UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/BACHELOR OF COMMERCE

MKT 313: SALES MANAGEMENT

DATE: 27TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CONSUMER ELECTRONICS SALES MANAGEMENT AT FLEVY MANAGEMENT LIMITED

Flevy Management Limited,a mid-sized consumer electronics company operates in a highly competitive market dominated by both global brands and aggressive regional players. The company specializes in smartphones, televisions, and smart home devices. Over the past three years, its market share has been steadily declining despite consistent product quality. Management is concerned that competitors are outperforming the firm not necessarily on product features, but on pricing strategies, distribution efficiency, and customer engagement. The company's leadership recognizes the need to reassess its sales management approach to remain competitive.

The firm traditionally relied on a product-driven sales strategy where emphasis was placed on pushing new devices into retail outlets and distributors. Sales targets were largely volume-based, with little consideration for customer segmentation or long-term relationship building. Sales teams were structured around geographic territories, and performance was primarily measured by monthly sales figures. This approach initially delivered strong growth but has become less effective as consumer preferences evolve rapidly.

Recent market analysis shows that consumers are now more informed and comparison-driven, using online platforms to evaluate products before making purchase decisions. Competitors have strengthened their digital presence, offering direct-to-consumer sales channels and personalized marketing campaigns. As a result, the company is losing customers to brands that offer better online experiences and faster service delivery. Retail partners have also started prioritizing competitors due to better incentives and supply chain reliability.

Internally, the sales force has expressed concerns about unclear performance expectations and limited training on digital selling tools. Many sales representatives still rely on traditional selling techniques and struggle to adapt to modern customer engagement methods. There is also limited integration between the sales and marketing departments, leading to inconsistent messaging in the market. This disconnect has weakened brand positioning and reduced customer trust.

The company's sales management system lacks a robust forecasting model, making it difficult to predict demand accurately across different product lines. Budget allocation is often reactive rather than strategic, resulting in uneven resource distribution across regions. Some high-potential markets are underfunded, while low-performing areas continue to receive disproportionate attention. This inefficiency has contributed to declining profitability despite steady production capacity.

In response, senior management is considering restructuring the sales organization to align it with modern market realities. Proposed changes include adopting a customer-centric sales approach, integrating digital sales platforms, and strengthening key account management systems. There is also discussion on introducing performance-based incentives tied to customer retention and market penetration rather than just sales volume. However, there is resistance from some long-serving employees who are accustomed to traditional selling methods.

The company is also exploring the use of data analytics and customer relationship management (CRM) systems to improve decision-making. These tools are expected to enhance customer targeting, improve forecasting accuracy, and support personalized marketing efforts. Management believes that leveraging technology will be critical in reversing the decline in market share and improving competitiveness. Training and change management programs are also being considered to support the transition.

Overall, the case highlights the challenges faced by traditional sales organizations in adapting to digital transformation and changing consumer behavior. The success of the company will depend on how effectively it integrates modern sales management practices with its existing operational strengths. Strategic alignment between sales, marketing, and technology functions is seen as essential for sustainable growth in a highly competitive industry.

Required:

a. Analyze five sales management challenges faced by the company in maintaining market share in a highly competitive consumer electronics industry **(10 Marks)**

b. Evaluate the effectiveness of shifting from a product-driven sales strategy to a customer-centric and digital sales approach in improving the company's performance.
(5 Marks)

c. Explore five ways how the use of CRM systems and data analytics can improve sales forecasting and customer relationship management in the company.
(10 Marks)

QUESTION TWO

a) Discuss five ways how changes in the business environment may influence the role of sales management in organizations
(10 Marks)

b) Examine the role of marketing management in an organization facing competitive pressure. **(5 Marks)**

QUESTION THREE

a) Analyze five responsibilities of a sales manager and how they can be applied to improve organisational performance.
(10 Marks)

b) Examine five essential managerial skills required to effectively lead a sales team in a multi-regional organization.
(5 Marks)

QUESTION FOUR

a) Examine five ways how changes in buyer behavior in the agricultural sector may affect selling strategies.

(10 Marks)

b) Discuss two sales channels used by agricultural sector firms and how each contributes to market coverage.

(5 Marks)

QUESTION FIVE

a) Discuss five benefits of relationship selling and key account management in improving customer retention in insurance brokerage firm of your own choice.

(**10 Marks)**

b) Describe the stages involved in the personal selling process used in insurance sales.

(5 Marks)

QUESTION SIX

a) Evaluate five ways how technology can improve sales force management in a company expanding internationally.

(10 Marks)

b) Discuss two challenges of international selling and suggest how firms can manage them effectively.

(5 Marks)