**Sales Force Management and Personal Selling EBK 330**

Text: **Text:** *Sales Force Management, 12th edition  
by Mark W Johnston and Greg W Marshall*

Homework: 3

This homework covers Chapters 6, 7 and 8 of the text, as noted. There are 33 multiple choice questions total, each worth 3 points. Indicate the answer you think most correct.

**Chapter 6:**

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| **1** | **The expectations associated with organizational citizenship behaviors are consistent with** |
|  | |  |  | | --- | --- | | (A) | Transactions selling | | (B) | Instrumentalities | | (C) | The Better Business Bureau | | (D) | Relationship selling | | (E) | Perceived role ambiguities | |
| **2** | **Perceived role inaccuracy is distinguishable from the other role perception variables by the fact that it:** |
|  | |  |  | | --- | --- | | (A) | Is not directly the fault of the person occupying the role | | (B) | Has no psychological impact | | (C) | Is an obvious problem that is readily fixed | | (D) | Is largely an unrealized perception | | (E) | Causes the individual to adopt conflicting roles | |
| **3** | **Which of the following statements about the salesperson's perception of his or her role in the organization is true?** |
|  | |  |  | | --- | --- | | (A) | Because the salesperson is in a boundary position, he or she is more likely to experience role conflict and inaccuracy and less likely to experience role ambiguity | | (B) | Occupants of innovative roles experience less conflict than other organizational members because they can be flexible and because they perform their jobs independently | | (C) | Salespeople are said to be operating at the boundary of a firm because they are the most visible of all of the integrated marketing tools that an organization can use | | (D) | Occupants of innovative roles frequently face situations where they have no standard procedures or past experiences to guide them | | (E) | Because the salesperson is in a boundary position, he or she is less likely to experience role conflict than other members of the organization | |
| **4** | **The salesperson's role is particularly susceptible to problems with role perception because:** |
|  | |  |  | | --- | --- | | (A) | Sales managers typically closely supervise their sales forces | | (B) | Sales territories are frequently modified | | (C) | The salesperson has a large number of people he or she must satisfy | | (D) | There are few people the salesperson can confide in when he or she has a problem | | (E) | Selling is the only source of one-to-one communication for a company that wants to use integrated marketing communications | |
| **5** | **Which of the following individuals is most likely to have a boundary position in a company that manufactures modular homes?** |
|  | |  |  | | --- | --- | | (A) | A person who receives inbound telemarketing | | (B) | A person who sells the modular homes in the field | | (C) | The sales manager | | (D) | The marketing manager | | (E) | The manufacturer's advertising agency | |
| **6** | **Because salespeople occupy boundary positions they face the potential of demands from:** |
|  | |  |  | | --- | --- | | (A) | Customers | | (B) | Sales managers | | (C) | The company | | (D) | All of the above | | (E) | None of the above | |
| **7** | **With increased use of remote offices, research indicates salespeople perceive:** |
|  | |  |  | | --- | --- | | (A) | Increased role stress | | (B) | Decreased dependency on technology | | (C) | Increased self-assurance | | (D) | Increased support from sales management | | (E) | All of the above | |
| **8** | **With increasing complexity in relationships between companies and customers, many sales organizations are using more:** |
|  | |  |  | | --- | --- | | (A) | Role ambiguity motivation | | (B) | Team selling | | (C) | Sales performance marketing | | (D) | Occupational adjustment assistance | | (E) | Advertising | |
| **9** | **When handling highly technical or engineered products or when encountering non-routine problems or prospecting for new accounts, it is important that the sales representative have the ability to:** |
|  | |  |  | | --- | --- | | (A) | Be innovative, creative and flexible | | (B) | Use hard-sell tactics | | (C) | Rewrite company policies to satisfy customers | | (D) | Ask his or her role set for their opinions and inputs | | (E) | Look to a paternalistic sales manager for support | |
| **10** | **Roger, a sales rep for an office furniture company is not sure whether he should be spending time showing customers how to assemble the furniture. Roger is experiencing a \_\_\_\_\_\_\_\_\_\_ concern.** |
|  | |  |  | | --- | --- | | (A) | Role expectancy | | (B) | Role ambiguity | | (C) | Role conflict | | (D) | Role inaccuracy | | (E) | Role rotation | |
| **11** | **Kerry knows a salesperson's role is defined through a three-step process. The three-step process, in the order they occur is:** |
|  | |  |  | | --- | --- | | (A) | Role partners communicate expectations, salespeople develop perceptions and salespeople convert perceptions into behaviors | | (B) | Salespeople develop perceptions, role partners communicate expectations and salespeople convert perceptions into behaviors | | (C) | Salespeople convert perceptions into behaviors, role partners communicate expectations and salespeople develop perceptions | | (D) | Role partners communicate expectations, salespeople convert perceptions into behaviors and salespeople develop perceptions | | (E) | There is no three-step process | |

**Chapter 7:**

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| --- | --- |
| **1** | **One criticism of linking pay to financial incentives is:** |
|  | |  |  | | --- | --- | | (A) | Employees may become less interested in what they do and more interested in capturing the reward | | (B) | Many salespeople will make too much money | | (C) | Most salespeople are much more interested in quality of life and family-oriented non-monetary rewards | | (D) | Environmental conditions will overwhelm the effectiveness of financial rewards unless salespeople are paid poorly | | (E) | Personal characteristics make financial incentives sexist | |
| **2** | **In a sales organization, what would be an appropriate strategy to motivate a ""leader?""** |
|  | |  |  | | --- | --- | | (A) | Increase their base pay | | (B) | Recognize them for their performance according to the system | | (C) | Quietly congratulate them for their contribution | | (D) | Create a project or account and put them in charge of it | | (E) | All of the above | |
| **3** | **During the \_\_\_\_\_ stage of the sales career path, the salesperson is likely to have lower expectancy estimates that are often inaccurate as well as inaccurate instrumentality perceptions.** |
|  | |  |  | | --- | --- | | (A) | Exploration | | (B) | Maintenance | | (C) | Plateauing | | (D) | Disengagement | | (E) | Establishment | |
| **4** | **The four stages that make up the sales career path are:** |
|  | |  |  | | --- | --- | | (A) | Exploration, establishment, plateauing and disenfranchisement | | (B) | Entry-level, growth, plateauing and termination | | (C) | Exploration, growth, maintenance and attrition | | (D) | Exploration, growth, maturity and disengagement | | (E) | Exploration, establishment, maintenance and disengagement | |
|  | |
| **5** | **Which of the following statements about the stages in the sales career path is true?** |
|  | |  |  | | --- | --- | | (A) | Salespeople in the exploration stage would typically have high valences for higher-order rewards and higher expectancies than salespeople at other stages | | (B) | Salespeople in the establishment stage have the highest valence for promotion and recognition | | (C) | The point at which a salesperson would be resigned to remaining in sales would be in the establishment stage | | (D) | Job performance is typically poor in the establishment stage | | (E) | Personal commitment to the job is usually highest in the exploration stage | |
| **6** | **During the exploration stage of a salesperson's career, the salesperson will:** |
|  | |  |  | | --- | --- | | (A) | Need peer acceptance and challenging positions | | (B) | Produce superior results on the job in order to be promoted | | (C) | Need achievement, esteem, autonomy and competition | | (D) | Develop creativity and innovativeness | | (E) | Balance the conflicting demands of career and family | |
| **7** | **During the establishment stage of a salesperson's career, the salesperson will:** |
|  | |  |  | | --- | --- | | (A) | Adjust his or her self-image | | (B) | Have the lowest instrumentality perceptions and valences for both higher-order and lower-order needs | | (C) | Produce superior results on the job in order to be promoted | | (D) | Need close and supportive supervision | | (E) | Reassess career with possible redirection | |
| **8** | **During the maintenance stage of a salesperson's career, the salesperson will:** |
|  | |  |  | | --- | --- | | (A) | Have reduced competitiveness | | (B) | Try to avoid generating unrealistic expectations | | (C) | Have low expectancy and instrumentality perceptions | | (D) | Establish a stronger self-identify outside of work | | (E) | Have higher valences for promotion and recognition than for pay | |
| **9** | **During the disengagement stage of a salesperson's career, the salesperson will:** |
|  | |  |  | | --- | --- | | (A) | Maintain a high performance level | | (B) | Balance the conflicting demands of career and family | | (C) | Have the lowest instrumental perceptions and valence for both higher-order and lower-order rewards | | (D) | Need supportive supervision | | (E) | Adjust to working with greater autonomy | |
| **10** | **Which of the following is NOT one of the personality types in the Sales Management Enneagram Personality Tool?** |
|  | |  |  | | --- | --- | | (A) | Achiever | | (B) | Team player | | (C) | Perfectionist | | (D) | Non-conformist | | (E) | Enthusiast | |
| **11** | **Which of the following statements provides important knowledge to the sales manager who wants to plan successful strategy?** |
|  | |  |  | | --- | --- | | (A) | Salespeople always react favorably to a rapidly changing product line because it adds variety to their job | | (B) | When salespeople operate under uncertainties or limited product supply, their expectancy and instrumentality estimates are likely to be high | | (C) | Company policies can hinder a salesperson's effectiveness by indirectly affecting their valence for rewards, accuracy of their expectations and instrumentality perceptions | | (D) | The stronger a firm's competitive position, the lower its sales force expectancy estimates are likely to be | | (E) | All of the above | |

**Chapter 8:**

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| **1** | **When asked ""What type of sales representative has a tougher time making sales?"" sales managers most frequently stated that it is salespeople who:** |
|  | |  |  | | --- | --- | | (A) | Speak too fast | | (B) | Have heavy accents | | (C) | Are older | | (D) | Dress sloppily | | (E) | Are overweight | |
| **2** | **In the area of skills, the variables affecting sales performance the most are:** |
|  | |  |  | | --- | --- | | (A) | Sales presentation and interpersonal skills | | (B) | Vocational and general management skills | | (C) | Interpersonal and vocational esteem skills | | (D) | General management and sales presentation | | (E) | Responsibility and dominance | |
| **3** | **Research indicates interpersonal skills:** |
|  | |  |  | | --- | --- | | (A) | Are not closely related to sales performance | | (B) | Are more important than vocational skills | | (C) | Are equally as important as general management skills | | (D) | Are less important than vocational esteem skills | | (E) | None of the above | |
| **4** | **While salespeople indicate \_\_\_\_\_\_\_\_\_\_\_\_ is/are most critical in building trust with the customer, customers themselves rank \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as the top characteristic needed for salespeople to win customer trust.** |
|  | |  |  | | --- | --- | | (A) | Self-confidence; asking good questions | | (B) | Intelligence; good listening skills | | (C) | Positive attitude; being likable | | (D) | Being likable; understanding business | | (E) | Good listening skills; Product knowledge | |
| **5** | **In a survey of customers and salespeople, which of the following was considered LEAST important in determining whether a salesperson was trustworthy?** |
|  | |  |  | | --- | --- | | (A) | Product knowledge | | (B) | Positive attitude | | (C) | Being well-dressed | | (D) | Intelligent | | (E) | Asking good questions | |
| **6** | **In a survey of customers and salespeople, which of the following was considered MOST important in determining whether a salesperson was trustworthy?** |
|  | |  |  | | --- | --- | | (A) | Product knowledge | | (B) | Positive attitude | | (C) | Being well-dressed | | (D) | Intelligent | | (E) | Asking good questions | |
| **7** | **Research indicates that in jobs involving the sale of services:** |
|  | |  |  | | --- | --- | | (A) | Sales presentation skills are important | | (B) | Intelligence and self-esteem are good indicators of sales success | | (C) | Professional skills and traits are good indicators of sales success | | (D) | Being well-dressed is a major predictor of sales success | | (E) | Aggressiveness and motivation are good indicators of sales success | |
| **8** | **Jay's job is to visit hospitals to explain to physicians and nurses the advantages of his company's line of bandages. Jay hopes this activity will encourage the medical personnel to request that their hospital stock Jay's brand. Arlene works for the same company, but her job is to convince pharmacies and supermarkets to carry the company's line of consumer adhesive bandages. Arlene is a \_\_\_\_\_ salesperson for the company.** |
|  | |  |  | | --- | --- | | (A) | Missionary | | (B) | New product | | (C) | Order-taking | | (D) | Trade | | (E) | Technical | |
| **9** | **Jay's job is to visit hospitals to explain to physicians and nurses the advantages of his company's line of bandages. Jay hopes this activity will encourage the medical personnel to request that their hospital stock Jay's brand. Arlene works for the same company, but her job is to convince pharmacies and supermarkets to carry the company's line of consumer adhesive bandages. Which of the following characteristics is crucial for Arlene's sales success?** |
|  | |  |  | | --- | --- | | (A) | Empathy | | (B) | Age and maturity | | (C) | Knowledge of customer | | (D) | Knowledge of business methods | | (E) | All of the above | |
| **10** | **The more skill a salesperson has:** |
|  | |  |  | | --- | --- | | (A) | The greater his or her need for extrinsic rewards | | (B) | The better his or her performance is likely to be | | (C) | The greater his or her sense of responsibility | | (D) | The easier it is to become a sales manager | | (E) | The lower his or her creativity is likely to be | |
| **11** | **As the technology and customers become more sophisticated:** |
|  | |  |  | | --- | --- | | (A) | Sales managers hire younger workers | | (B) | Sales managers hire people with technical backgrounds | | (C) | The quality of the presentation must get better | | (D) | Industrial buyers are leaving the industry | | (E) | Interpersonal skills are becoming less important | |