

Chapter 1—Overview of Personal Selling

MULTIPLE CHOICE

1. According to the CEO of the Canadian Professional Sales Association, how have better educated and more sophisticated buyers, increased access to information and intensified competition due to globalization changed the practice of professional selling?
- Sellers must use a balanced push-pull approach that meets the buyer's needs.
 - Sales professionals must adopt a value-based approach to help improve the customer's bottom-line.
 - To be successful, sellers must be more focused on achieving their objectives.
 - The practice of professional selling has not changed despite the many changes in the marketing environment.

ANS: B PTS: 1 DIF: Medium REF: p. 3
OBJ: 1 BLM: Remember

2. Which promotional tool of marketing relies heavily on interpersonal communication and interaction between buyers and sellers?
- advertising
 - sales promotion
 - direct marketing
 - personal selling

ANS: D PTS: 1 DIF: Easy REF: p. 4
OBJ: 1 BLM: Remember

3. Adding value for customers by helping them to find ways to improve their bottom-line is a benefit of using which of the following promotional tools?
- personal selling
 - sales promotion
 - direct marketing
 - advertising

ANS: A PTS: 1 DIF: Easy REF: p. 3
OBJ: 1 BLM: Higher order

4. Kevin is a salesperson who relies heavily on trust building with customers. What is this style of selling known as?
- reciprocity-based selling
 - mental states selling
 - trust-based relationship selling
 - formula selling

ANS: C PTS: 1 DIF: Easy REF: p. 4
OBJ: 1 BLM: Higher order

5. The essential difference between personal selling and other promotional tools that helps salespeople to create value is which of the following?
- greater reach and frequency of contact in the mass market
 - interpersonal communication with buyers

- c. more efficient use of marketing resources
- d. greater leverage of marketing communications

ANS: B PTS: 1 DIF: Medium REF: p. 4
OBJ: 2 BLM: Remember

6. Susan's customers tell her that they are concerned about what they are receiving in exchange for what they are paying. In other words, what are they concerned about?
- a. return on investment
 - b. discounted cash flow
 - c. customer value
 - d. amortization rate

ANS: C PTS: 1 DIF: Medium REF: p. 4
OBJ: 2 BLM: Higher order

7. In terms of marketing resources spent, which promotional tools do business-to-business marketers consider to be the most important?
- a. public relations
 - b. personal selling
 - c. direct marketing
 - d. advertising

ANS: B PTS: 1 DIF: Easy REF: p. 4
OBJ: 1 BLM: Remember

8. What is the primary objective of transaction-focused selling?
- a. creating value through repeat business transactions
 - b. building a relationship with the customer
 - c. lowering the cost of goods sold to the customer
 - d. maximizing sales in the short run

ANS: D PTS: 1 DIF: Medium REF: p. 4
OBJ: 2 BLM: Remember

9. According to the textbook, what is the term for the series of conversations between buyers and sellers that takes place over time in an attempt to build relationships?
- a. the personal selling process
 - b. sales dialogue
 - c. need-based questioning techniques
 - d. marketing communication

ANS: B PTS: 1 DIF: Hard REF: p. 6
OBJ: 2 BLM: Remember

10. What is the primary difference between transaction-focused selling and trust-based relationship selling?
- a. Trust-based relationship selling takes a long-term approach to adding value for customers.
 - b. Transaction-focused selling puts more emphasis on follow-up programs.
 - c. Trust-based relationship selling takes a short-term approach to adding value for customers.

d. Communication in transaction-focused selling tends to be two-way and collaborative.

ANS: A PTS: 1 DIF: Medium REF: p. 5
OBJ: 2 BLM: Remember

11. What are the desired outcomes in trust-based relationship selling?
- sales orders
 - high sales per call efficiency ratios
 - trust, mutual benefits and enhanced profits
 - high gross profit per sales order

ANS: C PTS: 1 DIF: Medium REF: p. 5
OBJ: 2 BLM: Remember

12. Jennifer follows the trust-based relationship selling strategy when dealing with her customers. As such, her role in how her customers make buying decisions can best be characterized by which of the following?
- She is largely isolated from the customer's buying decision process.
 - She is actively involved in the customer's buying decision process.
 - She acts as a resource person only when needed.
 - Her role will vary depending on the amount of sales dialogue needed.

ANS: B PTS: 1 DIF: Medium REF: p. 5
OBJ: 2 BLM: Higher order

13. With respect to the knowledge required by the sales person, the difference between transaction-focused selling and trust-based relationship selling can best be characterized by which of the following statements?
- Transaction-focused selling requires a broader range of knowledge on the part of the sales person.
 - A sales person using trust-based relationship selling needs to know less about the customer's business and industry than in transaction-focused selling
 - Trust-based relationship selling requires less knowledge on the part of the sales person due to the high levels of trust involved.
 - A sales person using trust-based relationship selling needs to know more about the customer's business and industry than in transaction-focused selling.

ANS: D PTS: 1 DIF: Medium REF: p. 5
OBJ: 2 BLM: Higher order

14. Jeff's last visit to a new, potentially large customer was spent entirely on getting to know the buyer in an effort to build rapport and trust, so much so that very little business was discussed during the visit. When attempting to set up an appointment for a return visit, the buyer seemed reluctant to make time in his schedule to see Jeff. What is the most likely reason?
- Jeff must not have built as much rapport and trust with this prospective customer as he originally thought.
 - The buyer did not see any value in continuing a sales dialogue with no clear purpose or customer focus.
 - Jeff should have used more need-based questioning techniques in the initial visit.
 - The buyer was more than satisfied with other forms of marketing communication from the company.

ANS: B PTS: 1 DIF: Hard REF: p. 6
OBJ: 2 BLM: Higher order

15. According to the textbook, what is the key to effective sales dialogue?
- focusing on the customer's needs
 - both parties participating and benefiting from the process
 - using need-based questioning techniques
 - using other marketing communication tools to supplement what is said

ANS: B PTS: 1 DIF: Medium REF: p. 6
OBJ: 2 BLM: Remember

16. When did true salespeople, those who earned a living from selling, start to exist in sizeable numbers?
- just after the Great Depression in the United States
 - after World War I in Canada
 - during the Industrial Revolution in England
 - during the Middle Ages in Europe

ANS: C PTS: 1 DIF: Hard REF: p. 7
OBJ: 3 BLM: Remember

17. In the evolution of personal selling, why were early salespeople often treated with contempt?
- due to their frequent use of deception in the selling process
 - redistribution of goods at a profit was considered dishonourable
 - due to low entrance requirements to the profession
 - due to the high tax rates on business transactions at the time

ANS: A PTS: 1 DIF: Medium REF: p. 7
OBJ: 3 BLM: Remember

18. With the onset of the Industrial Revolution in the middle of the eighteenth century, why did the economic justification for salespeople gain momentum?
- to make local economies more self-sufficient
 - to reach new customers in geographically dispersed markets
 - to facilitate growth in specialized markets
 - to provide employment for displaced farm workers

ANS: B PTS: 1 DIF: Medium REF: p. 7
OBJ: 3 BLM: Remember

19. John H. Patterson of the National Cash Register Company (NCR) is generally credited with the invention of the canned sales presentation. How is it best characterized?
- as a sales presentation that does not contain material that will require continual updating
 - as a sales presentation that is prepared for direct mailing to prospective clients
 - as a sales presentation that is unplanned and developed in response to the needs of the customer
 - as a sales presentation that is very structured and generally based on a written script

ANS: D PTS: 1 DIF: Easy REF: p. 7

OBJ: 3 BLM: Remember

20. According to its creator, upon what premise was the invention of the canned sales presentation based?
- Selling is a learned skill not a personality trait.
 - A sales presentation should be tailored to the unique situation of each customer.
 - An unplanned sales presentation is rarely successful.
 - A structured sales presentation allows for the most customer feedback.

ANS: A PTS: 1 DIF: Medium REF: p. 7
OBJ: 3 BLM: Remember

21. In the evolution of personal selling, what is the modern era best characterized by?
- selling through mass distribution of goods and services
 - a focus on hiring lower-cost salespeople
 - increased professionalism on the part of salespeople
 - increased efficiency of the factory production process

ANS: C PTS: 1 DIF: Hard REF: p. 7-8
OBJ: 3 BLM: Remember

22. Which factor makes it difficult for sales to be considered a true profession?
- The sales industry lacks a uniform ethical code.
 - The uniform certification program in place is not strong enough.
 - The amount of decision-making autonomy in sales positions varies greatly.
 - The entrance requirements for most sales positions exclude too many individuals of diverse backgrounds.

ANS: A PTS: 1 DIF: Medium REF: p. 8
OBJ: 3 BLM: Remember

23. In the continued evolution of personal selling, what is the best response to the challenge of intensified competition?
- increased use of technology
 - more focus on creating and delivering customer value
 - more emphasis on sales dialogues rather than on sales pitches
 - more emphasis on customer-oriented sales training

ANS: B PTS: 1 DIF: Medium REF: p. 9
OBJ: 3 BLM: Remember

24. In the continued evolution of personal selling, what is the best response to the challenge of improving sales productivity?
- increased use of technology
 - more focus on creating and delivering customer value
 - more emphasis on sales dialogues rather than on sales pitches
 - more emphasis on customer-oriented sales training

ANS: A PTS: 1 DIF: Medium REF: p. 9
OBJ: 3 BLM: Remember

25. In the continued evolution of personal selling, what is the best response to the challenge of fragmentation of traditional customer bases?

- a. sales specialists for specific customer types
- b. more focus on creating and delivering customer value
- c. more emphasis on sales dialogues rather than on sales pitches
- d. team selling

ANS: A PTS: 1 DIF: Medium REF: p. 9
OBJ: 3 BLM: Remember

26. According to the textbook, which of the following marketing communications tools do business firms spend the most amount of money on?
- a. personal selling
 - b. advertising
 - c. public relations
 - d. sales promotions

ANS: A PTS: 1 DIF: Medium REF: p. 8
OBJ: 4 BLM: Remember

27. What are the two basic ways in which salespeople have contributed to the economic growth of Canada?
- a. by stimulating economic transactions and encouraging research and development
 - b. by disseminating market information and introducing new products to people in rural areas
 - c. by stabilizing economic transactions and assisting in recovery cycles
 - d. by stimulating economic transactions and increasing diffusion of innovation

ANS: D PTS: 1 DIF: Medium REF: p. 9
OBJ: 4 BLM: Remember

28. Janice is a sales representative for a firm that develops and manufactures leading-edge products in the electronics industry. As a result, she spends a great deal of time showing prospective customers how her company's new products will better meet their needs. In this regard, how is she contributing to economic growth?
- a. by lowering her customers' costs of production
 - b. by furthering the diffusion of innovation
 - c. by stabilizing economic recovery cycles
 - d. by improving the efficiency of marketing communication efforts

ANS: B PTS: 1 DIF: Medium REF: p. 9
OBJ: 4 BLM: Higher order

29. The contributions made by salespeople to their employers are largely based on which of the following factors?
- a. indirect contact with industry
 - b. direct contact with customers
 - c. coordination with customer service
 - d. technical knowledge

ANS: B PTS: 1 DIF: Easy REF: p. 10
OBJ: 4 BLM: Higher order

30. According to the textbook, in considering the responsibility for revenue production, who usually feels the brunt of the pressure along with the salespeople?
- the firm's stockholders
 - the firm's production staff
 - the firm's management staff
 - the firm's financial staff

ANS: C PTS: 1 DIF: Medium REF: p. 10
OBJ: 4 BLM: Remember

31. Support for the idea that salespeople are the most important people within an organization comes from which of the following roles performed?
- salespeople as revenue producers
 - salespeople as sources of market information
 - salespeople as candidates for management positions
 - salespeople as relationship developers

ANS: A PTS: 1 DIF: Hard REF: p. 10
OBJ: 4 BLM: Higher order

32. Due to the extensive direct contact that salespeople have with existing and prospective customers, what do many companies do?
- hire people who have been successful playing team sports
 - regard salespeople as key sources of market information and feedback
 - recruit and hire only those people who have extensive retail experience
 - hire outside companies to perform marketing research

ANS: B PTS: 1 DIF: Medium REF: p. 10
OBJ: 4 BLM: Remember

33. In which of the following aspects of achieving a market orientation do salespeople have the most opportunity to participate?
- the gathering of information about customers' needs and competitors' capabilities
 - sharing information throughout the organization
 - using this information to create greater value for customers
 - ensuring high levels of customer satisfaction

ANS: A PTS: 1 DIF: Medium REF: p. 10
OBJ: 4 BLM: Higher order

34. Susan is a recent graduate with a degree in business and considers herself to be very career oriented and ambitious. Why should she consider a position in sales?
- She can make a lot of money in sales given the right circumstances.
 - Research has shown that success in sales depends primarily on education.
 - Many companies consider sales as the foundation for future assignments, including management positions.
 - Due to its low visibility, the sales department is a good place for new graduates to start so that any mistakes made will not likely be noticed.

ANS: A PTS: 1 DIF: Medium REF: p. 10
OBJ: 4 BLM: Higher order

35. According to the textbook, given the increasing importance of building trust with customers and an emphasis on establishing and maintaining long-term relationships, which of the following best characterizes today's buyers' expectations of salespeople?
- Buyers expect salespeople to be self-serving but empathetic.
 - Buyers expect salespeople to pursue corporate objectives while balancing conflicting demands.
 - Buyers expect salespeople to focus on creating value in the short term.
 - Buyers expect salespeople to contribute to the success of the buyer's firm.

ANS: D PTS: 1 DIF: Hard REF: p. 11
OBJ: 4 BLM: Remember

36. According to the textbook, why do salespeople often experience conflict when performing their jobs?
- Salespeople must serve the often-conflicting demands of customers, their employers, and society.
 - Buyers expect salespeople to pursue corporate objectives while balancing competing demands.
 - Good performance in sales leads only to increasingly difficult sales objectives in the future.
 - Buyers expect salespeople to contribute to the success of the buyer's firm.

ANS: A PTS: 1 DIF: Hard REF: p. 11
OBJ: 4 BLM: Higher order

37. Which approach to personal selling involves salespeople altering their sales messages and behaviours during a sales presentation or as they encounter different sales situations and different customers?
- stimulus-response selling
 - adaptive selling
 - continued affirmation
 - consultative selling

ANS: B PTS: 1 DIF: Medium REF: p. 12
OBJ: 5 BLM: Remember

38. What is the process of helping customers to reach their strategic goals by using the products, services, and expertise of the sales organization?
- value-based selling
 - stimulus-response selling
 - consultative selling
 - adaptive selling

ANS: C PTS: 1 DIF: Easy REF: p. 12
OBJ: 5 BLM: Remember

39. According to the textbook, need satisfaction, problem-solving, and consultative selling approaches have one thing in common, which mental states and stimulus-responses approaches do not. What is it?
- adaptive selling
 - value orientation
 - continued affirmation

d. balanced empathy

ANS: A PTS: 1 DIF: Medium REF: p. 12
OBJ: 5 BLM: Remember

40. According to the textbook, which of the following personal selling approaches is considered to be the simplest?
- stimulus response
 - need satisfaction
 - contingency selling
 - mental states

ANS: A PTS: 1 DIF: Hard REF: p. 12
OBJ: 5 BLM: Remember

41. Where can the origins of the stimulus-response approach to personal selling be found?
- B.F. Skinner's pioneering work in instrumental learning
 - early experiments in animal behaviour
 - Piaget's work in nature versus nurture
 - Maslow's hierarchy of needs theory

ANS: B PTS: 1 DIF: Medium REF: p. 12
OBJ: 5 BLM: Remember

42. What is the major limitation of the stimulus-response approach to personal selling?
- reliance on a canned sales presentation
 - it requires experienced salespeople
 - lack of flexibility
 - the customer tends to dominate the sales conversation

ANS: C PTS: 1 DIF: Medium REF: p. 12
OBJ: 5 BLM: Remember

43. According to the textbook, the stimulus-response approach to personal selling is most suitable for which of the following situations?
- when buyers are unsophisticated and decisions are considered relatively unimportant and made quickly
 - when the buying decision is considered important but not risky
 - when buyers are professional but not particularly interested in the purchase decision under consideration
 - when the seller is relatively new to the territory and not yet familiar with each customer

ANS: A PTS: 1 DIF: Medium REF: p. 12
OBJ: 5 BLM: Remember

44. The mental states or formula approach to personal selling assumes that buyers must be led through four mental states. In which order do these mental states typically occur?
- motive, intent, commitment, action (MICA)
 - attention, desire, interest, action (ADIA)
 - curiosity, interest, conviction, purchase (CICP)
 - attention, interest, desire, action (AIDA)

ANS: D PTS: 1 DIF: Medium REF: p. 13
OBJ: 5 BLM: Remember

45. What is a serious limitation of the mental states or formula approach to personal selling?
- lack of customer orientation
 - prospects get locked in to one mental state
 - salespeople stop planning sales calls
 - lack of structure in the sales interaction

ANS: A PTS: 1 DIF: Medium REF: p. 13
OBJ: 5 BLM: Remember

46. What is the foundation of the need satisfaction approach to personal selling?
- Satisfied customers tend to come back and refer others.
 - The customer needs to know what products the firm offers.
 - Customers are motivated to satisfy their needs in a particular order.
 - Customers purchase to satisfy a particular need or set of needs.

ANS: D PTS: 1 DIF: Medium REF: p. 13
OBJ: 5 BLM: Higher order

47. In comparison to stimulus-response and mental states approaches, what advantages does need satisfaction selling have?
- Need satisfaction selling focuses on the salesperson and his or her product offerings.
 - The salesperson utilizes statements, questions, and actions to elicit desired responses.
 - The method focuses on the buyer and his or her needs.
 - The salesperson uses persuasion much earlier in the interaction.

ANS: C PTS: 1 DIF: Medium REF: p. 14
OBJ: 5 BLM: Remember

48. The problem-solving selling approach is considered an extension of which of the following?
- need satisfaction selling
 - stimulus-response selling
 - contingency selling
 - mental states selling

ANS: A PTS: 1 DIF: Easy REF: p. 15
OBJ: 5 BLM: Remember

49. What is the primary difference between the problem-solving selling approach and need satisfaction selling?
- The problem-solving selling approach requires more time on generating alternative solutions to the problem identified.
 - The problem-solving selling approach requires more emphasis on the competitive advantages of the selling firm to establish credibility with prospective buyers.
 - The problem-solving selling approach requires more time on considering the full impact of the problem identified and how the proposed solution delivers significant customer value.
 - The problem-solving selling approach requires less time overall because the

buyer's needs are already known.

ANS: C PTS: 1 DIF: Medium REF: p. 15
OBJ: 5 BLM: Higher order

50. According to the textbook, which of the following is a potential disadvantage of using the problem-solving selling approach?
- It can often take more time than either sellers or buyers are willing to spend.
 - Buyers tend to become resentful when an outsider recognizes problems that exist within their organization.
 - Problems are considered a negative aspect of business that sellers are advised to avoid whenever possible.
 - The approach requires an experienced salesperson who can handle high degrees of ambiguity.

ANS: A PTS: 1 DIF: Medium REF: p. 15
OBJ: 5 BLM: Higher order

51. Which personal selling approach involves helping customers to reach their strategic goals by using the products, services, and expertise of the sales organization?
- need satisfaction selling
 - consultative selling
 - an alternative-solutions approach
 - stimulus-response selling

ANS: B PTS: 1 DIF: Easy REF: p. 15
OBJ: 5 BLM: Remember

52. A salesperson who arranges the use of the sales organization's resources in an effort to satisfy the customer is said to be playing which of the following roles?
- strategic orchestrator
 - business consultant
 - long-term ally
 - sales adviser

ANS: A PTS: 1 DIF: Medium REF: p. 15
OBJ: 6 BLM: Remember

53. A salesperson who spends time to learn a customer's business so that he or she can then better advise them on how the selling firm's products compare to competitive offerings is said to be performing which of the following roles?
- a strategic orchestrator
 - a business consultant
 - a long-term ally
 - a sales adviser

ANS: B PTS: 1 DIF: Medium REF: p. 16
OBJ: 6 BLM: Remember

54. David is always willing to support his customers even when an immediate sale is not expected. How is David likely to be perceived by his customers?
- as a strategic orchestrator

- b. as a business consultant
- c. as a long-term ally
- d. as a value chain partner

ANS: C PTS: 1 DIF: Hard REF: p. 16
OBJ: 6 BLM: Higher order

55. In an effort to sell to a new account, Sarah has spent considerable time learning about the customer's industry as well as educating the buyer as to how her products compare to competitive offerings. This process has required making numerous sales visits with no immediate prospect of securing an order. Which selling approach is Sarah using?
- a. trust-based selling
 - b. consultative selling
 - c. need satisfaction selling
 - d. mental states selling

ANS: B PTS: 1 DIF: Medium REF: p. 16
OBJ: 6 BLM: Higher order

56. According to the textbook, as a result of its continued evolution, how is the selling process now increasingly viewed?
- a. as the co-creation of value
 - b. as a relationship management process
 - c. as an adversarial process
 - d. as strategic problem solving

ANS: B PTS: 1 DIF: Medium REF: p. 16
OBJ: 6 BLM: Remember

57. Honesty, dependability, customer orientation, expertise, and compatibility are all factors that salespeople use to do which of the following?
- a. master the art of the stimulus-response selling approach
 - b. participate in two-way and collaborative communication.
 - c. earn the trust of customers as the basis for developing a lasting relationship
 - d. be actively involved in the customer's decision-making process

ANS: C PTS: 1 DIF: Medium REF: p. 16
OBJ: 6 BLM: Remember

58. How is the selling process usually described?
- a. as a series of ten steps
 - b. as a series of cumulative steps
 - c. as a series of interrelated steps
 - d. as a series of separate but equal steps

ANS: C PTS: 1 DIF: Medium REF: p. 16
OBJ: 6 BLM: Remember

59. The textbook suggests that in addition to having certain attributes to inspire trust with customers, being successful requires salespeople to do which of the following?
- a. adapt the selling strategy to fit the situation
 - b. be able to separate true suspects from prospects

- c. use knowledge of mental states to advantage
- d. knowing how to apply the right kind of pressure tactics to secure an order

ANS: A PTS: 1 DIF: Medium REF: p. 17
OBJ: 6 BLM: Remember

60. According to the textbook, how are the steps in the sales process best characterized?
- a. highly interrelated, often overlapping, and not necessarily a strict sequence of events
 - b. discrete and strictly sequential
 - c. highly dependent, sequential, and context specific
 - d. asymmetrically aligned, nonsequential, and often interdependent

ANS: A PTS: 1 DIF: Medium REF: p. 17
OBJ: 6 BLM: Remember

61. Which statement best characterizes the relationship between sales as a career choice and job security?
- a. Salespeople tend to have less job security due to fluctuations in performance.
 - b. Due to the specificity of their skills, salespeople are limited in career choices.
 - c. Salespeople have greater job security due to their role as revenue producers.
 - d. There is no discernible relationship between selling as a career and job security.

ANS: C PTS: 1 DIF: Medium REF: p. 19
OBJ: Appendix BLM: Remember

62. Why do salespeople tend to have good opportunities for career advancement?
- a. Many key success factors in sales are transferable skills to management positions.
 - b. As revenue generators, salespeople tend to stay longer with employers.
 - c. The lack of job security in sales motivates salespeople to work harder.
 - d. Salespeople tend to get bored with established routines, which motivates them to look for something more exciting.

ANS: A PTS: 1 DIF: Medium REF: p. 19
OBJ: Appendix BLM: Remember

63. In comparison to other positions within an organization, what sort of feedback on their performance do salespeople receive?
- a. less feedback
 - b. constant and immediate feedback
 - c. greater feedback
 - d. inconsistent and delayed feedback

ANS: B PTS: 1 DIF: Medium REF: p. 19
OBJ: Appendix BLM: Remember

64. Which statement best characterizes selling as a career choice with respect to occupational prestige?
- a. Selling has always been portrayed as low prestige and this is unlikely to change in the future.
 - b. The general public's view of selling has deteriorated over time due to unflattering media exposure.

- c. Salespeople have always been respected for the contributions they make to society as a whole.
- d. Despite negative portrayals in the media in the past, salespeople are increasingly being seen as knowledgeable, well trained, educated, and capable of solving customer problems.

ANS: D PTS: 1 DIF: Medium REF: p. 20
OBJ: Appendix BLM: Remember

65. Jessica works for a large pharmaceutical company and spends the majority of her time calling on physicians to promote her company's extensive line of medications so that they will be more likely to prescribe them to their patients in the future. Which type of personal selling jobs does Jessica have?
- a. new business
 - b. inside sales
 - c. existing business
 - d. sales support: detailer

ANS: D PTS: 1 DIF: Medium REF: p. 21
OBJ: Appendix BLM: Higher order

66. Scott works in the new business development department of a large plumbing and heating equipment wholesaler. His primary responsibilities are to find new customers and to promote new products that the company introduces to the market. Which type of personal selling job does Scott have?
- a. order taker
 - b. missionary salesperson
 - c. new business: pioneer
 - d. technical support salesperson

ANS: C PTS: 1 DIF: Medium REF: p. 22
OBJ: Appendix BLM: Higher order

67. Karen works for a large manufacturer of women's casual clothing. Her primary responsibility is to call on retailers who carry the company's lines of clothing to ensure that they have adequate inventories of current products on hand, provide customer service, and solicit orders for the coming season. Which type of personal selling job does Karen have?
- a. order taker
 - b. missionary salesperson
 - c. new business: pioneer
 - d. technical support salesperson

ANS: A PTS: 1 DIF: Medium REF: p. 22
OBJ: Appendix BLM: Higher order

68. Customers like dealing with Frank because he is a salesperson who is able to see their point of view and work with them to achieve their mutual objectives. What does Frank have a high level of?
- a. ego drive
 - b. self-efficacy
 - c. ego strength
 - d. empathy

ANS: D PTS: 1 DIF: Medium REF: p. 23
OBJ: Appendix BLM: Higher order

69. What is an indication of the degree of determination a person has to achieve goals and overcome obstacles in striving for success?
- ego drive
 - self-efficacy
 - ego strength
 - empathy

ANS: A PTS: 1 DIF: Medium REF: p. 24
OBJ: Appendix BLM: Remember

70. What is the term for the degree to which a person is able to achieve an approximation of inner drives?
- ego drive
 - self-efficacy
 - ego strength
 - empathy

ANS: B PTS: 1 DIF: Medium REF: p. 24
OBJ: Appendix BLM: Remember

71. What is the strong belief that success will occur on the job?
- ego drive
 - self-efficacy
 - ego strength
 - empathy

ANS: B PTS: 1 DIF: Medium REF: p. 24
OBJ: Appendix BLM: Remember

TRUE/FALSE

1. According to the textbook, personal selling and trust-based relationship selling are essentially the same thing.

ANS: F PTS: 1 DIF: Medium REF: p. 4
OBJ: 1

2. The biggest advantage of personal selling over other forms of marketing communication is the high degree of customer feedback that results from direct contact with buyers before, during, and after the sale.

ANS: T PTS: 1 DIF: Medium REF: p. 4
OBJ: 1

3. Companies practising business-to-business marketing spend more on advertising than personal selling due to the large number of buyers that must be reached with marketing communications.

ANS: F PTS: 1 DIF: Medium REF: p. 4
OBJ: 1

4. Ultimately, customer value is determined by the customer.

ANS: T PTS: 1 DIF: Medium REF: p. 4
OBJ: 2

5. The primary focus of trust-based relationship selling is achieving sales in the short term.

ANS: F PTS: 1 DIF: Medium REF: p. 4
OBJ: 2

6. Customer value will vary depending on whose perspective is being considered, the customer's or the salesperson's.

ANS: F PTS: 1 DIF: Medium REF: p. 4
OBJ: 2

7. Salespeople involved in trust-based relationship selling are often actively involved in the customer's decision-making process.

ANS: T PTS: 1 DIF: Medium REF: p. 5
OBJ: 2

8. Transaction-focused selling and trust-based selling require similar skill sets.

ANS: F PTS: 1 DIF: Medium REF: p. 5
OBJ: 2

9. Strategic problem solving is a skill required by trust-based relationship selling but not by transaction-focused selling.

ANS: T PTS: 1 DIF: Medium REF: p. 5
OBJ: 2

10. In general, personal selling is moving from relationship-based methods to transaction-based methods.

ANS: F PTS: 1 DIF: Easy REF: p. 6
OBJ: 2

11. Sales dialogue consists of all conversations between buyers and sellers, regardless of focus or purpose.

ANS: F PTS: 1 DIF: Easy REF: p. 6
OBJ: 2

12. The canned sales presentation was developed by John H. Patterson of the National Cash Register Company and was based on the premise that salespeople are "made, not born."

ANS: T PTS: 1 DIF: Hard REF: p. 7

OBJ: 3

13. In terms of the evolution of personal selling, the concept of a door-to-door salesperson did not appear until the Industrial Revolution.

ANS: F PTS: 1 DIF: Hard REF: p. 7
OBJ: 3

14. In the post–World War II period, firms expanded because of a surge in demand.

ANS: T PTS: 1 DIF: Medium REF: p. 7
OBJ: 3

15. Sales professionalism can be defined as a customer-oriented sales approach that employs truthful but manipulative tactics to satisfy the long-term needs of both the customer and the selling firm.

ANS: F PTS: 1 DIF: Medium REF: p. 8
OBJ: 3

16. The new generation of salespeople will face demands from sophisticated buyers, economic uncertainties, and new technologies.

ANS: T PTS: 1 DIF: Easy REF: p. 8
OBJ: 3

17. Public trust in the sales profession has been enhanced by widely available professional certification programs similar to the CA or CMA designations found in the accounting profession.

ANS: F PTS: 1 DIF: Hard REF: p. 8
OBJ: 3

18. According to the textbook, many believe that sales cannot be considered a true profession due to the absence of a universal code of ethics and a mechanism for dealing with violators.

ANS: T PTS: 1 DIF: Medium REF: p. 8
OBJ: 3

19. As revenue producers, salespeople are expected to stimulate action in the business world.

ANS: T PTS: 1 DIF: Easy REF: p. 9
OBJ: 4

20. Consumers who are likely to be early adopters of an innovation often rely on the salesperson as a secondary source of information.

ANS: F PTS: 1 DIF: Hard REF: p. 9
OBJ: 4

21. Due to high travel and other employment expenses, salespeople are often the first to be let go when a company downsizes in response to tough economic times.

ANS: F PTS: 1 DIF: Hard REF: p. 10
OBJ: 4

22. To maintain focus, salespeople should be concerned only with generating sales revenue.

ANS: F PTS: 1 DIF: Medium REF: p. 10
OBJ: 4

23. Salespeople are rarely involved in market research because their time is better utilized in sales efforts.

ANS: F PTS: 1 DIF: Medium REF: p. 10
OBJ: 4

24. Salespeople rarely get promoted into management positions because their training makes them too valuable where they are.

ANS: F PTS: 1 DIF: Easy REF: p. 10
OBJ: 4

25. As their key contact with suppliers, professional buyers expect salespeople to coordinate all aspects of the product and service to deliver maximum value.

ANS: T PTS: 1 DIF: Medium REF: p. 11
OBJ: 4

26. In today's highly competitive markets, it is virtually impossible for salespeople to simultaneously serve the needs of customers, employers, and society.

ANS: F PTS: 1 DIF: Medium REF: p. 11
OBJ: 4

27. When salespeople alter their sales messages and behaviours during a sales presentation or as they encounter different sales situations, they are using manipulative selling.

ANS: F PTS: 1 DIF: Easy REF: p. 12
OBJ: 5

28. Common selling approaches for trust-based relationship selling include need satisfaction, problem solving, and consultative approaches.

ANS: T PTS: 1 DIF: Easy REF: p. 12
OBJ: 5

29. The theoretical background for the stimulus-response approach to personal selling originated in early experiments with animal behaviour.

ANS: T PTS: 1 DIF: Medium REF: p. 12
OBJ: 5

30. The continued affirmation technique is a form of stimulus-response selling that recommends asking a series of questions that will generate “yes” responses from the customer as a precursor to agreeing to buy.
- ANS: T PTS: 1 DIF: Medium REF: p. 12
OBJ: 5
31. Adaptability to different selling situations is the main advantage of stimulus-response selling.
- ANS: F PTS: 1 DIF: Medium REF: p. 12
OBJ: 5
32. Stimulus-response selling is most effective in situations involving important purchase decisions and when time is not critical.
- ANS: F PTS: 1 DIF: Easy REF: p. 13
OBJ: 5
33. 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 PTS: 1 DIF: Hard REF: p. 13
OBJ: 5
34. The AIDA method is an example of the mental states approach to selling.
- ANS: T PTS: 1 DIF: Easy REF: p. 13
OBJ: 5
35. Similar to stimulus-response selling, the mental states approach relies on highly unstructured sales presentations that must be adapted to each individual selling situation.
- ANS: F PTS: 1 DIF: Medium REF: p. 13
OBJ: 5
36. Unfortunately, the need satisfaction approach tends to increase the defensiveness of some prospects because the salesperson rapidly moves to the persuasive part of the sales message after quickly establishing the buyer’s needs.
- ANS: F PTS: 1 DIF: Hard REF: p. 14
OBJ: 5
37. In consultative selling, salespeople fulfill three primary roles: strategic orchestrator, business consultant, and order-taker.
- ANS: F PTS: 1 DIF: Medium REF: p. 15
OBJ: 5
38. Most buyers like the problem-solving approach to selling because it takes the least amount of time in comparison to other selling approaches.
- ANS: F PTS: 1 DIF: Easy REF: p. 15

OBJ: 5

39. Consultative selling focuses on achieving the strategic goals of customers rather than just trying to meet needs or solve problems.

ANS: T PTS: 1 DIF: Medium REF: p. 15
OBJ: 5

40. To avoid confusion, the trust-based sales process separates the selling process from the initiating, developing, and enhancing customer relationships processes.

ANS: F PTS: 1 DIF: Medium REF: p. 16
OBJ: 6