higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## SALES MANAGEMENT N6

## 8 November 2022

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

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## SECTION A

## QUESTION 1

1.1 C
1.2 C
1.3 D
1.4 D
1.5 A
1.6 C
1.7 B
1.8 D
1.9 C
1.10 C
1.11 C
1.12 C
1.13 C
1.14 B
1.15 D
1.16 D
1.17 B
1.18 C
1.19 B
1.20 D
1.21 D
1.22 D
1.23 B
1.24 B
1.25 C

(25 × 2) **[50]**

**TOTAL SECTION A: 50**

## SECTION B

## QUESTION 2

2.1 2.1.1

- A matrix structure is an organisational structure in which the sales representative reports to more than one manager,✓ namely his or her functional manager and a project manager.✓
- The duties of project managers and sales managers are usually separated.✓✓
- A matrix structure only remains in force during a project,✓ whereafter the organisation reverts back to the structure that was in place before the project.✓ (Any relevant 2 × 2) (4)

2.1.2

- It is an effective structure✓ in today's rapidly changing market environment.✓
- It is a flexible structure✓ that can respond quickly to changes in the company's marketing strategy.✓
- It encourages cooperation✓ between departments.✓
- It is a means to successfully accomplish difficult projects,✓ provided it is well organised.✓
- It encourages teamwork,✓ giving members the opportunity to contribute effectively.✓ (Any relevant 4 × 2) (8)

2.1.3

- There is often conflict or a power struggle✓ between functional and project managers.✓
- There is often conflict between team members✓ who are professional expects in their particular fields.✓
- The cost of implementation✓ could be high.✓
- Salespeople who feel protected by the line-authority organisational structure may experience anxiety✓ in a matrix structure where they also receive instructions from managers in staff positions.✓ (Any relevant 3 × 2) (6)

2.2 2.2.1 A task description is a collection of general information✓ that describes a task,✓ such as its number, name and location and tools or equipment needed to perform the task.✓ (Any relevant answer) (3)

2.2.2

- There is less information available about external applicants.
- External research takes longer and costs more.
- It takes longer for new recruits to become familiar with the company's systems and culture.
- Existing employees may resist new ideas that people recruited externally introduce. (Any relevant 3 × 2) (6)

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2.2.3
- 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 relevant 3 × 2) (6)

2.2.4
- 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 (Any relevant 2 × 2) (4)

2.3 2.3.1
- Enables management to compare input standards with output standards,✓ determine reasons for deviations and take necessary corrective actions✓
- To identify product lines✓ or items that salespeople may be neglecting✓
- To improve salespeople's motivation and self-confidence✓✓
- To assist salespeople in discovering their strengths and weaknesses✓✓
- To indicate to management which 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 relevant 5 × 2) (10)

2.3.2
- Continuous sales performance evaluation
- Routine sales performance evaluation
- Formal sales performance evaluation (3)

**[50]**

## QUESTION 3

3.1 3.1.1
- The sales manager uses a questionnaire to ask all candidates the same question.
- The question asked is prescribed and inflexible in nature and therefore closed.
- Example: Are you currently working? (Any relevant answer)

3.1.2
- There are no predetermined questions and candidates are entitled to talk freely about various topics (open-ended).
- The questions mainly centre on the candidate's character, ability and career objectives.
- Example: Tell us more about yourself.✓ (Any relevant answer) (2 × 5) (10)

3.2 3.2.1

- Increased productivity
- Improved morale
- Improved client relationships
- Improved time and territory management
- Lower staff turnover
- Decreased direct supervision (Any relevant 4 × 1) (4)

3.2.2

- Sales staff/Skills audit:✓ Assessment of all aspects of each salesperson's academic qualifications,✓ experience, specific skills and abilities✓
- Direct approach:✓ Interviewing experienced members✓ of the sales force to identify training needs✓
- Field observation:✓ Travelling with salespeople on a working day observing their behaviour✓ and asking them which training they need to become more effective✓
- Exit interviews:✓ Interviewing salespeople who are leaving the company✓ to find out what they regard as their weaknesses✓
- Tests and assessments: Measuring✓ salespeople's product knowledge, processes and sales techniques✓
- Researching the organisation's records: Researching✓ salespeople's individual sales reports, sales results, performance evaluation, etc.✓ (Any relevant 4 × 3) (12)

3.2.3

- It is more costly as it involves travelling and accommodation costs.
- There is limited time available for training.
- Trainees are unproductive during the training period – both income and profit wise.
- It requires more organisational effort.
- Trainees tend to become demotivated when they have to be taken away from their families for too long. (Any relevant 3 × 2) (6)

3.3 3.3.1

- To motivate the sales force:✓ The better the compensation plan,✓ the more motivated sales staff will be.✓
- To correlate efforts and results with rewards:✓ Salespeople's efforts✓ should be matched 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 costs are controlled and should compare favourably with other competitors.

(Any relevant 4 × 3) (12)

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3.3.2
- Sales managers have less control over their sales staff.
- Important nonselling activities, such as full client service, may be neglected.
- Salespeople's income may fluctuate considerably for long periods or decrease due to uncertainty and high stress levels.
- There is a high sales-staff turnover when sales fluctuate with seasons.
- Salespeople may oversell in order to earn higher commission.
- Salespeople could be reluctant to move between sales territories. (Any relevant 3 × 2) (6)

**[50]**

## QUESTION 4

4.1 4.1.1 Supervision is the process and actions that a supervisor takes to manage how an individual or group performs in completing and achieving objectives. (Any relevant answer) (3)

4.1.2
- To limit the costs of sales calls including travelling and accommodation
- To improve time management and assist salespeople in identifying and avoiding 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 relevant 4 × 2) (8)

4.2
- Testing trainees after they have completed a training programme
- Evaluating their sales performance against previously and agreed standards
- One-one interviews with 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 relevant 4 × 2) (8)

4.3 4.3.1
- 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 larger-scale seasonal promotions
- To increase sales during quiet seasons (Any relevant 4 × 2) (8)

4.3.2
- Pension scheme
- Housing subsidy
- Medical aid scheme
- Company car (Any relevant 2 × 1) (2)

4.4
- Total sales figures:✓ Analyse the total sales turnover for all products.✓✓
- Market share:✓ Express the total sales as a percentage of the sales figures of the particular industry.✓✓
- Sales according to territory:✓ Compare the actual sales achieved by a particular territory with original forecasts for that territory.✓✓
- Sales according to products:✓ Measure the increase/decrease in the company against a corresponding increase/decrease in the industry sales.✓✓
- Sales according to customer:✓ Analyse and identify how much a specific customer contributes to the total sales figures.✓✓ (Any relevant 5 × 3) (15)

4.5
- Compare total sales for different years to identify trends.
- Compare actual expenses with budget expenses.
- Compare company figures with industry's averages. (Any relevant 3 × 2) (6)

**[50]**

**TOTAL SECTION B: 50**
**GRAND TOTAL: 200**

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