate combination and application of supporting technology |
| (D) | All of the above |

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| **5** | **Which of the following is NOT associated with knowledge discovery:** |
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| (A) | Call center files |
| (B) | Contacting customers directly |
| (C) | Data warehouse |
| (D) | Data mining |

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| **6** | **The concept of a customer’s lifetime value is important to companies because:** |
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| (A) | It lets the company know how many products they have sold over time |
| (B) | It forces the company to invest money into things they don't need |
| (C) | It helps decide what customers need and what amount of resources allocated to them |
| (D) | All of the above |

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| **7** | **Which of the following is an advantage CRM has over traditional mass marketing:** |
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| (A) | Makes it easier to target specific customers by focusing on their needs |
| (B) | Creates a better way in which to fire the customer |
| (C) | Allows the customer to be tracked |
| (D) | All of the above |

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| **8** | **Which of the following are goals of CRM?** |
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| --- | --- |
| (A) | To build relationships with customers |
| (B) | To focus on attributes of the company that represent value to the customer |
| (C) | To build customer loyalty |
| (D) | All of the above |

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| **9** | **Acquisition of the right customers, based on known or learned characteristics which drive growth and increase margins is known as:** |
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| --- | --- |
| (A) | Customer profitability |
| (B) | Customer buy-in |
| (C) | Customer loyalty |
| (D) | Customer satisfaction |

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| **10** | **Serena’s company has CRM, but can’t seem to keep customers coming back. Serena’s company is likely missing which aspect of CRM?** |
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| --- | --- |
| (A) | Product quality |
| (B) | Customer acquisition |
| (C) | Customer profitability |
| (D) | Customer retention |

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| **11** | **Ashley has about a dozen highly profitable customers in her sales territory, but her marketing department is not efficient in communicating value to customers. One strategy she should consider is increasing utilizing \_\_\_\_\_\_\_\_\_\_\_\_ for those customers.** |
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| --- | --- |
| (A) | Targeted marketing |
| (B) | Customer marketing |
| (C) | Mass marketing |
| (D) | One-to-one marketing |

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| **12** | **Kendall is a fashion director at a magazine company. Lately, Kendall has noticed that customers are not buying as many clothes featured in ads as they have previously. Kendall needs to figure out a way to get reader feedback. Kendall may want to utilize:** |
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| --- | --- |
| (A) | Company researchers |
| (B) | Sales calls |
| (C) | Data mining |
| (D) | Touchpoints |

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| **13** | **Hunter senses a disconnect between the firm’s culture and their market-oriented policies. Hunter’s firm needs:** |
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| --- | --- |
| (A) | Customer relationship management |
| (B) | A learning seminar |
| (C) | Formalization |
| (D) | Target marketing |

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| **14** | **If your boss says, “Our ad strategy is to send email blasts to everyone in our local area,” what is he or she referring to?** |
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| --- | --- |
| (A) | Mass marketing |
| (B) | Target marketing |
| (C) | Customer marketing |
| (D) | Mail spamming |

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| **15** | **A long standing customer has decided that the monetary value they pay for a good or service is no longer worth it; they are not benefitting any longer by buying the product. Thus, the\_\_\_\_\_ has diminished.** |
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| --- | --- |
| (A) | Customer value |
| (B) | Customer benefits |
| (C) | Customer tangibility |
| (D) | Customer loyalty |

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| **16** | **Which of the following are reasons for employees to resist CRM technology:** |
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| --- | --- |
| (A) | Generational gap |
| (B) | Lack of training |
| (C) | Desire to keep things status quo |
| (D) | All of the above |

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