

INDIRA UNIVERSITY, PUNE

SCHOOL OF BUSINESS- MBA

Term End Examination (2025 Pattern) April- May – 2026- Semester – II

Course Name: Sales and Channel Management

Max. Marks: 50

Course Code: 25MBA222

Time: 2:30 Hrs.

Instructions:

- All questions are compulsory. Kindly read the detailed instructions for each question.
- Question 1,2 & 3 carry 10 marks each.
- Question 4 carries 20 marks.

Q1.	Attempt any 1 out of 2 Questions. (10 Marks)	CO3
a)	You are working as a corporate sales executive for a premium hotel like JW Marriott Hotel Pune, which is looking to increase its corporate bookings and long-term business tie-ups. The Hinjewadi area in Pune is a major IT hub with companies such as Infosys, Wipro, and Tata Consultancy Services that frequently require accommodation, meeting spaces, and event services. In this context, Plan the sales process for the JW marriot and develop the strategy for building long-term relationships with clients?	
b)	A B2B firm dealing in industrial machinery has been consistently losing deals with large corporate clients. The sales team typically focuses on delivering detailed technical presentations, but fails to diagnose client-specific problems, resulting in weak and generic value propositions. You have recently been appointed as the Sales Manager to improve conversion rates. You are assigned a key client meeting with a large manufacturing company that is evaluating multiple vendors. How will you handle this sales interaction to increase the chances of closing the deal? Apply the principles of the SPIN framework in your approach and demonstrate how you would engage the client, uncover their needs, and present a compelling solution.	
Q2.	Attempt any 1 out of 2 Questions. (10 Marks)	CO4
a)	A company manufacturing smart wearable fitness bands has recently experienced significant fluctuations in demand due to rapid technological advancements and changing consumer preferences toward AI-enabled health tracking devices. The introduction of new competitors and frequent product upgrades has made historical sales patterns less stable. The sales manager has been using a 3-period moving average method, but due to the dynamic market conditions, is considering shifting to exponential smoothing for better responsiveness. The following data is available:	

	• Previous forecast: 8,000 units • Actual sales (current period): 10,000 units • Smoothing constant (α): 0.4 In this context, how would you calculate the new forecast using the smoothing method and analyze why exponential smoothing may be more advantageous than the moving average method under such market conditions? b) A consumer electronics company is planning its quarterly sales strategy while entering a new and increasingly competitive regional market. The sales manager relies on a 3-period moving average method to forecast demand using past sales data (in units) for the last five quarters: 1200, 1500, 1800, 2100, and 2400. However, recent market intelligence indicates rising competition, changing customer preferences, and possible fluctuations in demand patterns. As a Sales Manager, compute the demand forecast for the next quarter using the moving average method. Further, analyze the reliability of this forecast in the given dynamic market conditions. Based on your analysis, Examine whether the company should rely on this method or adopt alternative forecasting approaches to improve decision-making accuracy, with justification.	
Q3.	Attempt any 1 out of 2 Questions. (10 Marks) a) A manufacturing company supplying industrial equipment is experiencing rapid growth. It currently follows a vertical sales structure but is facing delays in decision-making and poor coordination across regions. Additionally, large corporate clients are demanding dedicated attention, impacting overall service efficiency. As a Sales Consultant, evaluate the effectiveness of the current sales organization structure and recommend a more suitable structure to address these challenges. Further, Explain how key account management can be integrated to improve service to major clients. b) A startup in the electrical goods sector has recently expanded its sales team significantly to increase market coverage. However, the company is facing inconsistent performance due to inadequate training, unclear role definitions, and low motivation among sales representatives. The company caters to both retail and institutional customers. As a Sales Manager, Evaluate the key issues affecting sales force effectiveness and recommend actionable strategies for improving recruitment, training, and motivation.	CO5
Q4.	Attempt the following caselet and answer the given subquestions: Case Study: AquaPure Beverages – Rethinking Channel Strategy <i>AquaPure Beverages Pvt. Ltd.</i> is a packaged drinking water company established in 2018	CO6

	and located in the industrial area of Bhosari, Pune. The firm specializes in supplying bulk packaged drinking water (20-litre jars and large containers) to commercial clients such as corporate offices, educational institutions, hospitals, and co-working spaces. Since its inception, AquaPure has followed a limited indirect channel strategy, working primarily through a small network of wholesale distributors who cater to institutional buyers across Pune and Pimpri-Chinchwad. This approach ensured stable bulk demand and reduced the company's need to manage a large sales force. However, the firm has minimal presence in retail outlets, supermarkets, or direct-to-consumer segments. Recently, the management observed increasing competition from established brands expanding through retail penetration and home delivery services. Additionally, changing consumption patterns have led to rising demand for smaller packaged units (1-litre, 500 ml bottles) among individual consumers. AquaPure now plans to expand its market reach by revisiting its channel management strategy. The company is considering: • Selecting and onboarding new intermediaries such as retailers and modern trade partners • Training and motivating distributors to handle diversified product lines • Evaluating channel performance to improve efficiency and service levels Further, the firm needs to carefully determine the extent of market coverage for its different product lines and customer segments. While some segments may require a focused and controlled approach, others may demand wider availability across multiple outlets to remain competitive. At the same time, there may be opportunities to build deeper associations with specific high-value clients or locations. These decisions will significantly influence the company's reach, channel relationships, and overall market positioning. a. Discuss the existing channel structure of AquaPure Beverages and identify the key limitations in its current indirect distribution strategy. Based on the changing market dynamics, propose suitable channel design modifications to improve market reach and competitiveness. (10 Marks) b. Elaborate the suitability of different distribution intensity strategies for AquaPure Beverages' product portfolio. Propose the most appropriate intensity for each product category and customer segment, providing clear justification for your choices. (10 Marks)	
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