

MAKERERE UNIVERSITY BUSINESS SCHOOL
COURSEWORK ONE TEST FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
OF MAKERERE UNIVERSITY ACADEMIC YEAR 2025/2026

COURSE NAME:	SALES FORCE MANAGEMENT	YEAR OF STUDY:	TWO
COURSE CODE:	MBA 8133	DATE:	19/09/2025
SEMESTER:	ONE	TIME:	SPECIFIED DUE DATE

INSTRUCTIONS:

1. This is a **TAKE-HOME** Group (**Alpha**) Coursework Test
 2. Answer **ALL** Questions that follow.
 3. All answers should be type-written.
 4. The due date for submission is 02/10/2025 at 12:00 Noon.
-

Selling in Fundi One

Fundi One is a small company in the engineering industry. The company differentiates mainly between two types of products: its own products (light masts) and subcontractor products. Fundi One operates in Uganda, Kenya, Tanzania, Rwanda, and D.R. Congo, with Uganda being the most important market. The company uses a combination of retailers and its own selling function to sell its products.

Fundi One performs selling in all three of the selling situations (i.e., new selling task, modified selling task, and routine selling task). In Fundi One, the sale of subcontractor products to new customers constitutes a new selling task; a modified selling task is when the company is selling either subcontractor products to existing customers or light masts to new customers. Finally, the sale of light masts to existing customers constitutes a routine selling task.

In a new selling task, Fundi One works rather haphazardly in relation to new customers. New customers are gained through customer inquiries and the limited contacts the company has with potential customers. When Fundi One starts developing a contact with a potential customer, it typically engages in activities such as inviting the potential customer to the company to show them the facilities and potential sub-suppliers. The company also tries to qualify both the potential customer and the potential order. The selling activities in this situation often involve design issues. During a new selling task, it is common that the production manager, systems salesperson/purchasing manager (SP), and CEO participate. Sometimes, Fundi One's bank and key supplier are also involved.

When it comes to a modified selling task and selling subcontractor products to an existing customer, Fundi One is heavily and deeply involved in its main customer's operations, developing the products purchased by the customer as well as finding sub-suppliers. A mutual trust is said to be very important in the relationship with this particular customer. Even in this situation, the production manager, SP, and CEO are involved in selling. In the other modified selling task situation—light masts to new customers—the CEO plays a central role in finding new customers. Thus far, the activities have centered mainly on responses to inquiries.

In the third situation, the routine selling task, Fundi One uses several retailers. In Uganda, in addition to retailers, the company is also selling directly to end customers, competing with its own retailers. Sales letters are used in this situation, as are brochures, product sheets, and price lists directed toward existing customers. Here, the CEO is the primary individual involved.

Disclaimer: This Case has been adapted

Questions

Note that for each question, referring to the Case, you are required to provide arguments that support your position, researched from class work/notes, textbooks, or publications.

1. Examine the complexity of products and explain how this was resolved using the perspective of a salesperson. **[10 Marks]**
2. Examine the selling situations and explain how this was resolved using the perspective of a salesperson. **[05 Marks]**
3. Explain the dimensions of selling used and provide explanations of why you think they were opted for. **[05 Marks]**
4. Identify who in **Fundi Two** performs selling activities and justify why this option was preferred by the organisation. **[05 Marks]**
5. Identify whether other specialist functions were required and justify why this strategy could have been deemed applicable by **Fundi Two** while selling. **[05 Marks]**
6. Explain how and why **Fundi Two** handled the availability of resources for the selling function. **[05 Marks]**
7. Identify the types of customers that were targeted by **Fundi Two** and explain why they could have been sought after. **[05 Marks]**