



Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
MBA End Term Question Paper

AY 2025-26

Semester: III



Course Code: SC-MKT-04

Course Name: Sales and Distribution Management

Time: 2 hours 30 minutes

Total Marks: 50

Instruction:

All questions are compulsory

Question No. 1:

A new company is preparing to launch a range of healthy, plant-based protein supplements for Health enthusiasts. They want to sell their products through a combination of online platforms and a network of health food stores and gyms across India. Illustrate organization structure, a sales plan for any one scenario (online Vs offline) of the sales team with measures for the Sale Audit. **[10Marks]**

Question No. 2:

Assume you are the sales manager of a consumer durable company. How would you apply the territory sales plan to balance workload and sales potential among salespeople? Given that you have data of past two years? Make suitable assumptions. **[10 Marks]**

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

3A) AuraGuard Technologies is a startup launching a premium, AI-powered smart home security system. The system includes complex components like facial recognition cameras, door sensors, and central hubs that require professional installation and periodic maintenance. The initial target market is affluent homeowners and small businesses in Tier-1 Indian cities who prioritize security and are willing to pay a premium for high-tech, reliable service.

AuraGuard's challenge lies in distribution. The product is not a simple purchase; it requires demonstration, technical consultation, and specialized installation, which cannot be managed through mass retail stores. The company needs a distribution channel that ensures high-quality service and technical support, as this directly influences customer satisfaction and brand trust. They must decide whether to build their own installation teams, which is expensive, or rely on external partners.

The company is considering two primary channels: Exclusive System Integrators/Dealers who handle sales, installation, and service for a specific territory, or a Direct Model where sales are managed online, but installation is outsourced to certified third-party technicians. The cost structure and control over the brand experience vary significantly between these options. They need to design a channel that optimizes both the customer's complex purchasing journey and the company's long-term profitability and service standards.

1. (Designing Channel) Design a distribution channel structure (from manufacturer to end-user) for AuraGuard. Justify your choice by explaining how this structure addresses the need for technical installation and after-sales service.
2. What is the primary reverse logistics concern AuraGuard must address regarding its high-value, electronic equipment?

3B) Tech Solutions Inc. is a well-established company that sells complex software solutions to large enterprises. Their sales process is highly technical and involves multiple stages, from lead generation and qualification to product demonstrations and contract negotiations. The sales team, which is geographically dispersed, relies on a mix of spreadsheets, emails, and phone calls to manage their client relationships and sales pipeline. This manual process has led to a lack of data visibility, inconsistent client follow-up, and missed sales opportunities.

The existing manual system creates several operational hurdles. Sales reps struggle to find up-to-date marketing collateral or case studies, often resulting in inconsistent messaging during client presentations. Crucially, the sales pipeline data is often weeks old, making accurate revenue forecasting impossible for senior management. This lag prevents the company from proactively identifying deals that might stall, or quickly reallocating resources to high-potential leads. The lack of standardized data also makes it difficult for new sales hires to quickly ramp up and effectively manage inherited client portfolios.

The management at Tech Solutions Inc. believes that adopting a modern Sales Force Automation (SFA) system is crucial to improving efficiency and competitiveness. The chosen SFA system is expected to integrate with their email server, automate lead scoring, and provide a single view of the customer across all touchpoints (Customer Relationship Management). However, the long-tenured, high-performing sales team is resistant to the change, fearing that the new system will be too complex and intrusive, turning them into "data entry clerks" rather than consultative sellers.

The success of the SFA implementation hinges not just on the technology itself, but on a carefully structured change management process. Management must develop a plan that demonstrates the SFA system's direct benefit to the sales reps (e.g., reducing administrative work, providing better lead intelligence) rather than simply presenting it as a tool for managerial surveillance. This requires a dedicated training program focused on real-world sales scenarios and a tiered rollout plan, potentially starting with a pilot group of sales leaders who can champion the new tool to their peers.

Question 1: Analyze the specific problems and inefficiencies that Tech Solutions Inc. is facing due to its manual sales process. Explain how these issues are impacting both sales performance and customer relationships.

Question 2: Evaluate the key features of an SFA system that would be most beneficial for a B2B sales process like Tech Solutions Inc. Discuss how these features can improve sales productivity and enhance customer relationship management.

Question 3: Formulate a comprehensive change management plan to introduce the new SFA system to the sales team. Discuss strategies to overcome resistance and ensure successful adoption of the new technology.

3C) Imagine you are the channel manager for a fashion accessory brand. Design a hybrid channel system combining offline retail and e-commerce. What challenges might arise in managing power bases and channel conflicts? Suggest strategies to overcome them.