Chapter 01

Selling and Salespeople

**True / False Questions**

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| 1. | Personal selling is focused on the need to create value for the seller rather than for the buyer.  True    False |

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| 2. | The goal of selling is merely to promote the product or service.  True    False |

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| 3. | In a selling situation, buyers and sellers calculate profit differently.  True    False |

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| 4. | The Personal Value Equation of a buyer is the selling price minus the benefits received.  True    False |

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| 5. | In a selling situation, the seller's profit is the benefits received minus the selling price.  True    False |

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| 6. | Trying to convince your professor to give you the position of a teaching assistant is an example of personal selling.  True    False |

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| 7. | Go-to-market strategies are used by buyers to select a suitable vendor in the buying process.  True    False |

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| 8. | Organizations whose go-to-market strategies rely heavily on advertising and publicity are called sales force-intensive organizations.  True    False |

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| 9. | Publicity is a form of unpaid marketing communication between buyers and the selling firm.  True    False |

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| 10. | Advertising is the most costly method of communication for selling firms.  True    False |

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| 11. | Integrated marketing communications programs focus exclusively on coordinating video with radio advertising.  True    False |

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| 12. | If salespeople want to sell effectively, they have to recognize that the buyer has needs that are met not only by the product but also by the selling process itself.  True    False |

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| 13. | Activities such as prospecting for new customers, making sales presentations, demonstrating products, negotiating price and delivery terms, writing orders, and increasing sales to existing customers are only part of a sales job.  True    False |

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| 14. | Generally, salespeople spend more than 50 percent of their time on-site in face-to-face meetings with customers and prospects.  True    False |

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| 15. | The phrase customer-centric means making the customer the center of everything the salesperson does.  True    False |

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| 16. | The salesperson's job does not end when the customer places an order.  True    False |

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| 17. | Salespeople coordinate the activities within their firms to solve customer problems.  True    False |

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| 18. | Six sigma selling programs are designed to reduce and eliminate errors in the selling system.  True    False |

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| 19. | To truly have effective impact on their organization, salespeople need to be skillful at disseminating the knowledge they have acquired from customers to other people in their companies.  True    False |

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| 20. | A firm's products move from the manufacturer to the final user through a series of institutions called a production network.  True    False |

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| 21. | A missionary salesperson's job is to approach distributors and encourage them to sell the manufacturer's products.  True    False |

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| 22. | Joshua represents a large drug manufacturer and calls on physicians to explain the benefits to them of prescribing his firm's products for their patients. Joshua is a missionary salesperson.  True    False |

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| 23. | Normally, missionary salespeople and local distributor salespeople for the same firm are intensively competitive with each other as each strives to take business away from the other.  True    False |

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| 24. | Selling to prospects requires different skills than does selling to existing customers.  True    False |

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| 25. | Selling capital goods to manufacturers is much easier than selling cookies to consumers.  True    False |

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| 26. | Many sales jobs do not involve building long-term partnerships.  True    False |

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| 27. | Inside selling typically is more demanding than field selling because the former entails more intense interactions with customers.  True    False |

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| 28. | After almost a century of research, scholars have finally identified a definitive profile of the personality characteristics of the "perfect" salesperson.  True    False |

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| 29. | Salespeople are like independent entrepreneurs because they have a territory to manage and few restrictions on how to do it.  True    False |

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| 30. | Salespeople usually earn overtime pay for working more than 40 hours.  True    False |

**Multiple Choice Questions**

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| 31. | Personal selling includes all of the following EXCEPT:

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| A.  | doing a credit analysis. |

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| B.  | building relationships with customers. |

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| C.  | offering information. |

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| D.  | helping customers identify problems. |

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| E.  | providing after-sale service. |

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| 32. | Ryan is trying to dispel the myth that the role of salespeople is to "sell refrigerators to Eskimos." He tells his salespeople that their organization needs to be a customer-centric organization that helps customers:

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| A.  | by identifying problems. |

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| B.  | by finding information about potential solutions. |

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| C.  | by providing after-sale service. |

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| D.  | by making the customer the center of their efforts. |

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| E.  | all of the above. |

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| 33. | Valerie's goal as a sales rep is to \_\_\_\_\_, which is the total benefit that her company's products and services provide to the buyer.

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| A.  | add creativity |

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| B.  | improve relationships |

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| C.  | maximize profits |

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| D.  | create value |

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| E.  | focus on sales numbers |

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| 34. | Which of the following statements best describes someone engaged in personal selling?

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| A.  | The governor directs the state's legislature to enact a law that provides more legal protection to abused children. |

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| B.  | Jackson's parents loan him $1,000 to repair his car. |

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| C.  | A mother assigns a chore to her child. |

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| D.  | Vivian attends an interview for a job she really wants. |

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| E.  | Your professor gives you a choice of essay or multiple choice questions. |

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| 35. | A seller's profit is \_\_\_\_\_.

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| A.  | the cost of goods sold minus the marketing margin |

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| B.  | selling price minus cost of goods sold and selling costs |

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| C.  | the marginal difference between asset price and cost of sales |

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| D.  | the benefits received - (the selling price + time and effort to purchase) |

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| E.  | the relative price + the absolute cost |

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| 36. | From a buyer's perspective, value in a purchase decision equals \_\_\_\_\_.

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| A.  | the cost of goods sold - the marketing margin |

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| B.  | the relative price + the absolute cost |

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| C.  | the marginal difference between asset price and cost of sales |

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| D.  | the benefits received - (the selling price + time and effort to purchase) |

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| E.  | distribution benefits received - production costs |

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| 37. | Which of the following is an example of selling?

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| A.  | A college student asking a professor to let him enroll himself in a course that is closed out |

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| B.  | A potential employee making a presentation at a job interview |

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| C.  | An engineer convincing his manager to support his R&D activity |

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| D.  | A salesperson talking about the advantages of the washing machines at his store |

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| E.  | All of the above |

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| 38. | Gwen is researching ways to sell her new product. She is considering Internet sales, hiring sales reps, using a manufacturer's rep, and several other options. Gwen is considering her:

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| A.  | multi-channel mission. |

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| B.  | go-to-market strategies. |

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| C.  | customer-centric circle. |

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| D.  | lifetime marketing value. |

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| E.  | emotional versus intellectual challenge. |

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| 39. | Sandra's marketing strategy is a go-to-market strategy. She relies heavily on salespeople for marketing her products. Sandra's organization is a(n) \_\_\_\_\_.

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| A.  | public relations organization |

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| B.  | organization that focuses exclusively on customer value |

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| C.  | sales force-intensive organization |

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| D.  | organization with a missionary strategy |

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| E.  | all of the above |

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| 40. | Which of the following constitutes no-cost communication among buyers about the selling firm?

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| A.  | Sales promotion |

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| B.  | Print advertising |

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| C.  | Word of mouth |

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| D.  | Broadcast advertising |

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| E.  | Personal selling |

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| 41. | One of the advantages of personal selling is that it is the most \_\_\_\_\_ method used to communicate with customers.

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| A.  | credible |

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| B.  | reasonable |

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| C.  | generic |

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| D.  | defensive |

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| E.  | flexible |

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| 42. | The reason information supplied through publicity is usually considered to be more credible than information supplied by a salesperson is that:

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| A.  | salespeople are considered unethical. |

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| B.  | the information supplied through publicity is perceived to be independent. |

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| C.  | the general public has more information than the average salesperson. |

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| D.  | publicity costs more than personal selling. |

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| E.  | organizations have more control over when information is disseminated through publicity. |

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| 43. | Even though personal selling is the most expensive method of communication on a per person reached basis, businesses continue to use personal selling because of advantages in:

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| A.  | flexibility. |

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| B.  | the number of people reached. |

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| C.  | credibility. |

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| D.  | efficiency. |

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| E.  | control over the content of publicity. |

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| 44. | Why does personal selling work better than other communications options available to firms selling in the business-to-business market?

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| A.  | Personal selling employs more people in the United States than advertising. |

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| B.  | Salespeople are able to tailor unique messages for each prospective buyer. |

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| C.  | Firms in the United States have become particularly adept at hiring "born" salespeople. |

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| D.  | Personal selling is the cheapest form of promotion. |

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| E.  | Salespeople are proficient in all aspects of new product development. |

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| 45. | One of the advantages of personal selling as compared to advertising is that:

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| A.  | salespeople can be so closely supervised. |

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| B.  | salespeople can become very persuasive since they give an identical sales presentation to so many different people. |

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| C.  | salespeople can rely on puffery. |

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| D.  | salespeople can change their message if they find their customers losing interest. |

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| E.  | all of the above. |

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| 46. | To promote its products, Valerie's firm has always depended solely on advertising in the local newspaper and occasional direct mail programs. Valerie suggests using integrated marketing communications because:

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| A.  | no single communication vehicle is free of weaknesses. |

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| B.  | it would reduce their advertising costs. |

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| C.  | a sustainable competitive advantage can only be derived from alternative advertising. |

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| D.  | it will lengthen their channels of distribution. |

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| E.  | it will serve as a competitive intelligence tool. |

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| 47. | Advance Machine Company makes industrial strength floor cleaning equipment. In support of its sales force, it ran ads in trade journals aimed at supermarkets, entertainment venues, educational institutions, and other places that have a lot of foot traffic. It created an Internet website for customers to preview its products. It set up a toll-free number for clients to call and created a direct marketing piece that offered discounts and rebates on orders. Advance Machine Company used:

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| A.  | dyadic communication to reach its potential customers. |

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| B.  | feedback to qualify leads. |

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| C.  | integrated marketing communications. |

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| D.  | a decentralized promotions organization. |

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| E.  | any means possible to circumvent its sales force. |

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| 48. | Integrated marketing communications is a program to coordinate all of the following marketing efforts EXCEPT:

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| A.  | personal selling. |

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| B.  | advertising. |

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| C.  | sales promotion. |

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| D.  | word-of-mouth. |

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| E.  | production. |

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| 49. | When All-Star Productions Inc. releases a new movie, it usually advertises on television, gives out sales promotion items at fast-food restaurants, creates a website for the movie, holds special showings, and encourages people to talk about the movie. This coordination of all the efforts is called:

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| A.  | generative marketing. |

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| B.  | tactical marketing. |

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| C.  | integrated marketing communications. |

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| D.  | the marketing concept. |

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| E.  | relationship marketing. |

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| 50. | Which of the following statements about how salespeople spend their time each week is true?

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| A.  | Salespeople typically spend the least amount of time in an average week traveling and sitting in waiting areas. |

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| B.  | Most of the selling done by salespeople today is done over the telephone. |

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| C.  | Salespeople spend less than 2 hours per week on administrative tasks. |

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| D.  | Salespeople spend more time in meetings, working with support people in their companies, traveling, waiting for a sales interview, doing paperwork, and servicing customers than in face-to-face selling. |

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| E.  | None of these statements about how salespeople spend their time each week is true. |

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| 51. | Which of the following is true of sales in today's world?

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| A.  | Many buyers now are buying from the lowest-cost suppliers. |

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| B.  | Buyers are demanding 24/7 service. |

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| C.  | Many buyers now are building competitive advantages by maintaining a distant relationship with their suppliers. |

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| D.  | The salesperson's job ends as soon as the customer places an order. |

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| E.  | All of the above. |

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| 52. | After making two major sales calls, Jennifer spent time in her hotel room submitting information about the calls over the Internet to her company. Jennifer was providing information to her firm's:

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| A.  | distribution channel efficacy system. |

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| B.  | customer relationship management system. |

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| C.  | business simulation system. |

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| D.  | NAICS control center system. |

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| E.  | situational management system. |

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| 53. | The set of people and organizations responsible for the flow of products and services from producer to ultimate consumer is called a firm's:

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| A.  | selling function. |

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| B.  | advertising force. |

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| C.  | marketing organization. |

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| D.  | distribution channel. |

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| E.  | sales team. |

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| 54. | Clara works in sales at Marylyn Cosmetics. She procures her products from the manufacturer and goes door-to-door in suburban neighborhoods to try to sell Marylyn products at discount rates. Clara can be described as a \_\_\_\_\_.

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| --- | --- |
| A.  | retail salesperson |

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| --- | --- |
| B.  | distributor |

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| --- | --- |
| C.  | missionary salesperson |

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| --- | --- |
| D.  | trade salesperson |

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| --- | --- |
| E.  | direct salesperson |

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| 55. | \_\_\_\_\_ sell to firms that resell the products rather than using them within the firm.

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| A.  | Distributor salespeople |

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| --- | --- |
| B.  | Trade salespeople |

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| --- | --- |
| C.  | Runners |

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| --- | --- |
| D.  | Manufacturers' customer service representatives |

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| --- | --- |
| E.  | Retail salespeople |

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| 56. | \_\_\_\_\_ sell products made by a number of manufacturers to businesses.

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| A.  | Distributor salespeople |

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| --- | --- |
| B.  | Trade salespeople |

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| --- | --- |
| C.  | Runners |

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| --- | --- |
| D.  | Manufacturers' customer service representatives |

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| E.  | Retail salespeople |

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| 57. | Pacific Rim Co. sells outdoor furniture, garden and patio accessories, baskets, floral arrangements, and pottery to retail garden nurseries. Its salespeople are known as:

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| A.  | distributor salespeople. |

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| --- | --- |
| B.  | trade salespeople. |

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| --- | --- |
| C.  | runners. |

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| --- | --- |
| D.  | manufacturers' agents. |

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| E.  | retail salespeople. |

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| 58. | \_\_\_\_\_ work for a manufacturer and promote the manufacturer's products to other firms that buy the products from distributors or other manufacturers, not directly from the salesperson's firm.

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| A.  | Distributor reps |

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| --- | --- |
| B.  | Industrial salespeople |

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| --- | --- |
| C.  | Missionary salespeople |

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| --- | --- |
| D.  | Trade partners |

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| --- | --- |
| E.  | Retail salespeople |

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| 59. | Laura works for Seminole Textiles. In her job, she calls on upholsterers, towel and sheet manufacturers, and other customers of the Seminole distributors to encourage them to use more Seminole textiles, which they would order from their distributor, not directly from Seminole. Laura is a:

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| A.  | distributor rep. |

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| --- | --- |
| B.  | trade salesperson. |

|  |  |
| --- | --- |
| C.  | missionary salesperson. |

|  |  |
| --- | --- |
| D.  | trade partner. |

|  |  |
| --- | --- |
| E.  | retail salesperson. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 60. | Missionary salespeople:

|  |  |
| --- | --- |
| A.  | work for retailers. |

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| --- | --- |
| B.  | are an essential part of the consumer products distribution channel. |

|  |  |
| --- | --- |
| C.  | frequently call on people who influence a buying decision but who do not actually place the order. |

|  |  |
| --- | --- |
| D.  | never directly contact consumers. |

|  |  |
| --- | --- |
| E.  | do not have any role to play in the business-to-business model. |

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| 61. | Manufacturers' Representatives Inc. (MRI) is an independent company that employs sales representatives to sell products from a number of producers. MRI's sales reps sell the products to wholesalers and retailers. MRI receives a commission from the producers for the products it sells. MRI is an example of a:

|  |  |
| --- | --- |
| A.  | manufacturers' agent. |

|  |  |
| --- | --- |
| B.  | selling agent. |

|  |  |
| --- | --- |
| C.  | missionary sales agency. |

|  |  |
| --- | --- |
| D.  | partnership selling strategy. |

|  |  |
| --- | --- |
| E.  | production agent. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 62. | Manufacturers' agents:

|  |  |
| --- | --- |
| A.  | actually take ownership of the products they sell. |

|  |  |
| --- | --- |
| B.  | are independent businesspeople. |

|  |  |
| --- | --- |
| C.  | are paid a monthly fee for their services. |

|  |  |
| --- | --- |
| D.  | typically call on people who may influence a sale and not those who actually place the order. |

|  |  |
| --- | --- |
| E.  | are accurately described by all of the above. |

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| 63. | Which of the following statements about salesperson relationships with customers and prospects is true?

|  |  |
| --- | --- |
| A.  | Selling to new prospects requires the same skills as selling to existing customers. |

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| --- | --- |
| B.  | Salespeople responsible for existing customers place more emphasis on selling products than on servicing and relationship building. |

|  |  |
| --- | --- |
| C.  | Rejection is an inevitable part of making initial contacts with potential customers. |

|  |  |
| --- | --- |
| D.  | To convince prospects to purchase a product they use regularly, salespeople need to be especially self-confident and aggressive. |

|  |  |
| --- | --- |
| E.  | None of these. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 64. | It's early on a Friday morning, and before she goes out to see any of her customers, Ruth checks her company's database to make sure deliveries scheduled for some of her customers went out earlier in the week. This activity is a component of \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | partnering |

|  |  |
| --- | --- |
| B.  | integrated communication |

|  |  |
| --- | --- |
| C.  | servicing customers |

|  |  |
| --- | --- |
| D.  | waiting |

|  |  |
| --- | --- |
| E.  | reporting |

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|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 65. | Field selling is typically more demanding than inside selling because field selling:

|  |  |
| --- | --- |
| A.  | involves working at the employer's location where the salespeople are monitored very closely. |

|  |  |
| --- | --- |
| B.  | involves very little interaction with customers, thus making it difficult to establish a long-term relationship. |

|  |  |
| --- | --- |
| C.  | involves more intense customer interactions where the salesperson has to engage in problem solving. |

|  |  |
| --- | --- |
| D.  | involves responding to customer-initiated requests. |

|  |  |
| --- | --- |
| E.  | involves communicating with customers by telephone or computer which can get very tiring. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 66. | The Frito-Lay salesperson who drives a truck to a store, checks the store's stock of Frito-Lay products, determines what the store needs, and gets the manager's permission to place that stock in the store is a \_\_\_\_\_ salesperson.

|  |  |
| --- | --- |
| A.  | production |

|  |  |
| --- | --- |
| B.  | inside |

|  |  |
| --- | --- |
| C.  | missionary |

|  |  |
| --- | --- |
| D.  | manufacturer's industry service representative |

|  |  |
| --- | --- |
| E.  | field |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 67. | Salespeople who spend most of their time selling their company's products in the customer's place of business are:

|  |  |
| --- | --- |
| A.  | missionary salespeople. |

|  |  |
| --- | --- |
| B.  | inside salespeople. |

|  |  |
| --- | --- |
| C.  | obsolete in the partnering era. |

|  |  |
| --- | --- |
| D.  | field salespeople. |

|  |  |
| --- | --- |
| E.  | none of these. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 68. | Which of the following is true of inside salespeople?

|  |  |
| --- | --- |
| A.  | They spend considerable time in the customer's place of business. |

|  |  |
| --- | --- |
| B.  | They communicate with the customer face-to-face. |

|  |  |
| --- | --- |
| C.  | They are very involved in problem solving with customers. |

|  |  |
| --- | --- |
| D.  | They typically communicate with customers by telephone or computer. |

|  |  |
| --- | --- |
| E.  | None of the above. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 69. | Luis works for USAA, an insurance company headquartered in San Antonio. Luis is employed in the firm's telemarketing center where he answers customers' calls to the firm's 1-800 number about buying insurance. Luis is an example of a(n):

|  |  |
| --- | --- |
| A.  | inside salesperson. |

|  |  |
| --- | --- |
| B.  | production era salesperson. |

|  |  |
| --- | --- |
| C.  | field salesperson. |

|  |  |
| --- | --- |
| D.  | tangible product salesperson. |

|  |  |
| --- | --- |
| E.  | missionary salesperson. |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 70. | Which of the following products would most likely be the hardest for a new salesperson to sell?

|  |  |
| --- | --- |
| A.  | Laptops for students |

|  |  |
| --- | --- |
| B.  | Horse trailers |

|  |  |
| --- | --- |
| C.  | Management consulting services |

|  |  |
| --- | --- |
| D.  | Office supplies to existing customers |

|  |  |
| --- | --- |
| E.  | Restaurant tablecloths |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 71. | A salesperson will find that he or she is called upon to use the greatest creativity when:

|  |  |
| --- | --- |
| A.  | selling to new prospects rather than present customers. |

|  |  |
| --- | --- |
| B.  | selling office furniture rather than business insurance. |

|  |  |
| --- | --- |
| C.  | receiving customer orders in the firm's telemarketing center rather than going to the customer's place of business. |

|  |  |
| --- | --- |
| D.  | selling repairs on a company's existing photocopying machine rather than persuading the firm to buy a new copier. |

|  |  |
| --- | --- |
| E.  | selling to consumers who are buying vegetables rather than a new home. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 72. | Betty follows a strict schedule. She checks her e-mail at 6 a.m., returns messages and telephone calls from customers by 8 a.m., meets with customers during the day, and processes sales at home in the evening. She diverts questions related to the products' features to her colleague, Sandra. Betty displays the characteristic of successful salespeople of:

|  |  |
| --- | --- |
| A.  | flexibility. |

|  |  |
| --- | --- |
| B.  | being a self-starter. |

|  |  |
| --- | --- |
| C.  | product knowledge. |

|  |  |
| --- | --- |
| D.  | adjusting her presentations to her customers as individuals. |

|  |  |
| --- | --- |
| E.  | none of the above. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 73. | Opal is a salesperson for a wholesaler. There are many retailers in her territory and she says, "No two are alike. I must adjust my way of communicating to their different styles. Some are strictly business. Others like to talk about their families or sports before I discuss my company's products." Which characteristic of a successful salesperson is illustrated by Opal's approach?

|  |  |
| --- | --- |
| A.  | Ethical |

|  |  |
| --- | --- |
| B.  | Flexible |

|  |  |
| --- | --- |
| C.  | Creative |

|  |  |
| --- | --- |
| D.  | Dependable |

|  |  |
| --- | --- |
| E.  | Optimistic |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 74. | Customers constantly consult with Kathy, Hump & Pack's sales representative, regarding installation problems, new product ideas, and other issues because she offers unique, imaginative ideas. This shows that customers value Kathy's \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | optimism |

|  |  |
| --- | --- |
| B.  | emotional intelligence |

|  |  |
| --- | --- |
| C.  | discreetness |

|  |  |
| --- | --- |
| D.  | creativity |

|  |  |
| --- | --- |
| E.  | behavioral intellect |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 75. | \_\_\_\_\_ is the ability to effectively understand and use one's own feelings and the feelings of people with whom one interacts.

|  |  |
| --- | --- |
| A.  | Emotional intelligence |

|  |  |
| --- | --- |
| B.  | Adaptive learning |

|  |  |
| --- | --- |
| C.  | Environmental awareness |

|  |  |
| --- | --- |
| D.  | Generative learning |

|  |  |
| --- | --- |
| E.  | Behavioral intelligence |

 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 76. | When LeAnn called on a long-time customer, she realized that the man was upset and took the time to listen to his problem. She was able to sympathize with the customer's recent loss of a pet by using her:

|  |  |
| --- | --- |
| A.  | emotional intelligence. |

|  |  |
| --- | --- |
| B.  | adaptive learning. |

|  |  |
| --- | --- |
| C.  | environmental awareness. |

|  |  |
| --- | --- |
| D.  | generative learning. |

|  |  |
| --- | --- |
| E.  | behavioral intelligence. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 77. | Which of the following is NOT one of the aspects of emotional intelligence?

|  |  |
| --- | --- |
| A.  | Knowing one's own feelings and emotions as they are experienced |

|  |  |
| --- | --- |
| B.  | Controlling one's emotions to avoid acting impulsively |

|  |  |
| --- | --- |
| C.  | Controlling customer's emotions to avoid conflict |

|  |  |
| --- | --- |
| D.  | Recognizing customer's emotions |

|  |  |
| --- | --- |
| E.  | Using one's emotions to interact effectively with customers |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 78. | Most of the skills required to be a successful salesperson:

|  |  |
| --- | --- |
| A.  | are associated with intellectual achievement. |

|  |  |
| --- | --- |
| B.  | can be learned. |

|  |  |
| --- | --- |
| C.  | are the focus of six sigma selling programs. |

|  |  |
| --- | --- |
| D.  | create a value proposition. |

|  |  |
| --- | --- |
| E.  | are skills that people are born with and cannot be learned. |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 79. | A person who \_\_\_\_\_ would probably find a career in sales attractive.

|  |  |
| --- | --- |
| A.  | wants a nine-to-five job |

|  |  |
| --- | --- |
| B.  | wants to work in an office |

|  |  |
| --- | --- |
| C.  | is not motivated by financial rewards |

|  |  |
| --- | --- |
| D.  | likes independence and is willing to take responsibility |

|  |  |
| --- | --- |
| E.  | does not like to take responsibility |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 80. | Salespeople are like entrepreneurs because:

|  |  |
| --- | --- |
| A.  | they do not have to invest in themselves. |

|  |  |
| --- | --- |
| B.  | integrated marketing communications eliminates investment risk. |

|  |  |
| --- | --- |
| C.  | manufacturers trust salespeople to be corporate-centric. |

|  |  |
| --- | --- |
| D.  | of the unusual freedom and flexibility in doing their jobs. |

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| --- | --- |
| E.  | they have to spend a lot of time in a structured work environment. |

 |

**Short Answer Questions**

|  |  |
| --- | --- |
| 81. | Relative to advertising, what is the major advantage and disadvantage of personal selling?      |

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| --- | --- |
| 82. | Relative to publicity, what are the major advantages and disadvantages of personal selling?      |

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| 83. | On average, salespeople spend less than 50 percent of their time on face-to-face meetings with customers and prospects. What are they doing with the rest of their time?      |

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| 84. | What does it mean to say salespeople are account team managers?      |

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| 85. | What is the role of missionary salespeople?      |

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| 86. | As a sales job category, what tasks do missionary salespeople perform?      |

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| --- | --- |
| 87. | What are manufacturers' agents?      |

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| --- | --- |
| 88. | How does the type of benefits provided by products and services affect the nature of the sales job?      |

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| 89. | What sales situations require higher creativity?      |

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| --- | --- |
| 90. | Describe the personality profile for the ideal salesperson.      |

**Essay Questions**

|  |  |
| --- | --- |
| 91. | How is being customer-centric different from the stereotype image of salespeople?      |

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| --- | --- |
| 92. | How is value measured for a seller and for a buyer?      |

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| --- | --- |
| 93. | Compare personal selling with other marketing communication methods in terms of control, flexibility, credibility, and cost.      |

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| --- | --- |
| 94. | Why do companies spend money on personal selling when there are so many less expensive alternatives?      |

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| --- | --- |
| 95. | Why do many organizations use integrated marketing communications?      |

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| --- | --- |
| 96. | What is the role of a salesperson as an account team manager?      |

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| --- | --- |
| 97. | What is the role of a salesperson as an information provider?      |

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| --- | --- |
| 98. | What six factors are used to describe sales jobs?      |

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| --- | --- |
| 99. | How do field salespeople differ from inside salespeople?      |

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| --- | --- |
| 100. | List the four aspects of emotional intelligence.      |

Chapter 01 Selling and Salespeople Answer Key

**True / False Questions**

|  |  |
| --- | --- |
| 1.*(p. 4)* | Personal selling is focused on the need to create value for the seller rather than for the buyer.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 2.*(p. 4)* | The goal of selling is merely to promote the product or service.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 3.*(p. 5)* | In a selling situation, buyers and sellers calculate profit differently.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 4.*(p. 5)* | The Personal Value Equation of a buyer is the selling price minus the benefits received.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 5.*(p. 5)* | In a selling situation, the seller's profit is the benefits received minus the selling price.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 6.*(p. 5)* | Trying to convince your professor to give you the position of a teaching assistant is an example of personal selling.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 7.*(p. 6)* | Go-to-market strategies are used by buyers to select a suitable vendor in the buying process.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 8.*(p. 6)* | Organizations whose go-to-market strategies rely heavily on advertising and publicity are called sales force-intensive organizations.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 9.*(p. 7)* | Publicity is a form of unpaid marketing communication between buyers and the selling firm.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 10.*(p. 7)* | Advertising is the most costly method of communication for selling firms.  **FALSE** |

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| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 11.*(p. 7)* | Integrated marketing communications programs focus exclusively on coordinating video with radio advertising.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 12.*(p. 8)* | If salespeople want to sell effectively, they have to recognize that the buyer has needs that are met not only by the product but also by the selling process itself.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 13.*(p. 8)* | Activities such as prospecting for new customers, making sales presentations, demonstrating products, negotiating price and delivery terms, writing orders, and increasing sales to existing customers are only part of a sales job.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 14.*(p. 8-9)* | Generally, salespeople spend more than 50 percent of their time on-site in face-to-face meetings with customers and prospects.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 15.*(p. 9)* | The phrase customer-centric means making the customer the center of everything the salesperson does.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 16.*(p. 9)* | The salesperson's job does not end when the customer places an order.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 17.*(p. 9)* | Salespeople coordinate the activities within their firms to solve customer problems.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 18.*(p. 9)* | Six sigma selling programs are designed to reduce and eliminate errors in the selling system.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 19.*(p. 10)* | To truly have effective impact on their organization, salespeople need to be skillful at disseminating the knowledge they have acquired from customers to other people in their companies.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 20.*(p. 10)* | A firm's products move from the manufacturer to the final user through a series of institutions called a production network.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 21.*(p. 12)* | A missionary salesperson's job is to approach distributors and encourage them to sell the manufacturer's products.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 22.*(p. 12)* | Joshua represents a large drug manufacturer and calls on physicians to explain the benefits to them of prescribing his firm's products for their patients. Joshua is a missionary salesperson.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Medium* |

|  |  |
| --- | --- |
| 23.*(p. 12)* | Normally, missionary salespeople and local distributor salespeople for the same firm are intensively competitive with each other as each strives to take business away from the other.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 24.*(p. 13)* | Selling to prospects requires different skills than does selling to existing customers.  **TRUE** |

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| --- |
| *Level of Difficulty: Easy* |

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| --- | --- |
| 25.*(p. 13)* | Selling capital goods to manufacturers is much easier than selling cookies to consumers.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 26.*(p. 13)* | Many sales jobs do not involve building long-term partnerships.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 27.*(p. 14)* | Inside selling typically is more demanding than field selling because the former entails more intense interactions with customers.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 28.*(p. 16)* | After almost a century of research, scholars have finally identified a definitive profile of the personality characteristics of the "perfect" salesperson.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Easy* |

|  |  |
| --- | --- |
| 29.*(p. 20)* | Salespeople are like independent entrepreneurs because they have a territory to manage and few restrictions on how to do it.  **TRUE** |

|  |
| --- |
| *Level of Difficulty: Medium* |

|  |  |
| --- | --- |
| 30.*(p. 20)* | Salespeople usually earn overtime pay for working more than 40 hours.  **FALSE** |

|  |
| --- |
| *Level of Difficulty: Medium* |

**Multiple Choice Questions**

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| 31.*(p. 4)* | Personal selling includes all of the following EXCEPT:

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| **A.**  | doing a credit analysis. |

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| B.  | building relationships with customers. |

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| --- | --- |
| C.  | offering information. |

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| D.  | helping customers identify problems. |

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| E.  | providing after-sale service. |

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| *Level of Difficulty: Easy* |

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| 32.*(p. 4)* | Ryan is trying to dispel the myth that the role of salespeople is to "sell refrigerators to Eskimos." He tells his salespeople that their organization needs to be a customer-centric organization that helps customers:

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| A.  | by identifying problems. |

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| --- | --- |
| B.  | by finding information about potential solutions. |

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| C.  | by providing after-sale service. |

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| D.  | by making the customer the center of their efforts. |

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| **E.**  | all of the above. |

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| *Level of Difficulty: Easy* |

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| 33.*(p. 4)* | Valerie's goal as a sales rep is to \_\_\_\_\_, which is the total benefit that her company's products and services provide to the buyer.

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| A.  | add creativity |

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| B.  | improve relationships |

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| C.  | maximize profits |

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| **D.**  | create value |

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| E.  | focus on sales numbers |

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| *Level of Difficulty: Medium* |

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| 34.*(p. 4)* | Which of the following statements best describes someone engaged in personal selling?

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| A.  | The governor directs the state's legislature to enact a law that provides more legal protection to abused children. |

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| B.  | Jackson's parents loan him $1,000 to repair his car. |

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| C.  | A mother assigns a chore to her child. |

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| **D.**  | Vivian attends an interview for a job she really wants. |

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| E.  | Your professor gives you a choice of essay or multiple choice questions. |

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| *Level of Difficulty: Medium* |

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| 35.*(p. 5)* | A seller's profit is \_\_\_\_\_.

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| A.  | the cost of goods sold minus the marketing margin |

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| **B.**  | selling price minus cost of goods sold and selling costs |

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| C.  | the marginal difference between asset price and cost of sales |

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| D.  | the benefits received - (the selling price + time and effort to purchase) |

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| E.  | the relative price + the absolute cost |

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| *Level of Difficulty: Hard* |

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| 36.*(p. 5)* | From a buyer's perspective, value in a purchase decision equals \_\_\_\_\_.

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| --- | --- |
| A.  | the cost of goods sold - the marketing margin |

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| --- | --- |
| B.  | the relative price + the absolute cost |

|  |  |
| --- | --- |
| C.  | the marginal difference between asset price and cost of sales |

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| --- | --- |
| **D.**  | the benefits received - (the selling price + time and effort to purchase) |

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| --- | --- |
| E.  | distribution benefits received - production costs |

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| *Level of Difficulty: Hard* |

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| 37.*(p. 6)* | Which of the following is an example of selling?

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| A.  | A college student asking a professor to let him enroll himself in a course that is closed out |

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| --- | --- |
| B.  | A potential employee making a presentation at a job interview |

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| --- | --- |
| C.  | An engineer convincing his manager to support his R&D activity |

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| D.  | A salesperson talking about the advantages of the washing machines at his store |

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| **E.**  | All of the above |

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| *Level of Difficulty: Medium* |

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| 38.*(p. 6)* | Gwen is researching ways to sell her new product. She is considering Internet sales, hiring sales reps, using a manufacturer's rep, and several other options. Gwen is considering her:

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| A.  | multi-channel mission. |

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| **B.**  | go-to-market strategies. |

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| --- | --- |
| C.  | customer-centric circle. |

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| --- | --- |
| D.  | lifetime marketing value. |

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| --- | --- |
| E.  | emotional versus intellectual challenge. |

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| *Level of Difficulty: Medium* |

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| 39.*(p. 6)* | Sandra's marketing strategy is a go-to-market strategy. She relies heavily on salespeople for marketing her products. Sandra's organization is a(n) \_\_\_\_\_.

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| A.  | public relations organization |

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| --- | --- |
| B.  | organization that focuses exclusively on customer value |

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| **C.**  | sales force-intensive organization |

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| --- | --- |
| D.  | organization with a missionary strategy |

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| E.  | all of the above |

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| *Level of Difficulty: Medium* |

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| 40.*(p. 7)* | Which of the following constitutes no-cost communication among buyers about the selling firm?

|  |  |
| --- | --- |
| A.  | Sales promotion |

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| --- | --- |
| B.  | Print advertising |

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| --- | --- |
| **C.**  | Word of mouth |

|  |  |
| --- | --- |
| D.  | Broadcast advertising |

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| --- | --- |
| E.  | Personal selling |

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| *Level of Difficulty: Medium* |

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| 41.*(p. 7)* | One of the advantages of personal selling is that it is the most \_\_\_\_\_ method used to communicate with customers.

|  |  |
| --- | --- |
| A.  | credible |

|  |  |
| --- | --- |
| B.  | reasonable |

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| --- | --- |
| C.  | generic |

|  |  |
| --- | --- |
| D.  | defensive |

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| --- | --- |
| **E.**  | flexible |

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| *Level of Difficulty: Medium* |

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| 42.*(p. 7)* | The reason information supplied through publicity is usually considered to be more credible than information supplied by a salesperson is that:

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| A.  | salespeople are considered unethical. |

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| **B.**  | the information supplied through publicity is perceived to be independent. |

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| C.  | the general public has more information than the average salesperson. |

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| D.  | publicity costs more than personal selling. |

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| E.  | organizations have more control over when information is disseminated through publicity. |

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| *Level of Difficulty: Medium* |

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| 43.*(p. 7)* | Even though personal selling is the most expensive method of communication on a per person reached basis, businesses continue to use personal selling because of advantages in:

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| --- | --- |
| **A.**  | flexibility. |

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| --- | --- |
| B.  | the number of people reached. |

|  |  |
| --- | --- |
| C.  | credibility. |

|  |  |
| --- | --- |
| D.  | efficiency. |

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| --- | --- |
| E.  | control over the content of publicity. |

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| *Level of Difficulty: Medium* |

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| 44.*(p. 7)* | Why does personal selling work better than other communications options available to firms selling in the business-to-business market?

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| A.  | Personal selling employs more people in the United States than advertising. |

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| **B.**  | Salespeople are able to tailor unique messages for each prospective buyer. |

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| C.  | Firms in the United States have become particularly adept at hiring "born" salespeople. |

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| D.  | Personal selling is the cheapest form of promotion. |

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| E.  | Salespeople are proficient in all aspects of new product development. |

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| *Level of Difficulty: Medium* |

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| 45.*(p. 7)* | One of the advantages of personal selling as compared to advertising is that:

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| --- | --- |
| A.  | salespeople can be so closely supervised. |

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| B.  | salespeople can become very persuasive since they give an identical sales presentation to so many different people. |

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| C.  | salespeople can rely on puffery. |

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| **D.**  | salespeople can change their message if they find their customers losing interest. |

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| E.  | all of the above. |

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| *Level of Difficulty: Medium* |

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| 46.*(p. 7)* | To promote its products, Valerie's firm has always depended solely on advertising in the local newspaper and occasional direct mail programs. Valerie suggests using integrated marketing communications because:

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| **A.**  | no single communication vehicle is free of weaknesses. |

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| B.  | it would reduce their advertising costs. |

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| C.  | a sustainable competitive advantage can only be derived from alternative advertising. |

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| D.  | it will lengthen their channels of distribution. |

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| E.  | it will serve as a competitive intelligence tool. |

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| *Level of Difficulty: Medium* |

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| 47.*(p. 7-8)* | Advance Machine Company makes industrial strength floor cleaning equipment. In support of its sales force, it ran ads in trade journals aimed at supermarkets, entertainment venues, educational institutions, and other places that have a lot of foot traffic. It created an Internet website for customers to preview its products. It set up a toll-free number for clients to call and created a direct marketing piece that offered discounts and rebates on orders. Advance Machine Company used:

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| A.  | dyadic communication to reach its potential customers. |

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| B.  | feedback to qualify leads. |

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| **C.**  | integrated marketing communications. |

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| D.  | a decentralized promotions organization. |

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| E.  | any means possible to circumvent its sales force. |

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| *Level of Difficulty: Medium* |

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| 48.*(p. 7-8)* | Integrated marketing communications is a program to coordinate all of the following marketing efforts EXCEPT:

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| --- | --- |
| A.  | personal selling. |

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| --- | --- |
| B.  | advertising. |

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| --- | --- |
| C.  | sales promotion. |

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| --- | --- |
| D.  | word-of-mouth. |

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| --- | --- |
| **E.**  | production. |

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| *Level of Difficulty: Medium* |

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| 49.*(p. 7-8)* | When All-Star Productions Inc. releases a new movie, it usually advertises on television, gives out sales promotion items at fast-food restaurants, creates a website for the movie, holds special showings, and encourages people to talk about the movie. This coordination of all the efforts is called:

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| --- | --- |
| A.  | generative marketing. |

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| --- | --- |
| B.  | tactical marketing. |

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| --- | --- |
| **C.**  | integrated marketing communications. |

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| D.  | the marketing concept. |

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| --- | --- |
| E.  | relationship marketing. |

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| *Level of Difficulty: Medium* |

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| 50.*(p. 8-9)* | Which of the following statements about how salespeople spend their time each week is true?

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| A.  | Salespeople typically spend the least amount of time in an average week traveling and sitting in waiting areas. |

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| B.  | Most of the selling done by salespeople today is done over the telephone. |

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| C.  | Salespeople spend less than 2 hours per week on administrative tasks. |

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| **D.**  | Salespeople spend more time in meetings, working with support people in their companies, traveling, waiting for a sales interview, doing paperwork, and servicing customers than in face-to-face selling. |

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| E.  | None of these statements about how salespeople spend their time each week is true. |

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| *Level of Difficulty: Medium* |

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| 51.*(p. 9)* | Which of the following is true of sales in today's world?

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| A.  | Many buyers now are buying from the lowest-cost suppliers. |

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| **B.**  | Buyers are demanding 24/7 service. |

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| C.  | Many buyers now are building competitive advantages by maintaining a distant relationship with their suppliers. |

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| D.  | The salesperson's job ends as soon as the customer places an order. |

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| E.  | All of the above. |

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| *Level of Difficulty: Medium* |

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| 52.*(p. 10)* | After making two major sales calls, Jennifer spent time in her hotel room submitting information about the calls over the Internet to her company. Jennifer was providing information to her firm's:

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| A.  | distribution channel efficacy system. |

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| **B.**  | customer relationship management system. |

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| C.  | business simulation system. |

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| D.  | NAICS control center system. |

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| E.  | situational management system. |

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| *Level of Difficulty: Medium* |

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| 53.*(p. 10)* | The set of people and organizations responsible for the flow of products and services from producer to ultimate consumer is called a firm's:

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| --- | --- |
| A.  | selling function. |

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| --- | --- |
| B.  | advertising force. |

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| --- | --- |
| C.  | marketing organization. |

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| **D.**  | distribution channel. |

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| --- | --- |
| E.  | sales team. |

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| *Level of Difficulty: Easy* |

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| 54.*(p. 11)* | Clara works in sales at Marylyn Cosmetics. She procures her products from the manufacturer and goes door-to-door in suburban neighborhoods to try to sell Marylyn products at discount rates. Clara can be described as a \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | retail salesperson |

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| --- | --- |
| B.  | distributor |

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| --- | --- |
| C.  | missionary salesperson |

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| --- | --- |
| D.  | trade salesperson |

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| --- | --- |
| **E.**  | direct salesperson |

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| *Level of Difficulty: Medium* |

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| 55.*(p. 12)* | \_\_\_\_\_ sell to firms that resell the products rather than using them within the firm.

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| A.  | Distributor salespeople |

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| --- | --- |
| **B.**  | Trade salespeople |

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| --- | --- |
| C.  | Runners |

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| --- | --- |
| D.  | Manufacturers' customer service representatives |

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| --- | --- |
| E.  | Retail salespeople |

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| *Level of Difficulty: Easy* |

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| 56.*(p. 12)* | \_\_\_\_\_ sell products made by a number of manufacturers to businesses.

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| **A.**  | Distributor salespeople |

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| --- | --- |
| B.  | Trade salespeople |

|  |  |
| --- | --- |
| C.  | Runners |

|  |  |
| --- | --- |
| D.  | Manufacturers' customer service representatives |

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| --- | --- |
| E.  | Retail salespeople |

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| *Level of Difficulty: Easy* |

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| 57.*(p. 12)* | Pacific Rim Co. sells outdoor furniture, garden and patio accessories, baskets, floral arrangements, and pottery to retail garden nurseries. Its salespeople are known as:

|  |  |
| --- | --- |
| A.  | distributor salespeople. |

|  |  |
| --- | --- |
| **B.**  | trade salespeople. |

|  |  |
| --- | --- |
| C.  | runners. |

|  |  |
| --- | --- |
| D.  | manufacturers' agents. |

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| --- | --- |
| E.  | retail salespeople. |

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| *Level of Difficulty: Medium* |

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| 58.*(p. 12)* | \_\_\_\_\_ work for a manufacturer and promote the manufacturer's products to other firms that buy the products from distributors or other manufacturers, not directly from the salesperson's firm.

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| --- | --- |
| A.  | Distributor reps |

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| --- | --- |
| B.  | Industrial salespeople |

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| --- | --- |
| **C.**  | Missionary salespeople |

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| --- | --- |
| D.  | Trade partners |

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| --- | --- |
| E.  | Retail salespeople |

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| *Level of Difficulty: Medium* |

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| 59.*(p. 12)* | Laura works for Seminole Textiles. In her job, she calls on upholsterers, towel and sheet manufacturers, and other customers of the Seminole distributors to encourage them to use more Seminole textiles, which they would order from their distributor, not directly from Seminole. Laura is a:

|  |  |
| --- | --- |
| A.  | distributor rep. |

|  |  |
| --- | --- |
| B.  | trade salesperson. |

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| --- | --- |
| **C.**  | missionary salesperson. |

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| --- | --- |
| D.  | trade partner. |

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| --- | --- |
| E.  | retail salesperson. |

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| *Level of Difficulty: Medium* |

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| 60.*(p. 12)* | Missionary salespeople:

|  |  |
| --- | --- |
| A.  | work for retailers. |

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| --- | --- |
| B.  | are an essential part of the consumer products distribution channel. |

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| **C.**  | frequently call on people who influence a buying decision but who do not actually place the order. |

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| --- | --- |
| D.  | never directly contact consumers. |

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| --- | --- |
| E.  | do not have any role to play in the business-to-business model. |

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| *Level of Difficulty: Easy* |

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| 61.*(p. 12)* | Manufacturers' Representatives Inc. (MRI) is an independent company that employs sales representatives to sell products from a number of producers. MRI's sales reps sell the products to wholesalers and retailers. MRI receives a commission from the producers for the products it sells. MRI is an example of a:

|  |  |
| --- | --- |
| **A.**  | manufacturers' agent. |

|  |  |
| --- | --- |
| B.  | selling agent. |

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| --- | --- |
| C.  | missionary sales agency. |

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| D.  | partnership selling strategy. |

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| E.  | production agent. |

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| *Level of Difficulty: Medium* |

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| 62.*(p. 12)* | Manufacturers' agents:

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| A.  | actually take ownership of the products they sell. |

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| **B.**  | are independent businesspeople. |

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| C.  | are paid a monthly fee for their services. |

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| D.  | typically call on people who may influence a sale and not those who actually place the order. |

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| E.  | are accurately described by all of the above. |

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| *Level of Difficulty: Easy* |

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| 63.*(p. 13)* | Which of the following statements about salesperson relationships with customers and prospects is true?

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| A.  | Selling to new prospects requires the same skills as selling to existing customers. |

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| B.  | Salespeople responsible for existing customers place more emphasis on selling products than on servicing and relationship building. |

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| **C.**  | Rejection is an inevitable part of making initial contacts with potential customers. |

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| D.  | To convince prospects to purchase a product they use regularly, salespeople need to be especially self-confident and aggressive. |

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| E.  | None of these. |

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| *Level of Difficulty: Medium* |

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| 64.*(p. 13)* | It's early on a Friday morning, and before she goes out to see any of her customers, Ruth checks her company's database to make sure deliveries scheduled for some of her customers went out earlier in the week. This activity is a component of \_\_\_\_\_.

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| A.  | partnering |

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| B.  | integrated communication |

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| **C.**  | servicing customers |

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| D.  | waiting |

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| E.  | reporting |

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| *Level of Difficulty: Medium* |

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| 65.*(p. 14)* | Field selling is typically more demanding than inside selling because field selling:

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| A.  | involves working at the employer's location where the salespeople are monitored very closely. |

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| B.  | involves very little interaction with customers, thus making it difficult to establish a long-term relationship. |

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| **C.**  | involves more intense customer interactions where the salesperson has to engage in problem solving. |

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| D.  | involves responding to customer-initiated requests. |

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| E.  | involves communicating with customers by telephone or computer which can get very tiring. |

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| *Level of Difficulty: Medium* |

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| 66.*(p. 14)* | The Frito-Lay salesperson who drives a truck to a store, checks the store's stock of Frito-Lay products, determines what the store needs, and gets the manager's permission to place that stock in the store is a \_\_\_\_\_ salesperson.

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| A.  | production |

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| B.  | inside |

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| --- | --- |
| C.  | missionary |

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| --- | --- |
| D.  | manufacturer's industry service representative |

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| --- | --- |
| **E.**  | field |

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| *Level of Difficulty: Medium* |

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| 67.*(p. 14)* | Salespeople who spend most of their time selling their company's products in the customer's place of business are:

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| --- | --- |
| A.  | missionary salespeople. |

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| B.  | inside salespeople. |

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| C.  | obsolete in the partnering era. |

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| **D.**  | field salespeople. |

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| E.  | none of these. |

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| *Level of Difficulty: Easy* |

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| 68.*(p. 14)* | Which of the following is true of inside salespeople?

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| A.  | They spend considerable time in the customer's place of business. |

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| B.  | They communicate with the customer face-to-face. |

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| C.  | They are very involved in problem solving with customers. |

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| **D.**  | They typically communicate with customers by telephone or computer. |

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| E.  | None of the above. |

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| *Level of Difficulty: Easy* |

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| 69.*(p. 14)* | Luis works for USAA, an insurance company headquartered in San Antonio. Luis is employed in the firm's telemarketing center where he answers customers' calls to the firm's 1-800 number about buying insurance. Luis is an example of a(n):

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| --- | --- |
| **A.**  | inside salesperson. |

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| --- | --- |
| B.  | production era salesperson. |

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| --- | --- |
| C.  | field salesperson. |

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| D.  | tangible product salesperson. |

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| E.  | missionary salesperson. |

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| *Level of Difficulty: Medium* |

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| 70.*(p. 15)* | Which of the following products would most likely be the hardest for a new salesperson to sell?

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| A.  | Laptops for students |

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| --- | --- |
| B.  | Horse trailers |

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| --- | --- |
| **C.**  | Management consulting services |

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| --- | --- |
| D.  | Office supplies to existing customers |

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| --- | --- |
| E.  | Restaurant tablecloths |

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| *Level of Difficulty: Medium* |

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| 71.*(p. 15)* | A salesperson will find that he or she is called upon to use the greatest creativity when:

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| **A.**  | selling to new prospects rather than present customers. |

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| --- | --- |
| B.  | selling office furniture rather than business insurance. |

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| C.  | receiving customer orders in the firm's telemarketing center rather than going to the customer's place of business. |

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| D.  | selling repairs on a company's existing photocopying machine rather than persuading the firm to buy a new copier. |

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| E.  | selling to consumers who are buying vegetables rather than a new home. |

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| *Level of Difficulty: Medium* |

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| 72.*(p. 16)* | Betty follows a strict schedule. She checks her e-mail at 6 a.m., returns messages and telephone calls from customers by 8 a.m., meets with customers during the day, and processes sales at home in the evening. She diverts questions related to the products' features to her colleague, Sandra. Betty displays the characteristic of successful salespeople of:

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| --- | --- |
| A.  | flexibility. |

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| **B.**  | being a self-starter. |

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| C.  | product knowledge. |

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| D.  | adjusting her presentations to her customers as individuals. |

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| E.  | none of the above. |

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| *Level of Difficulty: Medium* |

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| 73.*(p. 18)* | Opal is a salesperson for a wholesaler. There are many retailers in her territory and she says, "No two are alike. I must adjust my way of communicating to their different styles. Some are strictly business. Others like to talk about their families or sports before I discuss my company's products." Which characteristic of a successful salesperson is illustrated by Opal's approach?

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| A.  | Ethical |

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| --- | --- |
| **B.**  | Flexible |

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| C.  | Creative |

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| --- | --- |
| D.  | Dependable |

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| --- | --- |
| E.  | Optimistic |

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| *Level of Difficulty: Medium* |

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| 74.*(p. 18)* | Customers constantly consult with Kathy, Hump & Pack's sales representative, regarding installation problems, new product ideas, and other issues because she offers unique, imaginative ideas. This shows that customers value Kathy's \_\_\_\_\_.

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| A.  | optimism |

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| --- | --- |
| B.  | emotional intelligence |

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| --- | --- |
| C.  | discreetness |

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| --- | --- |
| **D.**  | creativity |

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| --- | --- |
| E.  | behavioral intellect |

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| *Level of Difficulty: Medium* |

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| 75.*(p. 19)* | \_\_\_\_\_ is the ability to effectively understand and use one's own feelings and the feelings of people with whom one interacts.

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| **A.**  | Emotional intelligence |

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| B.  | Adaptive learning |

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| --- | --- |
| C.  | Environmental awareness |

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| --- | --- |
| D.  | Generative learning |

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| --- | --- |
| E.  | Behavioral intelligence |

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| *Level of Difficulty: Easy* |

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| 76.*(p. 19)* | When LeAnn called on a long-time customer, she realized that the man was upset and took the time to listen to his problem. She was able to sympathize with the customer's recent loss of a pet by using her:

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| **A.**  | emotional intelligence. |

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| --- | --- |
| B.  | adaptive learning. |

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| --- | --- |
| C.  | environmental awareness. |

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| --- | --- |
| D.  | generative learning. |

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| E.  | behavioral intelligence. |

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| *Level of Difficulty: Medium* |

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| 77.*(p. 19)* | Which of the following is NOT one of the aspects of emotional intelligence?

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| A.  | Knowing one's own feelings and emotions as they are experienced |

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| --- | --- |
| B.  | Controlling one's emotions to avoid acting impulsively |

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| **C.**  | Controlling customer's emotions to avoid conflict |

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| --- | --- |
| D.  | Recognizing customer's emotions |

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| E.  | Using one's emotions to interact effectively with customers |

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| *Level of Difficulty: Medium* |

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| 78.*(p. 19)* | Most of the skills required to be a successful salesperson:

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| A.  | are associated with intellectual achievement. |

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| **B.**  | can be learned. |

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| C.  | are the focus of six sigma selling programs. |

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| D.  | create a value proposition. |

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| E.  | are skills that people are born with and cannot be learned. |

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| *Level of Difficulty: Medium* |

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| 79.*(p. 20)* | A person who \_\_\_\_\_ would probably find a career in sales attractive.

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| A.  | wants a nine-to-five job |

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| B.  | wants to work in an office |

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| C.  | is not motivated by financial rewards |

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| **D.**  | likes independence and is willing to take responsibility |

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| E.  | does not like to take responsibility |

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| *Level of Difficulty: Medium* |

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| 80.*(p. 20)* | Salespeople are like entrepreneurs because:

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| A.  | they do not have to invest in themselves. |

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| B.  | integrated marketing communications eliminates investment risk. |

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| C.  | manufacturers trust salespeople to be corporate-centric. |

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| **D.**  | of the unusual freedom and flexibility in doing their jobs. |

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| E.  | they have to spend a lot of time in a structured work environment. |

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| *Level of Difficulty: Medium* |

**Short Answer Questions**

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| 81.*(p. 7)* | Relative to advertising, what is the major advantage and disadvantage of personal selling?  Relative to advertising, the major advantage of personal selling is that it provides greater flexibility. The major disadvantage of personal selling is that it is more costly than advertising. |

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| *Level of Difficulty: Easy* |

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| 82.*(p. 7)* | Relative to publicity, what are the major advantages and disadvantages of personal selling?  Greater control and flexibility are the major advantages of personal selling. Lower credibility and higher costs are the major disadvantages of personal selling. |

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| *Level of Difficulty: Easy* |

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| 83.*(p. 8-9)* | On average, salespeople spend less than 50 percent of their time on face-to-face meetings with customers and prospects. What are they doing with the rest of their time?  Salespeople spend more than 50 percent of their time in meetings, working with support people in their companies (internal selling), servicing customers, traveling, waiting for a sales interview, administrative tasks, and other selling contacts. |

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| *Level of Difficulty: Easy* |

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| 84.*(p. 9)* | What does it mean to say salespeople are account team managers?  This means that salespeople coordinate the activities within their firm to solve customer's problems. |

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| *Level of Difficulty: Easy* |

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| 85.*(p. 12)* | What is the role of missionary salespeople?  Missionary salespeople promote the manufacturer's products but do not make sales. |

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| *Level of Difficulty: Easy* |

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| 86.*(p. 12)* | As a sales job category, what tasks do missionary salespeople perform?  Missionary salespeople promote; they do not sell. |

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| *Level of Difficulty: Easy* |

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| 87.*(p. 12-13)* | What are manufacturers' agents?  They are independent businesspeople who are paid a commission by a manufacturer for all products or services sold. They do not own the products they sell. They sell products and take orders, which are transmitted to the manufacturer. |

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| *Level of Difficulty: Easy* |

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| 88.*(p. 15)* | How does the type of benefits provided by products and services affect the nature of the sales job?  Products such as chemicals and trucks typically have tangible benefits: Customers can objectively measure a chemical's purity and a truck's payload. The benefits of services, such as business insurance or investment opportunities, are more intangible: Customers cannot easily measure the riskiness of an investment. Intangible benefits are harder to sell than tangible benefits. It is much easier to show a customer the payload of a truck than the benefits of carrying insurance. |

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| *Level of Difficulty: Medium* |

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| 89.*(p. 15)* | What sales situations require higher creativity?  Situations that require higher creativity include new customers, creating new solutions, high importance of customer purchase decisions, field selling, services, and situations where the salesperson has a significant role in securing the customer commitment. |

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| *Level of Difficulty: Easy* |

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| 90.*(p. 16-19)* | Describe the personality profile for the ideal salesperson.  There is no such profile, but successful salespeople are hard workers and smart workers. They are self-motivated, dependable, ethical, knowledgeable, good communicators, flexible, creative, confident, and emotionally intelligent. They also have good analytical skills and aren't afraid of technology. |

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| *Level of Difficulty: Easy* |

**Essay Questions**

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| 91.*(p. 4)* | How is being customer-centric different from the stereotype image of salespeople?  Customer-centric means making the customer the center of everything the selling firm does. The stereotypical image of salespeople is one of fast-talking, nonlistening, pushy people whose major concern is getting the sale. |

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| *Level of Difficulty: Medium* |

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| 92.*(p. 5)* | How is value measured for a seller and for a buyer?  For a seller, value or profit would be the selling price minus the cost of goods sold and selling costs. For a buyer, value would be calculated as benefits received minus the selling price and costs and hassles of buying, or time and effort, involved in the purchase. |

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| *Level of Difficulty: Medium* |

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| 93.*(p. 7)* | Compare personal selling with other marketing communication methods in terms of control, flexibility, credibility, and cost.  Personal selling provides greater control and flexibility than advertising, publicity, or word of mouth. It has greater credibility than advertising but not as much as publicity or word-of-mouth communication. Personal selling is the most costly method of communication. |

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| *Level of Difficulty: Medium* |

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| 94.*(p. 7)* | Why do companies spend money on personal selling when there are so many less expensive alternatives?  The higher cost of personal selling is justified by its greater effectiveness. Personal selling works better than any other communication vehicle. Other methods, like advertising, can't be tailored as easily or quickly to each individual. |

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| *Level of Difficulty: Medium* |

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| 95.*(p. 7)* | Why do many organizations use integrated marketing communications?  Organizations use integrated marketing communications (IMC) because each communication vehicle has some strength or weakness. IMC allows organizations to coordinate the use of various vehicles to maximize the impact of the total program on customers. |

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| *Level of Difficulty: Medium* |

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| 96.*(p. 9)* | What is the role of a salesperson as an account team manager?  Salespeople coordinate the activities within their firms to solve customer problems. Many sales situations call for team selling, and studies show that salespeople who attempt to go it alone (sometimes called being "lone wolves") perform poorly, have lower job satisfaction, and have higher turnover intentions. |

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| *Level of Difficulty: Medium* |

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| 97.*(p. 10)* | What is the role of a salesperson as an information provider?  In their reporting activities, salespeople provide information to their firms about expenses, calls made, future calls scheduled, sales forecasts, competitor activities, 16 business conditions, and unsatisfied customer needs. |

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| *Level of Difficulty: Medium* |

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| 98.*(p. 13)* | What six factors are used to describe sales jobs?  Descriptions of sales jobs often focus on:1. The stage of the buyer-seller relationship.2. The salesperson's role.3. The importance of the customer's purchase decision.4. The location of salesperson-customer contact.5. The nature of the offering sold by the salesperson.6. The salesperson's role in securing customer commitment. |

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| *Level of Difficulty: Easy* |

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| 99.*(p. 14)* | How do field salespeople differ from inside salespeople?  Field salespeople spend considerable time in the customer's place of business, communicating with the customer face-to-face. Inside salespeople work at their employer's location and typically communicate with customers by telephone or computer. Field selling typically is more demanding than inside selling because the former entails more intense interactions with customers. Field salespeople are more involved in problem solving with customers, whereas inside salespeople often respond to customer-initiated requests. |

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| *Level of Difficulty: Medium* |

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| 100.*(p. 19)* | List the four aspects of emotional intelligence.  The four aspects are (1) knowing one's own feelings and emotions as they are experienced, (2) controlling one's emotions to avoid acting impulsively, (3) recognizing customers' emotions, and (4) using one's emotions to interact effectively with customers. |

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| *Level of Difficulty: Easy* |