

Sales and Distribution Management
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Lecture – 09
The Sales Organization

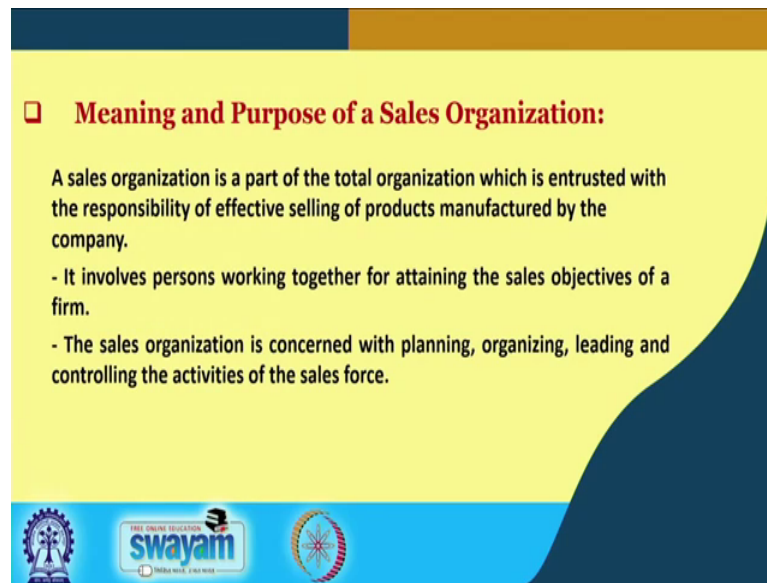
[FL] We will be starting with the 4th lecture in 2nd module which is a lecture on Sales Organization. This particular topic which is sales organization shall be covered in 2 lectures which is lecture 9 and lecture 10. We will start with lecture 9 where we will be discussing the few topics on sales organization and then we will be moving to lecture 10 which will complete this topic on sales organization. This is again a part of the 2nd module of this particular course. So, let us start with lecture 9.

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Now, the topics or the concepts which are covered in this particular lesson titled sales organization are 1: The meaning and purpose of sales organizations, the formation of sales organizations, sales organizational structures and field sales organization. The 1st two topics or the 1st two concept we will be studying in lecture 9 and lecture 10 we will talk about sales organization structures and field sales organizations.

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□ Meaning and Purpose of a Sales Organization:

A sales organization is a part of the total organization which is entrusted with the responsibility of effective selling of products manufactured by the company.

- It involves persons working together for attaining the sales objectives of a firm.
- The sales organization is concerned with planning, organizing, leading and controlling the activities of the sales force.

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Now, if you recall in the previous lecture we have spoken about the planning function. We spoke about plans, we spoke about corporate strategic planning, the SBU and the division level planning and the product or the operational level planning. And then elaborating on the product or operational level planning we further spoke about the marketing objectives, the sales objectives, the sales strategies and the tactics. Now, once we are we actually you know are done with the planning function the next function in management involves organization and organizing.

Now, when we talk of organizing; organizing deals with doing the things, but organization means giving it a form giving at the structure, so that the plan so that any activity or anything any function any activity any plan which is you know to be undertaken is done under the aegis of a structure of an organization structure.

Clear cut defining of roles and responsibilities through a structure also explaining the superiors about this relationships also explaining the job titles, the job roles, the job descriptions the superior subordinate relationships. And so that there is some kind of coordination, some kind of a you know control mechanism and people know what they are suppose to do, they know what the title is what the role is what the responsibility is what they are suppose to do, who they are suppose to report to, who reports to them, how are they to coordinate with each other to be able to achieve those objectives and those plans.

So, when we start with planning the next stage which comes in is organizing our resources and if this actually leads to a structure which is the organization structure. So, you know looking at the broad managerial row managerial function which is planning organizing staffing directing control. And if you recall in the first lecture itself he had spoken how sales force management deals with everything it deals with planning, it deals with organizing, it deals with staff staffing, directing and controlling.

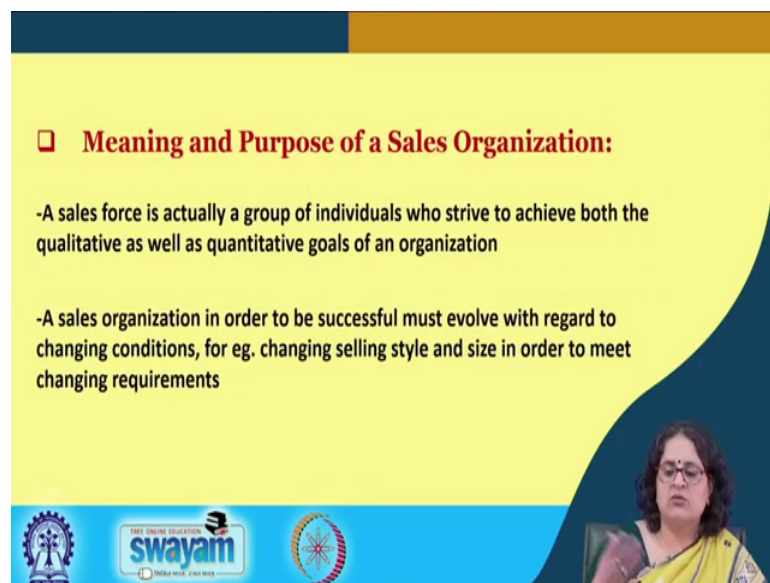
So, here now we are moving from the planning or from the strategic plan and the product and operational plan to organizing resources to be able to achieve those plans. So, as and when we are organizing a resources what it leads to is an organization structure. This is general management when we talk of. The same thing if we put in the context of marketing and sales we need to have a sales organization in place, which clearly specifies job titles, job roles, responsibilities, gives the job description, explain superior subordinate relationships, clearly demarcates who reports to whom and you know, so that there is coordination, there is control and plans can be actually achieved objectives can be actually achieved.

Now, the sales organization is a part of the total organization which is given the responsibility of sales selling of products manufactured by a company. So, it is another organization within the larger organization, you have a large company within those the company, you have the marketing department and within that marketing department you would have the sale functions. So, you have a sales organization which is the part of the total organization. It involves people working together for attaining the sales objectives of the company and it is concerned with planning, organizing, leading and controlling the activities of the sales force.

So, you have a in you know management is getting things done through and with people and if manage if people have to you know if a manager has to get things done through in with people he must plan, organize, staff, direct and control. The same holds good for a sales organization where the sales manager whether at the you know at the top level or the medium level or at the lower level the sales head or the sales manager has the responsibility of planning, organizing, leading and controlling the activities of the sales force.

So, sales organization is another organization or a diff you know within as a part of the total organization which is given the responsibility of the selling function. Selling the products which have been manufactured by the organization and it involves people who are working together in coordination with each other in harmony with each other to achieve the sales objectives of the organization. So, we start with planning now we move to the organizing function. As I said organizing would be the function what it leads to or what it gets you know explained through is the organization structure.

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□ Meaning and Purpose of a Sales Organization:

- A sales force is actually a group of individuals who strive to achieve both the qualitative as well as quantitative goals of an organization
- A sales organization in order to be successful must evolve with regard to changing conditions, for eg. changing selling style and size in order to meet changing requirements

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Now, what is the meaning and purpose of a sales organization? So, a sales force will be a group of people who work hard to achieve the quantitative and qualitative objectives or goals of the organization and in order to be successful this organization must evolve according to changing conditions ok.

Now, let us talk of small organizations which gradually become big and; big and become large. They would definitely have to you know have a shift in there in the way the functions to be performed, in the way the different people have to play different roles. In a small organization everybody would be doing everything, but when as and when an organizations become larger as and when they start catering to different segments or they try to cater to different customer groups or different markets they must evolve the sales organization must evolve, it has to assume a bigger form it has to assume a bigger structure a larger structure it has to become more specialized ok.

So, similarly the keeping in mind the selling you know the kind of customer you are dealing with keeping in mind the selling relationship that you want to enter whether transaction or value added or partnerships or consultative or whether it is going to be you know the selling method that you follow whether it is team or whether it is consultative or whether it is you know this transactional. In all of these even you have to basically with changing selling styles also size of the company also, kinds of clients kinds of relationships, any changed circumstances you know the sales organization also must evolve.

So, the a with the change in the environment with the change in you know the kind of which internal environment or the external environment that the company faces the sales organization must evolve. Internally, if then the organization becomes larger or when it decides to operate or cater to different segments both it domestic front or the international front and the sales organization must change. Externally also when there are changes or opportunities you know which one identifies in the external environment and wants to take advantage of, again there you know may be newer markets, newer segments again there you know sales organization must evolved.

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Purpose of Sales Organization:

- Development and grooming of specialists
- Performance of key activities
- Achieving coordination
- Defining authority
- Optimization of time and resources

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So, sales organizations exist, but with changing environments, with changing requirements the sales organizations must continuously evolve. Now, what are the purposes of a sales organization? The sales organization one helps, develop, trained and

groom specialists to it helps in performance of important activities, key activities, it lead it helps in achieving coordination, defining authority, also optimizing of time and resources.

So, as I just said previously any organization structure will help you talk about the or illustrate to you the job titles, the job roles or responsibilities the reporting relationships and you know so that the different activities can be performed. We would go more specific and discuss or the 5 points you know here where, we will talk about the reasons behind you know the need for a sales organization. So, the purpose of a sales organization we will be discussing under these 5 different points. So, first is development and grooming of specialists.

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Purpose of Sales Organization

Development and grooming of specialists:

- When a business expands, complexities are enhanced, and it becomes necessary for an organization to hire and train in-house employees as specialists for effective management of the organization
- Sales departments call for efficient and effective delegation of authority for promotion of specialization
- Tasks should be divided into manageable units to facilitate the development of specialists

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So, when business is expand a when you know company start dealing with newer clients, newer customer segments, newer products it diversifies complexities get enhanced and it becomes very important for an organization to have specialists. It can higher a specialist outsource the special specialize roles to third parties, it can also train in house employees as specialists for effective management of the organization.

So, it has these options, when such specialists are required they may either be outsourced this out activity may be outsourced and these specialist may be hired. So, you may have a situation where you outsource the specialized functions and you know higher

specialists or you trained the in house employees as specialists for effective management of the organization.

So, sales department here calls for effective delegation of authority and this clear cut definition of roles responsibilities delegation of authority who is to do, what to report to whom and how clearly paves the path for specialization. So, it leads sales organizations helps you know develop specialized sales force and tasks have to be divided into manage manageable units so that the development of specialist can be encouraged in an organization.

Many organizations hire a specialist, they outsource the specialized roles and they hire third party, but of course, it is always good for a for an organization if it can groom or train it is own man power it is own sales force to be special specialist in their own field. And this would be beneficial for an organization in the long run as well it would lead to versatility of it in a person, it would lead to specialization in a role, so a person may broadly be knowing many things he would be versatile. But, then he also become very specialized in a particular domain and that could help the organization in the long run.

So, sales department organization or the organization of the sales function into a department with clear cut roles responsibilities reporting relationships etcetera would lead to promotion of specialization in the department and in the organization as a whole.

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Purpose of Sales Organization
Performance of key activities:

- A sales organization must ensure that all crucial activities are performed.
- What is "important or crucial" changes with time keeping in mind demands place by the environment.
- Assignment of tasks should be done in such a way that essential tasks are not missed but allocated to specific individuals with specialization
- Responsibility for maintaining key accounts or big business accounts must be properly taken care of

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Second point is performance of key activities. The sales organization here you know would mean that you know the various activities the various key activities they have been identified. And those key activities are now clubbed together based on you know some kind of a homogeneity of these activities or list or inter interdependence of these activities. They may be specialized and a person may be employed to be in charge of these activities. So, if they and of course, a mechanism of control and coordination has to be also provided in so that the different activities are performed in coordination or in conjunction with each other you know and broadly the sales objectives are being met.

So, sales organization must ensure that all crucial activities are performed. Now, first thing is to identify the activities necessary to achieve objectives, the second is to club similar ones together and then put a put a person in charge of those activities or to put a person in place, who would hand who would ensure that these various activities are performed. And if activities are different you know different verticals in the sales role are performed automatically the activities of the sales department get fulfilled.

So, sales organization must clearly ensure that the various activities are performed. Of course, what is important and what is crucial will depend upon time, it changes from environment, it changes with environment, it changes from time to time, what and that is why we just said in the previous slide that the sales organizations must evolve with change in environment and with change in time

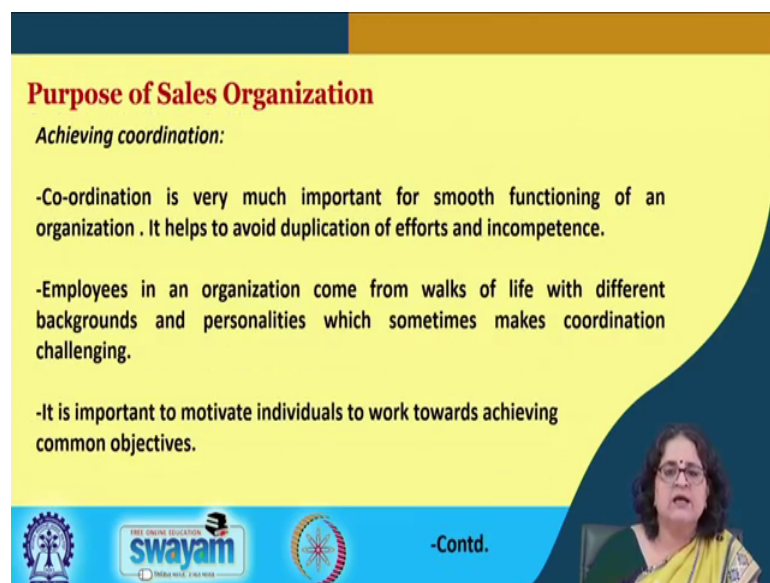
So, assignment of task should be done in such a way that essential tasks are not missed out at anyway, crucial tasks are you know handled carefully and these tasks are allotted to specific individuals with specialization. Responsibility of maintaining key accounts or big accounts or account you know of same you know medium and high sales and profit potential must be properly taken care of.

So, while you know we the planning has taken place while sales planning is done sales organization here would involve you know identifying activities help which would help achieve the plans, clubbing together similar activities or interdependent activities with each other. And clearly demarcating them from the other activities, putting each activity under a head and ensuring that the old or a head or an in charge the in charges of the various activities ensure that activities under their you know ages are being you know performed well and their conducted. So, such in such a way it would it would be ensured

that through coordination through control amongst the different activity heads the overall sales plan or the sales goal is achieved.

So, it is very essential that a task are assigned properly, important tasks are not missed out and highly important activities are given to specialized per personnel also important clients or important accounts are handled by people who are well trained to do so. And so accordingly the such big kinds or such big accounts are delegated to people who have been trained groomed and are specialized in their roles.

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Purpose of Sales Organization

Achieving coordination:

- Co-ordination is very much important for smooth functioning of an organization . It helps to avoid duplication of efforts and incompetence.
- Employees in an organization come from walks of life with different backgrounds and personalities which sometimes makes coordination challenging.
- It is important to motivate individuals to work towards achieving common objectives.

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Third is as I just said coordination it is very important that coordination exists amongst different you know unit you know sales activity heads. So, if the activity heads who are in charge of their own respective activities are working in coordination with each other or in conjunction with each other. And the various sales force or the sales people within the sales manager or thus you know unit head are working in coordination or in conjunction with each other, the objectives of the organization can be achieved.

So, coordination is a very important function, it is very important for the smooth functioning of an organization. Coordination also ensures that there is no duplication of activities, there is no chaos, there is no confusion and resources are optimally utilized.

Employees in an organization come from different walks of life, they have diverse backgrounds, they have diverse personalities, they have diverse interest and coordination

can often become a different charge. Not only between the different activity unit head, but also within the same act you know say you know within the same function sales function activity it may so happen that people in a particular under a particular head activity head are not able to perform or work with each other coordinate with each other. So, it is important that things are coordinated overall in the sales department across different verticals and also within the same vertical things are handled in proper conjunction to it other in proper coordination with each other.

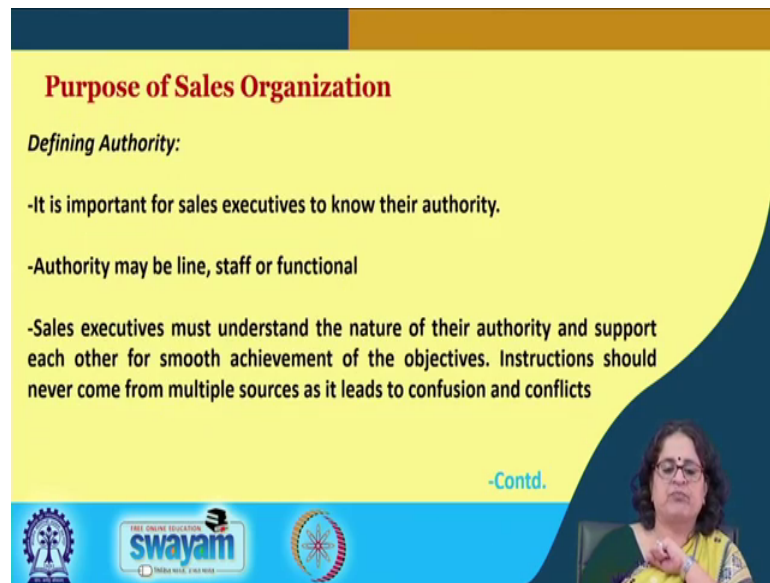
So, it is very important to motivate individuals towards achieving organizational objectives. Coordination will involve a being big responsibility on the part of the of the unit head or of the sales, you know sales manager at the branch or at the territories he it would be very important for him to coordinate the activities of the sales force. So, if we go little more and if he come the micro level at the branch level, so there are lot of sales people working under the branch manager.

It is in important for the branch manager to ensure that there is coordination between the various sales people working under him; otherwise across territory may happen or the same you know sales person you know may go to client 1 and to client 2 and another sales person may also have been already been or visited to client 2 so just duplication of activity.

So, it is very important that there is coordination you know between the sales people under this unit head or under this activity head which could be at the branch which is a sale manager. Similarly, they have to be coordination between different branch managers with under a particular region or under particular zone. So, this is what we mean that there has to be coordination go to within you know the branch as across different branches or in if the sales organization is you know is structured not on basis of geography. But, on the basis of product or on the basis of you know a line and staff function, we will be talking about the line and staff function in the subsequent lesson.

In that case we will see it is again important that there is coordination between the people working under a activity head or a or line function. And there is also you know coordination between the line and staff or pit people in the different verticals who are working with each other. So, employees must work in coordination and conjunction with each other.

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Purpose of Sales Organization

Defining Authority:

- It is important for sales executives to know their authority.
- Authority may be line, staff or functional
- Sales executives must understand the nature of their authority and support each other for smooth achievement of the objectives. Instructions should never come from multiple sources as it leads to confusion and conflicts

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Coming to defining authority, as we just mentioned authority may be line or staff or functional. Authority line when the main person who is delegated with the line authority is exactly responsible for achieving the objectives of the sales function. It is staff when he or she performs a support function and helps the line and it is functional when it is typically to do with a product or an operational you know or a specific function pertaining to the product and the operational.

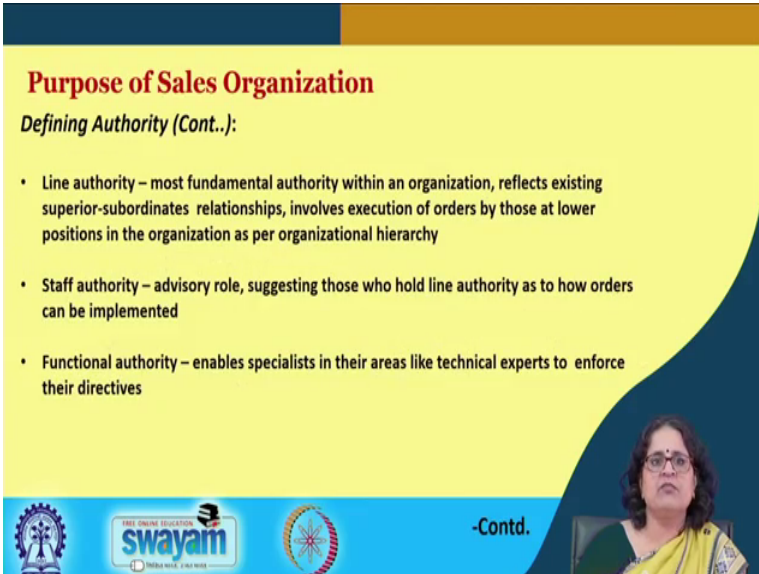
So, we will talk about this in the subsequent session and it is very very important for sales executives to know whether they have a line authority or they have a staff authority or they have a functional authority. The line as I said generally we will see the field selling team or the staff could be anybody who assist them and the functional will be in terms of say an after sales, the role or in terms of a market research role, which the staff function has to which the sales team or the sales personal has to perform.

So, sales executives must understand the nature of their authority and they must support each other, they must coordinate with each other because, line staff functional they all actually help each other and they must rely on each other support to our achievement of the objectives. Not everybody would do the line function, not everybody would be specialized in the staff function, not everybody would be specialized in the functional role.

But, they all must understand that they help each other, they must work in coordination with each other for the smooth achievement of the objectives. Instruction should never come from multiple sources, it can lead to conflict it can lead to confusion it can lead to chaos. So, it is very important that authority is defined an organizational structure helps define authority. In the beginning of the lecture I did discuss that the organization structure would talk about the title or the job title and the role and the responsibility and the reporting relationships.

So, it would clearly demarcate authority who reports to him, who and what is the authority that that person has, what is what are the does, what are the do not's associated with his role and what is his to entire role and responsibility. So, sales executives must be clear have a clear understanding of this.

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Purpose of Sales Organization

Defining Authority (Cont..):

- Line authority – most fundamental authority within an organization, reflects existing superior-subordinates relationships, involves execution of orders by those at lower positions in the organization as per organizational hierarchy
- Staff authority – advisory role, suggesting those who hold line authority as to how orders can be implemented
- Functional authority – enables specialists in their areas like technical experts to enforce their directives

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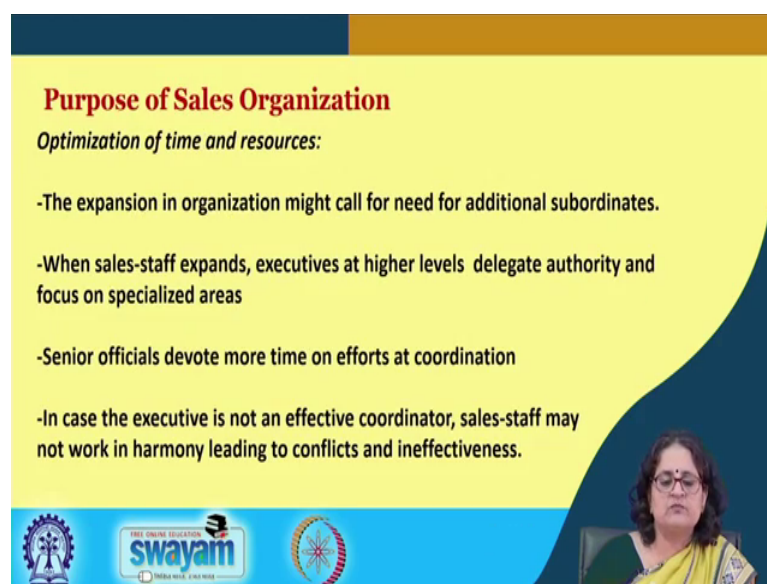
Line authority and staff authority and functional authority we will talk about it a little more now here. Line authority here is the most fundamental authority within an organization which reflects existing superior subordinate relationships and involves execution of you know orders which you know by people in the lower positions as per the organizational structure and as per the organizational hierarchy. So, this is the most fundamental where there is the superior there is a subordinate and they are directly you know involved in achieving the sales objectives the orders are executed by those at the lower positions and the orders come from the top.

The staff is an advisory role who basically act as a support function; they also suggest those who hold line as to how the orders have to be implemented that how to things have to be done. So, it is more of an advisory role and the functional authority here takes care of specialized roles in areas like a technical experts to enforce their directive. So, it enable specialists in their an areas like technical experts to enforce their directives. So, the functional authority is very very specialized.

As I just said whether it is line or whether it is staff or whether it is functional they all very very important for an organization and people must work, people in the line and the staff and in the functional must all work together in conjunction with each other to perform the various roles. Of course, as you will see in the subsequent lecture that we have organization structures based on line, we have organizational structures based on line and staff and we also have organizational structures based on function and on market. So, that would be typically dip you know more to do with the organization of the sales department. This is more to do with the authority here.

So, we see that the whether the executives must clearly know whether they have a line authority to issue directives and get things done or they have a staff authority which is more of advisory in nature or it is a functional authority where again it is a very specialized role that they must perform.

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Purpose of Sales Organization

Optimization of time and resources:

- The expansion in organization might call for need for additional subordinates.
- When sales-staff expands, executives at higher levels delegate authority and focus on specialized areas
- Senior officials devote more time on efforts at coordination
- In case the executive is not an effective coordinator, sales-staff may not work in harmony leading to conflicts and ineffectiveness.

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The organization structure also clearly helps optimize help organize I mean you know people and the sales people and the management you know optimize time and resources. Once there is a you know clear cut demarcation of roles responsibilities is laid down, superior subordinate relationships are known there is mechanism for coordination and control you know the resources would get optimized, they would be no duplication of activities, no chaos, no confusion. So, you know there will be huge amount of optimization and the sales people would be able to work more effectively and efficiently, selling expenses would fall which would mean that this would have a positive impact on the net profits of the company.

It may so happen that as organizations grow they may need more man power they may need and so you know additional subordinates may be required. When sales staff expands you know executives at higher level would delegate authority and they would act in more specialized roles and at that time senior management role lies in coordination or coordinating activities.

In case the executive is not a good coordinator say staff may not be able to work in harmony and this would lead to conflict, it would lead to chaos, it would lead to inefficiencies in the system. So, it is very very important that the sales organization you know creates in place mechanism for coordination for control so that they can be optimization of time and resources.

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Formations of Sales Organizations

- A major problem with respect to building a sales-organization is re-organization. *This is because as a structure in the form of an organization already exists.*
- The goal of setting up a sales-organization is to make an organization more effective by selling higher volume of goods and services which are manufactured by a firm.
- It is many times like as if a new organization is being built

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Now, a major problem with respecting with respect to building a sales organization is reorganization because, you know one because there is already an organization structure which exist, the sales organization has to be built in within another organization which is the large or the corporate organization. So, you so it is like having another you know re set of another organization within a larger organization. And as we said earlier that when the environment changes it is important to change or restructure the sales organization.

So, this kind of you know change and re change or structuring and restructuring can be a bigger problem you know and the goal of setting up a sales organization is to make the organization more effective by selling more goods and services which are manufactured by the company. Creating a sales organization means it is a new organization being built within an existing organization.

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Steps in Formation of a Sales Organization

There are five steps that are involved in setting up a sales organization:

- Defining the Objectives
- Determining necessary Activities to achieve the Objectives
- Grouping Activities into Jobs or Positions
- Assigning Sales Personnel to Positions
- Providing for mechanisms of Coordination and Control

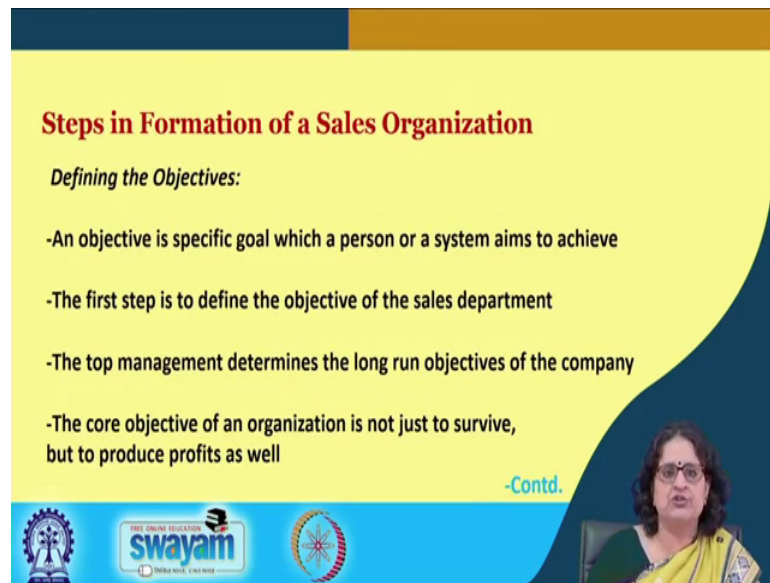
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Now, what are the steps in forming a sales organization? First is you define the objectives, second is you identify the activities to achieve the objectives. You then group the activities into jobs or positions, you assign the sales people to those positions and you provide mechanisms for control and coordination.

Now, a little while ago I did speak about objectives and activities and there I did say that similar activities need to be clubbed together under a person or under unit head. We will call this as a job or a position and then you must assign sales people to these positions and if I have to provide mechanism for coordination and control.

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Steps in Formation of a Sales Organization

Defining the Objectives:

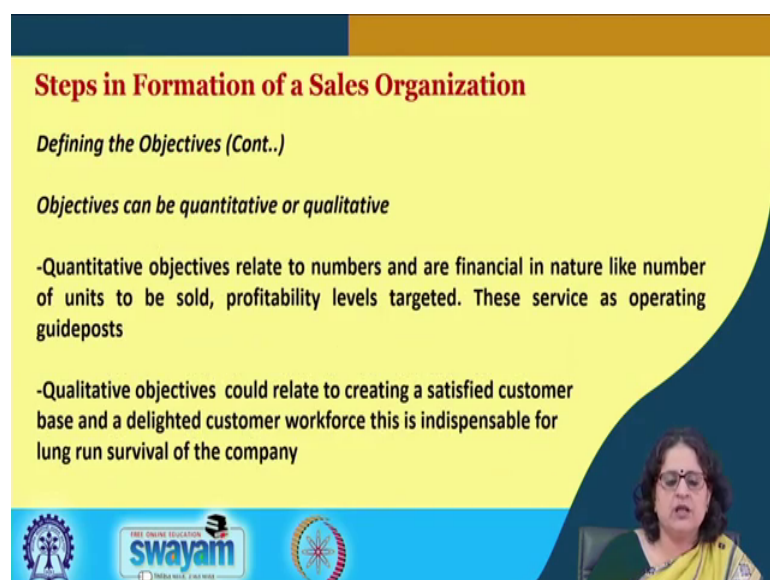
- An objective is specific goal which a person or a system aims to achieve
- The first step is to define the objective of the sales department
- The top management determines the long run objectives of the company
- The core objective of an organization is not just to survive, but to produce profits as well

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So, when we define objectives the objective is a specific goal which a person or a system has to achieve and the first of step here is to define the objectives of the sales department. The top management determines the long term objectives, the core objective here in if an organization is not just to survive, but to produce profits as well and so it is very important for the marketing team and the sales team to know what is the objective and how in terms of both the volume in terms of both the resource constrains and time etcetera. So, what is to be object what in other words what we are saying is what is to be; what is to be achieved in what time and under what resource constrains.

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Steps in Formation of a Sales Organization

Defining the Objectives (Cont..)

Objectives can be quantitative or qualitative

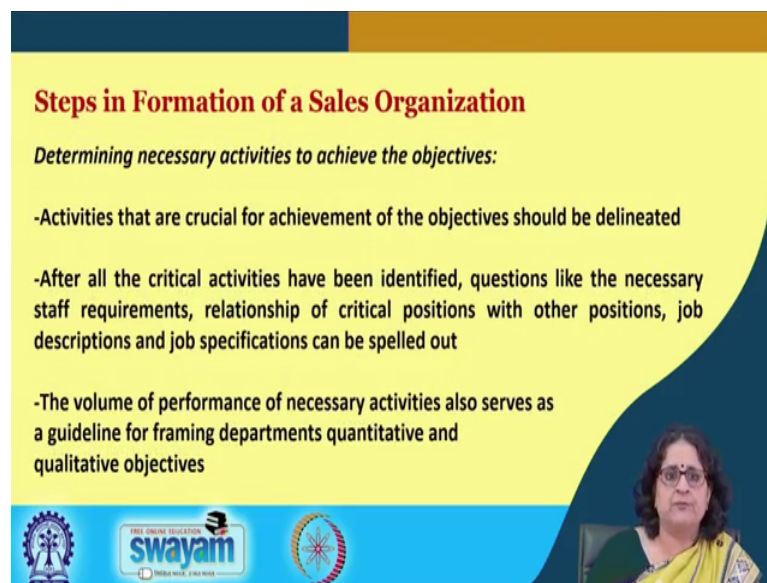
- Quantitative objectives relate to numbers and are financial in nature like number of units to be sold, profitability levels targeted. These service as operating guideposts
- Qualitative objectives could relate to creating a satisfied customer base and a delighted customer workforce this is indispensable for lung run survival of the company

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So, you know objectives can be qualitative, they could be quantitative. Quantitative objectives relate to numbers which are typical numbers like number of units to be sold, profitability levels which are targeted, market share to be attained, so these are important operating guide post. Qualitative objectives are which are more in you know a non numeric and relate to customer satisfaction, loyal customer base, delighted customers and all this is very very important for the long term survival of a company.

So it is very essential that a qualitative objectives are also kept in mind which would mean customer satisfaction, customer delight, customer loyalty addressing customer complaints, entering into customer relationship management exercise so that people you know the customer feels important he feels you know he feels that he is being cared for. And this will also have a ultimate impact on the quantitative objectives which would be in terms of the unit sold, the profitability or the market share which a company is aiming at.

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Steps in Formation of a Sales Organization

Determining necessary activities to achieve the objectives:

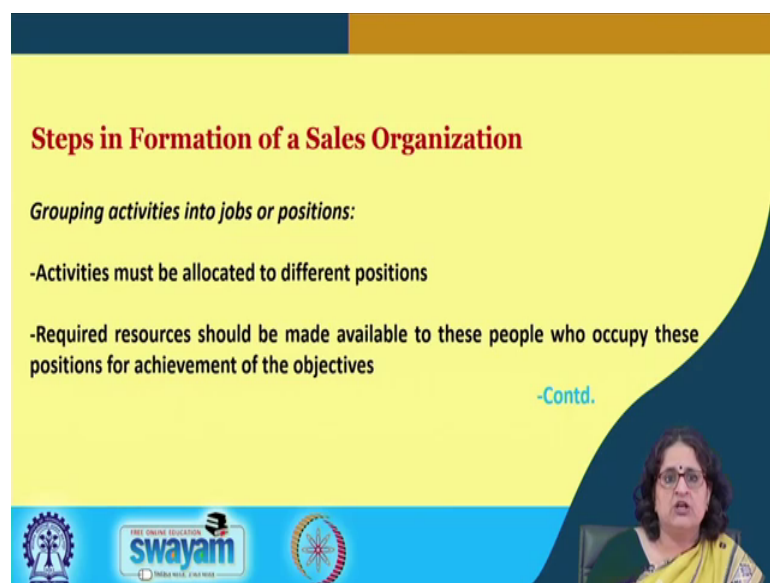
- Activities that are crucial for achievement of the objectives should be delineated
- After all the critical activities have been identified, questions like the necessary staff requirements, relationship of critical positions with other positions, job descriptions and job specifications can be spelled out
- The volume of performance of necessary activities also serves as a guideline for framing departments quantitative and qualitative objectives

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After that you have to identify the activities which are important to gain which are crucial and are important to gain those objectives. So, you know once those activities have been identified the sales the organization would know or the manger would know you know, what are you know critical activities whom are to they whom are they to be delegated to, a relationship all those critical position with other positions, job restriction, job specification.

So, once the activities are known they it the managers would be able to understand how to delegate roles, how to delegate responsibilities? Because, these activities needs to be then clubbed into job positions and job roles. So, they would know that what are these activities, what are these critical activities, what are the kind of job rules required, what are job descriptions, what are job specifications? And so they will be able to move further with respect to hiring or training or in hiring training or may be you know if it some external sources or may be in if it is an internal source promoting people to those level and fitting into those positions.

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Steps in Formation of a Sales Organization

Grouping activities into jobs or positions:

- Activities must be allocated to different positions
- Required resources should be made available to these people who occupy these positions for achievement of the objectives

-Contd.

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So, the next comes in is grouping activities into those positions; the different activities must be grouped into positions and required resources must be made available to people at these levels to achieve objectives. As I said the people may sometime the within the organization who may be transferred or promoted to fill in those positions, sometime people may be hired from outside and whatever it may be the job analysis has to be done which would clearly talk about the job description and the job specification. The job description deals with the nature of the job the duties and responsibility and job specification would be talk deals with the qualifications required the skills, the knowledge required to be able to perform those job roles.

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Steps in Formation of a Sales Organization

Grouping activities to Positions (cont.):

- In small organizations, one position may be entrusted with the responsibility of performing certain tasks but this should not be done for critical activities
- In large organizations, in case when extreme specialization is required, a position may comprise a single activity but this may not be possible in case of small organizations
- The jobs which are of critical importance for sales department and have implication on organizational objectives should not be comprised with, a right fit must exist between jobs and the personnel

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So, in small organizations one position may be interested with the huge amount of responsibility, but in large organization where special things become very specialized. So, you know the jobs are looked at and specialists are you know need to fit into important job roles and job position. The job which are of critical importance for sales organization and have huge you know impact on the sales objectives. It is very important that a right fit or a best fit must be made between the nature of the job and the person who is fitting into that job role. So, first balance has to be made between what the job requires and what the kind of skills and expert is the person should hold to be able to achieve a best fit or a good match.

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Steps in Formation of a Sales Organization

Assignment of Sales Personnel to Positions:

- There must exist a match between the job requirements and personnel selected for performing the particular job
- For some jobs, basic qualifications are required
- But some jobs may altogether require specialized qualifications

-Contd.

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Then sales people are assigned to those positions. Again as we said that has to be match between the job requirement and the person selected for the job. For some job basic qualifications are enough, but for some job highly specialized qualifications may be required and then the organization should you know ensure or provide for mechanisms of coordination and control.

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Steps in Formation of a Sales Organization

Providing for mechanisms Coordination and Control:

- Coordination and control are imperative for personnel who handle teams.
- Both these obtainable through both formal and informal means.
- The core purpose of coordination and control is to make sure that set targets are achieved and in case any modifications are required, they must be executed

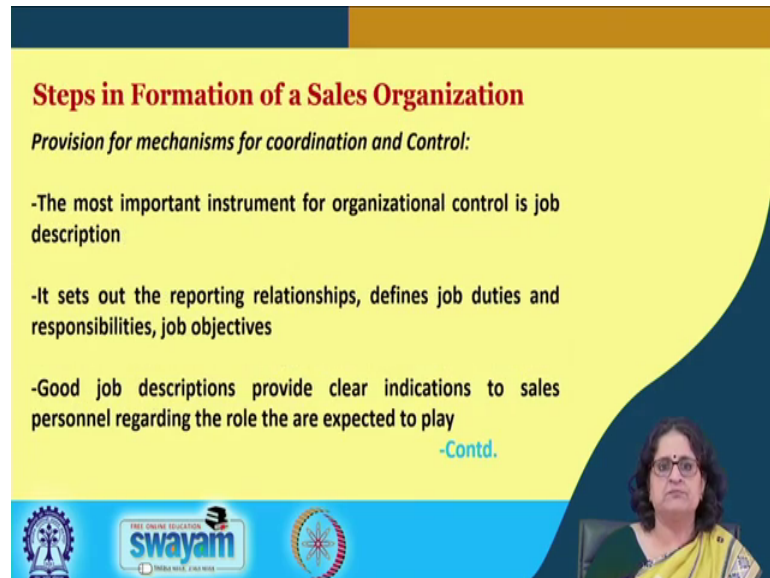
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Until unless the these are mechanism for coordination and control things will be very difficult. Such mechanisms can either be very formal or informal and the objective of

coordination and control is to ensure the targets are achieved and in case there is any modification, they are executed in a proper manner.

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Steps in Formation of a Sales Organization

Provision for mechanisms for coordination and Control:

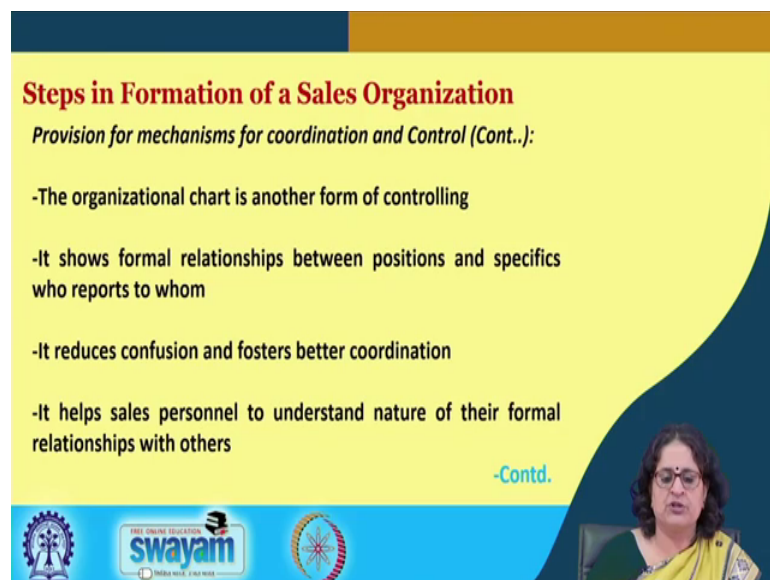
- The most important instrument for organizational control is job description
- It sets out the reporting relationships, defines job duties and responsibilities, job objectives
- Good job descriptions provide clear indications to sales personnel regarding the role they are expected to play

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So, another important instrument for organizational control is a job description which clearly tells you the job duties, responsibilities, reporting relationship. So, this also acts as a mechanism of coordination and control.

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Steps in Formation of a Sales Organization

Provision for mechanisms for coordination and Control (Cont..):

- The organizational chart is another form of controlling
- It shows formal relationships between positions and specifies who reports to whom
- It reduces confusion and fosters better coordination
- It helps sales personnel to understand nature of their formal relationships with others

-Contd.

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The organization chart is another form of controlling, where we know clearly who does what, who does who reports to whom and how the different department we the how the

different you know activity heads or how the different you know the positions get related to each other. It shows formal relationship between positions clearly specifies who reports to him and it kind of produces any chances of chaos confusion it leads to better coordination.

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Conclusion:

This brings us to an end of the fourth lecture on the second module of the Course.

So, with this we come to an end of the 4th lecture on the 2nd module of this particular course.

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References:

- ❑ Still, R.R., Cundiff, E.W., Govoni, N.A.P. and Puri, S. Sales and Distribution Management, 6th Edition, 2017, Pearson India Education Services.
- ❑ Havaladar, K.K. and Cavale V. M., Sales and Distribution Management: Text and cases, 3rd Edition, 2017, McGraw Hill Education (India) Private Limited.
- ❑ Panda, T. and Sahadev, S. Sales and Distribution Management, 2nd Edition, 2011, Oxford University Press, India.
- ❑ Futrell, C. (2008), Fundamentals of Selling, 13th Edition, 2013, McGraw Hill Education.

The references Still, Cundiff, Govoni and Puri, Havaldar and Cavale, Panda and Sahadev and Futrell. I will come to end a conclusion of this particular lecture; we will continue with lecture in the next, we will continue with the topic in the next lecture.

Thank you.