

The  
Management  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND**  
**LEADERSHIP/BACHELOR OF COMMERCE**

**MKT 313: SALES MANAGEMENT**

**DATE: 15<sup>TH</sup> APRIL 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 below and carefully answer the questions that follow:**

### REVITALIZING SALES PERFORMANCE AT AFRITECH SOLUTIONS LTD

AfriTech Solutions Ltd is a Nairobi-based technology company specializing in enterprise software, IT infrastructure, and cybersecurity services. Over the last decade, the company has built a strong market presence across East Africa, serving government agencies, banks, and corporate clients. However, in the past two years, AfriTech has faced increasing competition from international firms such as Huawei, Microsoft, and Oracle, which have entered the regional market with aggressive pricing and advanced digital solutions.

The sales department at AfriTech consists of 35 salespeople spread across Kenya, Uganda, and Tanzania. Each country office is managed by a regional sales manager who reports to the Group Sales Director. Recently, management noted a 15% drop in sales revenue despite an increase in marketing expenditure. Internal audits revealed the following issues:

- a) The **sales forecasting system** was outdated and relied on manual spreadsheets, leading to inaccurate projections.
- b) Some **key account clients** had shifted to competitors due to lack of personalized service and slow response times.
- c) The **salesforce morale** was low due to poor motivation, limited training, and unclear commission structures.
- d) Sales managers had been focusing on short-term targets rather than building long-term relationships through relationship selling.
- e) Competitors had embraced digital sales tools, including CRM systems and social media engagement, to reach clients more efficiently.

The Group Sales Director, Ms. Faith Mwangi, now faces the challenge of redesigning the sales management strategy. She wants to integrate technology into sales operations, improve forecasting accuracy, and rebuild trust with key clients. Additionally, AfriTech plans to expand into Rwanda and Ethiopia, raising the need for strong international selling capabilities. Ms. Mwangi believes that effective leadership, training, and motivational systems can restore performance. She is considering introducing a key account management program, upgrading the salesforce training and compensation systems, and implementing CRM-based performance evaluation to track customer interactions and sales results.

**Required:**

- a) Identify and discuss five major sales management challenges facing AfriTech Solutions Ltd as described in the case.  
**(10 Marks)**
- b) Explain how sales forecasting and budgeting can be improved to enhance AfriTech's sales planning and performance.  
**(5 Marks)**
- c) Discuss the role of motivation and leadership in improving the performance of AfriTech's salesforce.  
**(5 Marks)**
- d) Evaluate how technology and CRM systems can be used to strengthen AfriTech's sales management and customer relationships.  
**(5 Marks)**

QUESTION TWO

- a) Analyze how sales forecasting and budgeting contribute to effective sales management.  
**(8 Marks)**
- b) Discuss five key responsibilities of a Sales Manager in a modern organization.  
**(7 Marks)**

## QUESTION THREE

**Read the passage below and answer the questions that follow.**

In today's globalized environment, relationship selling and key account management are essential for sustaining competitive advantage. Firms such as Unilever and Samsung have shifted from transactional to relationship-focused selling, emphasizing long-term partnerships, trust, and customer satisfaction. Relationship marketing is supported by technology through customer databases and direct marketing tools, allowing personalized offers and improved service delivery.

- a) Explain four ways in which relationship selling differs from traditional transactional selling which makes it an effective method.  
**(7 Marks)**
- b) Discuss the role of key account management (KAM) in enhancing organizational competitiveness.  
**(8 Marks)**

## QUESTION FOUR

- a) Explain five key factors to consider when recruiting and selecting salespeople.  
**(10 Marks)**
- b) Discuss the role of leadership in managing a sales force.  
**(5 Marks)**

## QUESTION FIVE

- a) Evaluate the challenges faced in managing an international sales force. **(8 Marks)**
- b) Analyze the impact of IT and social media on sales management.  
**(7 Marks)**

QUESTION SIX

- a) Explain the importance of sales promotions in modern marketing.  
**(5 Marks)**
- b) Discuss three ethical issues that arise in personal selling.  
**(5 Marks)**
- c) Examine any five major characteristics of modern selling.  
**(5 Marks)**