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CHAPTER 2—OVERVIEW OF PERSONAL SELLING

MULTIPLE CHOICE

1. All of the following are types of personal selling jobs EXCEPT
   a. order-getters.
   b. order-takers.
   c. missionary salespeople.
   d. complementary salespeople.
   e. merchandisers.

   ANS: D REF: pg. 18

2. Salespeople who focus on gaining new customers are sometimes referred to as
   a. hunters.
   b. farmers.
   c. missionary salespeople.
   d. detailers.
   e. merchandisers.

   ANS: A REF: pg. 18

3. Salespeople who focus on gaining new customers are sometimes referred to as
   a. order-takers
   b. missionary salespeople
   c. detailers
   d. merchandisers
   e. pioneers

   ANS: E REF: pg. 18

4. Salespeople who focus on gaining new customers are sometimes referred to as
   a. farmers
   b. order-takers
   c. missionary salespeople
   d. order-getters
   e. merchandisers

   ANS: D REF: pg. 18

5. New customers may be turned over to account-servicing salespeople referred to as
   a. order-getters.
   b. order-takers.
   c. pioneers.
   d. hunters.
   e. tacticians.

   ANS: B REF: pg. 18

6. New customers may be turned over to account servicing salespeople referred to as
   a. hunters
   b. merchandisers
   c. missionary salespeople
   d. pioneers

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e. farmers

ANS: E REF: pg. 18

7. The generation of new business for the selling firm is associated with which type of salespeople?
   a. Order-takers and cold canvassers
   b. Order-getters and order-takers
   c. Pioneers and franchisers
   d. Order-getters and pioneers
   e. Missionaries and detail salespeople

   ANS: D REF: pg. 18

8. In this selling position, the salesperson, sometimes referred to as a pioneer, is responsible for
   a. deciding which new territories to enter.
   b. handling existing customer accounts.
   c. answering routine customer inquiries.
   d. discovering which products should be dropped.
   e. adding new customers.

   ANS: E REF: pg. 18

9. The generation of new business for the selling firm is associated with which type of salespeople?
   a. Hunters and pioneers
   b. Order-getters and order takers
   c. Missionaries and detail salespeople
   d. Pioneers and franchisers
   e. Order-takers and cold canvassers

   ANS: A REF: pg.18

10. A (n) _____ is a salesperson who provides physicians, nurses, and other medical professionals with pertinent information about drugs to support the overall sales effort.
    a. hunter
    b. pioneer
    c. order-taker
    d. detailer
    e. merchandiser

    ANS: D REF: pg. 19

11. _____ are salespeople who support the sales effort by providing information and performing other supplemental services.
    a. Hunters
    b. Pioneers
    c. Order-takers
    d. Order-getters
    e. Missionary salespeople

    ANS: E REF: pg. 19

12. A (n) _____ is a salesperson who supports the overall sales effort by "spreading the gospel" at the grassroots level.
    a. hunter
    b. pioneer
    c. order-taker

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d. missionary salesperson
e. merchandiser

ANS: D REF: pg. 19

13. _____ support the sales effort by setting up point-of-purchase displays, rotating stock, and keeping store personnel informed about new products and sales promotions.
a. order-getters.
b. order-takers.
c. missionary salespeople.
d. complementary salespeople.
e. merchandisers.

ANS: E REF: pg. 19

14. Which of the following is not one of the four key roles expected of salespeople?
a. Financial contributor
b. Change agent
c. Product agent
d. Communications agent
e. Customer value agent

ANS: C REF: pg. 19

15. As _____, salespeople assume a key role in revenue production for their firms.
a. financial contributors
b. product managers
c. change agents
d. communications agents
e. customer value agents

ANS: A REF: pg. 19

16. As _____, salespeople stimulate sales cycles and help customers reach buying decisions as soon as reasonably possible.
a. financial contributors
b. economic agents
c. change agents
d. communications agents
e. customer value agents

ANS: C REF: pg. 19

17. In their role as a communications agent, salespeople do all of the following EXCEPT
a. serve as a communications link between customers and their employers.
b. provide product and marketplace information to customers.
c. report back to their company on competitive activity.
d. report back to their company on buyer preferences and ideas for new products.
e. stimulate sales cycles and help customers reach buying decisions.

ANS: E REF: pg. 20

18. Salespeople can add to or detract from customer value depending on criteria such as
a. customer and market knowledge.
b. efficiency.
c. strategic alignment.

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d. trustworthiness.
e. all of the above.

ANS: E REF: pg. 20

19. According to the trust-based relationship selling process framework, "enhancing customer commitment" is a part of which component of the framework?
a. Selling foundations
b. Selling strategy based on customer needs and value
c. Initiating customer relationships
d. Developing customer relationships
e. Enhancing customer relationships

ANS: D REF: pg. 21

20. According to the trust-based relationship selling process framework, "discovering prospect's needs" is a part of which component of the framework?
a. Selling foundations
b. Selling strategy based on customer needs and value
c. Initiating customer relationships
d. Developing customer relationships
e. Enhancing customer relationships

ANS: C REF: pg. 21

21. Which of the following is **not** one of the characteristics of trust-based relationship selling?
a. Seeks to maximize outcomes of individual transactions.
b. Focuses on customer needs.
c. Seeks to earn customer trust.
d. Relies on questioning and listening to establish dialogue with customers.
e. Involves two-way collaborative communication between buyers and sellers.

ANS: A REF: pg. 22

22. All of the following were mentioned in the text as skills important in the sales process EXCEPT
a. listening.
b. writing.
c. questioning.
d. sales dialogue.
e. sales presentation.

ANS: B REF: pg. 22

23. Which of the following is **not** one of the steps of the ADAPT questioning methodology?
a. Assess the buyer's situation.
b. Discover the buyer's needs.
c. Activate the buying process.
d. Project the impact of solving a problem or realizing an opportunity.
e. Transition to the close.

ANS: E REF: pg. 22

24. Key presentation skills include all of the following EXCEPT
a. explaining the features and benefits of the product.
b. demonstrating the product.
c. producing additional information to reinforce claims made.

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d. using audiovisual sales aides.
e. coordinating activities within the selling firm to deliver value to the customer.

ANS: B REF: pg. 22

25. Which of the following is **not** considered a common sales dialogue?
a. Assessing the prospective customer's situation and buying processes.
b. Speaking with competitors about potential customers.
c. Confirming the prospective customer's strategic priorities.
d. Negotiating an agreement to do business.
e. Building customer value by providing additional opportunities.

ANS: B REF: pg. 22

26. Which of the following is considered a common sales dialogue?
a. Assessing the prospective customer's situation and buying processes.
b. Building customer value by providing additional opportunities.
c. Confirming the prospective customer's strategic priorities.
d. Negotiating an agreement to do business.
e. All of the above are common sales dialogue?

ANS: B REF: pg. 22

27. Salespeople who are customer oriented, honest, dependable, competent, and compatible are in a good position to establish
a. rapport.
b. trust.
c. commitment.
d. customer feedback.
e. source credibility.

ANS: B REF: pg. 23

28. To be successful at trust building, research indicates that salespeople should demonstrate all of the following characteristics EXCEPT
a. salesperson orientation.
b. competence.
c. dependability.
d. honesty.
e. compatibility.

ANS: A REF: pg. 23

29. According to H.R. Chally findings, customers appreciate salespeople who
a. are personally accountable for the customer's desired results.
b. understand the customer's business.
c. will be a business consultant who thinks beyond the current transaction.
d. will solve customer problems.
e. do all of the above.

ANS: E REF: pg. 23

30. _____ involves doing what you say you will do.
a. Competence
b. Dependability
c. Candor

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d. Customer comparability
e. Customer orientation

ANS: B REF: pg. 23

31. Which of the following is **not** one of the personal selling approaches outlined in the text?
a. Stimulus-response
b. Needs satisfaction
c. Contingency selling
d. Mental states
e. Problem-solving

ANS: C REF: pg. 24

32. According to the text, when salespeople alter their sales messages and behavior during a sales presentation or as they encounter unique sales situations and customers they are using
a. value based selling.
b. response selling.
c. contingency selling.
d. situational selling.
e. adaptive selling.

ANS: E REF: pg. 25

33. Which of the five personal selling approaches is the least flexible and least focused on the buyer's unique needs?
a. Stimulus response
b. Need satisfaction
c. Contingency selling
d. Mental states
e. Problem solving

ANS: A REF: pg. 25

34. Which of the following personal selling approaches focuses most on the buyer's needs and strategic priorities?
a. Stimulus response
b. Need satisfaction
c. Mental states
d. Consultative selling
e. Problem solving

ANS: D REF: pg. 25

35. Which of the five personal selling approaches involves the highest level of adaptive selling?
a. Stimulus response
b. Need satisfaction
c. Consultative selling
d. Mental states
e. Problem solving

ANS: C REF: pg. 25

36. _____ is a method in which salespeople furnish the stimuli (words and actions) to produce the desired response (a customer purchase).
a. Stimulus response selling

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b. Mental states selling
c. Need satisfaction selling
d. Problem solving selling
e. Continued acclamation

ANS: A REF: pg. 25

37. Which of the following statements pertaining to the stimulus response form of personal selling is true?
a. The buyer takes a dominant role in the sales dialogue.
b. The stimulus-response sales strategy cannot be used with a canned sales presentation.
c. The stimulus-response sales strategy must be conducted in person because of the necessity for visual aids.
d. Key selling points can be sequenced in a logical order and likely questions and objections can be addressed before they are voiced by the buyer.
e. The stimulus-response sales strategy has the advantage of flexibility.

ANS: D REF: pg. 26

38. _____ is essentially a sequential approach to selling in which the salesperson leads the customer through stages in the buying process.
a. Stimulus response selling
b. Mental states selling
c. Need satisfaction selling
d. Problem solving selling
e. Consultancy selling

ANS: B REF: pg. 26

39. The mental states approach to personal selling assumes that buyers must be led through four mental states, which occur in this order:
a. interest, attention, desire, action.
b. attention, desire, interest, action.
c. curiosity, interest, conviction, purchase.
d. attention, interest, desire, action.
e. listening, considering, aspiring, deciding.

ANS: D REF: pg. 26

40. All of the following regarding the mental states approach to personal selling are TRUE except
a. It is largely a one-way presentation with the salesperson doing most of the talking.
b. It requires that salespeople listen carefully to the customer to determine what stage they are in.
c. Tailoring of the presentation is based on mental states rather than customer needs.
d. It is customer oriented.
e. It may be difficult to determine in which stage a customer resides.

ANS: D REF: pg. 26

41. All of the following are negative aspects of the mental states approach to personal selling EXCEPT
a. It is largely a one-way presentation with the salesperson doing most of the talking.
b. It requires that salespeople listen carefully to the customer to determine what stage they are in.
c. Tailoring of the presentation is based on mental states rather than customer needs.
d. It is not customer oriented.
e. It may be difficult to determine in which stage a customer resides.

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ANS: B REF: pg. 26

42. Need satisfaction personal selling is based on the notion that
    a. customers need to be told what they want.
    b. the customer needs to know what products the firm offers.
    c. salespeople should be friendly because customers need to feel that they are appreciated.
    d. customers will be motivated to buy to satisfy particular needs.
    e. customers have only one need at a time and it must be met before the salesperson can interest them in any other product.

ANS: D REF: pg. 27

43. All of the following statements accurately reflect factors that pertain to need satisfaction selling except
    a. this method focuses on the salesperson and how to effectively make a sales presentation.
    b. the salesperson utilizes questioning, probing tactics to uncover important buyer needs.
    c. the salesperson waits until relevant needs have been established before discussing product offerings.
    d. the customer dominates the early portion of the sales interaction.
    e. it is the salesperson's duty to identify the need to be met and then help the buyer in meeting that need.

ANS: A REF: pg. 27

44. The problem-solving view of personal selling is an extension of
    a. need satisfaction selling.
    b. stimulus response selling.
    c. contingency selling.
    d. mental states selling.
    e. consultative selling.

ANS: A REF: pg. 27

45. Which one of the following is not a stage in the SPIN selling technique?
    a. Investigate the customer's situation.
    b. Determine the customer's problem.
    c. Discuss implications of the problem if it is left unattended.
    d. Show how the salesperson's offering can solve the problem.
    e. Follow up the sale with additional product offerings.

ANS: E REF: pg. 27

46. _____is the process of helping customers reach their strategic goals by using the products, services, and expertise of the sales organization.
    a. Need satisfaction selling
    b. Stimulus response selling
    c. Contingency selling
    d. Mental states selling
    e. Consultative selling

ANS: E REF: pg. 27

47. Which one of the following is **not** true regarding consultative selling?
    a. It requires the salesperson be an expert on the customer's business, competitors, and market developments.
    b. It is appropriate for all sales situations.

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c. It focuses on achieving strategic goals of customers.
d. It often requires that the salesperson be a coordinator, arranging for others in the selling company to play a role in the sales process.
e. It requires a commitment to being partners with customers over a long time horizon rather than being focused on making short-term sales.

ANS: B REF: pg.27-28

48. Which of the following are characteristics of sales professionalism?
a. It requires a customer orientation.
b. It involves the use of truthful, non-manipulative sales strategies.
c. It requires that salespeople work from a dynamic, ever-changing knowledge base.
d. It focuses on satisfying the long-term needs of customers and the selling firm.
e. All of the above are characteristics of sales professionalism.

ANS: E REF: pg. 28

49. To improve collaboration between sales and marketing, the two parties should agree on critical customer issues such as
a. identification of customer segments and the related needs.
b. buying motives.
c. purchasing processes.
d. relevant value dimensions with customer segments.
e. all of the above.

ANS: E REF: pg. 29

50. Recruiting and developing salespeople who understand diverse cultures, languages, and business practices is a salesforce response to which of the following issues?
a. Complexity issues
b. Adaptability issues
c. Collaboration issues
d. Commitment issues
e. Accountability issues

ANS: A REF: pg. 30

51. Increasing customer diversity and globalization is a (an)
a. complexity issue.
b. adaptability issue.
c. collaboration issue.
d. commitment issue.
e. accountability issue.

ANS: A REF: pg. 30

52. Implementing cross-functional programs to foster communication and cooperation is a salesforce response to which of the following issues?
a. Complexity issues
b. Adaptability issues
c. Collaboration issues
d. Commitment issues
e. Accountability issues

ANS: C REF: pg. 30

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53. Ensuring that salespeople know the ethical and legal framework for their markets, including cultural and global market variations, is a salesforce response to which of the following issues?
    a. Complexity issues
    b. Adaptability issues
    c. Collaboration issues
    d. Commitment issues
    e. Accountability issues

    ANS: E REF: pg. 30

54. Increasing the efficiency and effectiveness of sales operations is a (an)
    a. complexity issue.
    b. accountability issue.
    c. adaptability issue.
    d. collaboration issue.
    e. commitment issue.

    ANS: B REF: pg. 30

55. Need for more customer-oriented selling is a (an)
    a. complexity issue.
    b. adaptability issue.
    c. collaboration issue.
    d. commitment issue.
    e. accountability issue.

    ANS: C REF: pg. 30

56. Salespeople are typically accountable for all of the following except
    a. meeting production deadlines.
    b. generating sales revenue.
    c. controlling sales costs.
    d. careful travel planning.
    e. ethical selling.

    ANS: A REF: pg. 31

57. All of the following are characteristics of personal selling except
    a. the pay is good.
    b. salespeople work independently.
    c. sales positions offer little job variety.
    d. selling helps prepare individuals for management positions.
    e. salespeople get immediate feedback in terms of job performance.

    ANS: C REF: pg. 32

TRUE/FALSE

1. Personal selling involves interpersonal communications between buyers and sellers to initiate, develop, and enhance customer relationships.

    ANS: T REF: pg. 18

2. In the best sales organizations, salespeople earn the trust of their customers and utilize selling strategies that satisfy customer needs.

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ANS: T REF: pg. 18

3. Consumer goods companies typically do not employ professional salespeople.

ANS: F REF: pg. 18

4. Salespeople who focus on gaining new customers are sometimes referred to as farmers.

ANS: F REF: pg.18

5. A pioneer's task involves adding new customers.

ANS: T REF: pg. 18

6. Salespeople who focus on gaining new customers are sometimes referred to as pioneers.

ANS: T REF: pg. 18

7. Salespeople working with existing customers are referred to as order-getters.

ANS: F REF: pg. 18

8. Order-takers are actively involved in adding new customers.

ANS: F REF: pg. 18

9. Sales-support personnel are generally involved in the direct solicitation of purchase orders.

ANS: F REF: pg. 19

10. The expectations of salespeople can be viewed as achieving four key roles: management contributor, change agent, communications agent and customer value agent.

ANS: F REF: pg. 19

11. Salesperson compensation is often tied to the achievement of quotas.

ANS: T REF: pg. 19

12. In their change agent role, salespeople are heavily involved in the diffusion of innovation.

ANS: T REF: pg. 20

13. As change agents, salespeople help to create, communicate, deliver and continually increase customer value.

ANS: F REF: pg. 20

14. As a communications agent, salespeople provide valuable information back to the company.

ANS: T REF: pg. 20

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15. As customer value agents, salespeople stimulate sales cycles and help customers reach buying decisions as soon as reasonably possible.

ANS: F REF: pg. 20

16. Customer value is essentially defined as the customer's perception of what they receive in exchange for what they give up.

ANS: T REF: pg. 20

17. As a customer value agent, salespeople help create, communicate, deliver, and continually increase customer value.

ANS: T REF: pg. 20

18. Salespeople can add to or detract from customer value depending on criteria such as efficiency.

ANS: T REF: pg. 20

19. Salespeople can add to or detract from customer value depending on criteria such as efficiency and trustworthiness.

ANS: T REF: pg. 20

20. With transaction selling, salespeople focus on long-term relationships with customers rather than maximizing the outcomes of individual transactions.

ANS: F REF: pg. 21

21. Transactional selling focuses more on one-way sales presentations.

ANS: T REF: pg. 21

22. Trust-based relationship selling seeks to initiate, develop and enhance long-term customer relationships.

ANS: T REF: pg. 22

23. Trust-based relationship selling requires salespeople whose actions are based on strategies that focus on customer needs and customer value.

ANS: T REF: pg. 22

24. The primary role of a salesperson practicing trust-based relationship selling is to make calls and close sales.

ANS: F REF: pg. 22

25. The same sales knowledge and skills are required of salespeople regardless of the situation.

ANS: F REF: pg. 22

26. The particular knowledge and skill components required for successful selling will be somewhat dependent on the sales situation.

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ANS: T REF: pg. 22

27. One purpose of the ADAPT method is to develop an efficient, relevant line of questioning that will help both the salesperson and the buyer find common ground for sales dialogue and sales presentations.

ANS: T REF: pg. 22

28. Sales dialogue involves business conversations that take place exclusively during a sales presentation.

ANS: F REF: pg. 22

29. Sales dialogue involves business conversations that take place over time as salespeople attempt to initiate, develop, and enhance relationships with customers.

ANS: T REF: pg. 22

30. A common sales dialogue might include assessing the prospective customer's situation and buying processes.

ANS: T REF: pg. 22

31. A common sales dialogue might include negotiating an agreement to do business.

ANS: T REF: pg. 23

32. Salespeople who are customer oriented, honest, dependable, competent, and likable are in a good position to establish trust.

ANS: T REF: pg. 23

33. A customer orientation can be demonstrated, in part, by preventing and correcting customer problems.

ANS: T REF: pg. 23

34. Salespeople's trustworthiness and overall reputation is easily shared within buyers' networks of professional acquaintances.

ANS: T REF: pg. 23

35. With communications technology making salespeople's actions more transparent, being trustworthy is more important than ever for sales success.

ANS: T REF: pg. 23

36. Dependability is about the salesperson being viewed as a good person with whom to do business.

ANS: F REF: pg. 23

37. Candor involves the salesperson being honest with the customer.

ANS: T REF: pg. 23

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38. Customer compatibility can help build trust.

ANS: T REF: pg. 23

39. Selling strategy involves the planning of internal messages and interactions with customers.

ANS: F REF: pg. 24

40. Although written contracts are binding, promises and verbal agreements generally are not.

ANS: F REF: pg. 24

41. Salespeople should only overpromise if it will help them to obtain the sale.

ANS: F REF: pg. 24

42. Salespeople should obtain competitive information by any means possible.

ANS: F REF: pg. 24

43. Salespeople should observe the need for confidentiality with sensitive information provided by customers and employers.

ANS: T REF: pg. 24

44. Because salespeople often encounter buyers with different personalities, communications styles, and needs and goals, adaptive selling is an important concept.

ANS: T REF: pg. 25

45. In stimulus response selling, salespeople listen for "cues" from the buyer and adjust their presentation to match those "cues."

ANS: F REF: pg. 25

46. Stimulus response selling is the most flexible and most focused on the buyer's unique needs and strategic priorities.

ANS: F REF: pg. 25

47. Stimulus response selling is essentially a sequential approach to selling in which the salesperson leads the customer through stages in the buying process.

ANS: F REF: pg. 25

48. Stimulus response selling methods can be an efficient sales approach.

ANS: T REF: pg. 26

49. Stimulus response selling is most effective in situations involving important purchase decisions and when time is not critical.

ANS: F REF: pg. 26

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50. Professional buyers like stimulus response selling.

ANS: F REF: pg. 26

51. Mental states selling is largely a two-way interaction between salesperson and customer.

ANS: F REF: pg. 26

52. Careful listening is required when using the mental states selling approach to determine which stage the buyer is in at a given point in time.

ANS: T REF: pg. 26

53. A problem with the mental states approach to selling is that it forces salespeople to listen very carefully when using this approach.

ANS: F REF: pg. 26

54. If you were a salesperson using the mental states approach and your customer was in the action state, you would attempt to close the deal.

ANS: T REF: pg. 26

55. Customers appreciate the need satisfaction selling approach as they feel that their point of view and unique circumstances are being addressed.

ANS: T REF: pg. 27

56. Unfortunately, the need satisfaction selling approach tends to increase the defensiveness of some prospects because the salesperson rapidly moves to the persuasive part of the sales message.

ANS: F REF: pg. 27

57. Problem solving selling has been popularized by the commercial success of SPIN selling.

ANS: T REF: pg 27

58. To be effective, the problem solving approach typically requires that salespeople clearly illustrate the significance of the existing problem.

ANS: T REF: pg. 27

59. Problem solving selling is differentiated from other sales approaches because it focuses on achieving strategic goals of customers.

ANS: F REF: pg. 27

60. In consultative selling, salespeople only need to be experts on the customer's business.

ANS: F REF: pg. 27

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61. Consultative selling often requires that the salesperson be a coordinator, arranging for others in the selling company to play a role in the sales process.

ANS: T REF: pg. 28

62. Consultative selling focuses on making short-term sales.

ANS: F REF: pg. 28

63. Consultative selling is appropriate for all sales situations.

ANS: F REF: pg. 28

64. Sales professionalism has not been widely embraced.

ANS: F REF: pg. 28

65. Sales professionals must be strong collaborators, both within their own organizations and with their customers.

ANS: T REF: pg. 29

66. To deal with the complex business environment, sales must become a "smarter" business function.

ANS: T REF: pg. 29

67. It is important for the sales function to collaborate with other functional areas within their companies, but not with customers.

ANS: F REF: pg. 29

68. Sales and marketing are always clearly aligned in understanding what customers want and need.

ANS: F REF: pg. 29

69. Greater collaboration is needed between sales managers and salespeople.

ANS: T REF: pg. 29

70. Companies and salespeople who do not practice ethical selling are increasingly subject to extreme criticism, customer dissatisfaction, and in some cases, legal sanctions.

ANS: T REF: pg. 31

71. The U.S. Department of Labor projects **no** growth over the next decade in the total number of salespeople in all industry categories.

ANS: F REF: pg. 31

72. For many newly minted college graduates, professional selling is one of the most popular entry-level jobs.

ANS: T REF: pg. 31

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73. Selling helps prepare individuals for management positions.

ANS: T REF: pg. 31

74. For people who aspire to be entrepreneurs, selling experience can be indispensable.

ANS: T REF: pg. 32

75. Personal selling careers offer little in terms of job variety.

ANS: F REF: pg. 32

76. Salespeople get immediate feedback on every sales call.

ANS: T REF: pg. 32

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