higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SALES MANAGEMENT N6

24 May 2021

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	C		
	1.1.2	B		
	1.1.3	B		
	1.1.4	D		
	1.1.5	D		
	1.1.6	A		
	1.1.7	C		
	1.1.8	A		
	1.1.9	B		
	1.1.10	D		
			(10 × 2)	(20)
1.2	1.2.1	True		
	1.2.2	False		
	1.2.3	False		
	1.2.4	True		
	1.2.5	True		
	1.2.6	False		
	1.2.7	False		
	1.2.8	True		
	1.2.9	True		
	1.2.10	False	(10 × 2)	(20)

1.3 Prospecting
Pre-approach/Planning the sales presentation
Approach to sales presentation
Sales presentation
Handling objections

NOTE: No marks should be allocated for steps not in sequence (5 × 2) (10)

[50]

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.

2.1.2 Screening is the process according to which unqualified and undesirable applicants are eliminated until only qualified candidates remain.

2.1.3 Selection is a process in which managers choose to appoint an incumbent from the applicants who have been recruited, screened and evaluated.

2.1.4 Job analysis is an objective and comprehensive study of a specific sales position in order to identify the duties, requirements and conditions regarding the position.

(4 × 2) (8)

2.2
- It is easier to evaluate internal applications because more information is available about them.
- It is quicker than an external search.
- The internal applicant is already familiar with company policies.
- It costs less than external recruiting.
- It can improve employee morale and loyalty to the company. (5 × 2) (10)

2.3 2.3.1
- Increased productivity✓ – the training will result in an increase in product knowledge and in return more sales will be made resulting in increased profits for the company.✓✓
- Improved morale✓ – trained salespersons will be motivated and will gain self-confidence. They will display a positive attitude towards the company, customers and life in general.✓✓
- Improved customer relations✓ – a much better service will be provided to customers. Good customer service builds good customer relationships which will increase customer loyalty.✓✓
- Lower staff turnover✓ – well-trained salespersons are much more prepared for the realities of a sales career. They will be successful and there will be fewer chances of them leaving the company.✓✓
- Improved management of time and territory✓ – training will enable salespeople to manage their territories in the most effective way and non-productive time and costs will be kept to the minimum.✓✓
- Reduced amount of supervision✓ – trained salespeople can work independently and will require minimum supervision. This will allow sales managers more time for other important tasks.✓✓ (Any 5 × 3) (15)

2.3.2
- Size of the company
- Budget
- Nature of the company products
- Contents of the sales programme (4 × 2) (8)

2.4
- Fair income – salespeople want their earnings to be fair compared to what their colleagues earn.
- Regular income – salespeople expect a minimum fixed income for security reasons.
- Competitiveness – their compensation must be on par with other salespeople in competing companies.
- Equity – salespeople expect an equitable compensation that rewards them for their ability and for the amount of effort they expend to produce good results.
- Simplicity – compensation must be straightforward and transparent, so that salespeople know exactly what is expected of them.
- To improve one's status – a compensation plan should provide opportunities for promotion that is linked directly to respect and recognition.

(3 × 3) (9)
[50]

QUESTION 3

3.1 3.1.1 It means that activities within the organisation take place on different managerial levels.

3.1.2 It means that all the salespeople in the organisation should be supervised by a single individual who has proper authority and responsibility to fulfil this supervisory role.

3.1.3 It refers to the number of salespeople who can be supervised effectively by a single immediate sales manager.

(3 × 2) (6)

3.2 3.2.1 Client/customer specialisation (2)

3.2.2
- Only one salesperson calls on each client.
- They can build long-term relationships with clients since the sales staff focus on clients' needs.
- Salespeople can render an exceptional service to clients with whom they come in regular contact.
- A sales force is market orientated and is in line with the problem-solving approach followed by modern professional sales consultants.
- The structure can assist salespeople and sales managers to identify and focus on key accounts, which usually improves overall sales. (Any 5 × 2) (10)

3.3 3.3.1
- 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 personal interviews with the candidates. (Any 5 × 2) (6)

3.3.2
- 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 idea.

(2 × 2) (4)

3.3.3
- Employees become productive within a shorter time.
- There is an increased feeling of control of how the sales task must be performed.
- Employees have detailed information about their conditions of service and work conditions.
- Greater job satisfaction, hence greater motivation and commitment.
- Lower turnover of salespeople.
- Induction reduces anxiety and uncertainty. (Any 5 × 2) (10)

3.4 3.4.1 Input standards are subjective and cannot be measured exactly. Instead, salespersons' job activities are evaluated.✓✓ Output standards are specific end results and are expressed in terms of exact quantities.✓✓ (4)

3.4.2
- Sales volume achieved
- Number of orders received
- Number of new accounts opened
- Decrease in marketing costs
- Increase in market share
- Volume or unit sales achieved
- Gross profit generated (Any 4 × 2) (8)

[50]

QUESTION 4

4.1 4.1.1

- How much the firm can afford to spend on motivation of its staff/costs
- The individual needs of salespeople
- Expectations of salespeople regarding the compensation they should be receiving from management for their performance/motivation
- Does the plan enable the sales managers to exercise sufficient control over the activities of the salespeople (Any 4 × 2) (8)

4.1.2

- A salesperson's income is directly linked to productivity
- There's no limit in potential earnings
- Income is based strictly on sales achieved, and not on the subjective evaluation of a sales manager
- Costs are proportional to sales
- A high income motivates salespeople to set higher goals for themselves
- Salespeople can easily keep track of their performance and income
- It is an excellent compensation plan for firms that use large numbers of part-time salespeople (Any 5 × 2) (10)

4.1.3

- Pension scheme
- Medical aid
- Company car
- Housing subsidy
- Group life insurance
- Recreational facilities
- Club membership (Any 3 × 1) (3)

4.2 4.2.1

- To limit the costs of sales calls
- To improve time management
- To direct the effort of the sales force
- To provide support
- To meet the need of the sales force (Any 3 × 2) (6)

4.2.2

- Testing trainees after they have completed a training programme
- Evaluating their sales performance against previously agreed-upon standards
- One-on-one interviews with trainees
- Observe trainees while they perform they selling tasks
- Asking customers about performance of salespeople
- Seeking the opinion of line and staff managers who were involved in their training (Any 4 × 2) (8)

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4.3

- Total sales figures✓ – the company's total sales turnover for all products is analysed.✓✓
- Market share✓ – the company's total sales are expressed as a percentage of the sales figures of the particular industry.✓✓
- Sales according to territory✓ – actual sales achieved by a particular territory are compared with original forecasts for that territory.✓✓
- Sales according to products✓ – the company measures increases/decreases in the company against corresponding increases/decreases in industry sales.✓✓
- Sales according to customer✓ – analyse and identify how much specific customers contribute to the total sales figures.✓✓ (5 × 3) (15)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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