CHAPTER EIGHT

MARKETING PERSONNEL POLICIES

Introduction

A policy decision is manmade, for a course of action, to guide the operations towards the organisation's objectives.

The personnel policies relating to marketing organisation are concerned with (I) Recruitment - (a) of personnel possessing minimum qualifications, (b) from preferred sources and (c) using various selection devises such as tests, interviews etc. (II) Development - This provides basis for promotion, training programmes (on the job versus off the job training) etc. (III) Compensation - to those who work for the achievement of the objectives laid down by the unit.

Any marketing organisation must (1) define what it expects to accomplish through personal selling activity i.e. define the role of the sales force in the total marketing programme viz. the markets the company wants to cultivate emphasis on immediate versus long range sales and market share versus profits etc., (2) determine carefully, the total number of sales force to be employed since it is an expensive asset, (3) define the procedures for recruitment, selection, training, compensation and evaluation.
Personnel policies are clearly laid down and scrupulously followed in the large organisations. They advertise, call for applications, scrutinize, conduct examinations and interviews, rank the candidates and recruit as per the merits. Further, they are regularly trained and are well compensated. Performance appraisal is continuously made on the basis of reporting etc. Thus, a properly selected and appraised staff can give expected results.

Small units for a variety of reasons and their various limitations do not seem to have adequately appreciated the importance of imaginative personnel policies as yet. This was clearly noted in the results under study.

This chapter, therefore, attempts an examination and analysis of the personnel policies of such small scale industrial units against the above background.

Let us now examine the personnel policies of those units employing Managers, Salesmen, Sales Assistants etc. to carry out their marketing function.

(A) ENGINEERING

Following is the list of units which did not have an independent marketing section and even in its absence neither the salesmen nor any sales assistants were also employed:

1. Material handling equipment (2 units)
2. Hydraulic pumps
3. Cycle parts
(4) Valve guides
(5) Resistance welding machines
(6) Turbine pumps
(7) Industrial safety gloves
(8) Crank shafts.

The proprietors/partners of these units were themselves looking after this function. Since no employee was employed for this work, study of personnel policies for the recruitment or training of employees for this section did not arise.

Following is the list of units which did not have an independent marketing section. However, to assist the proprietors/partners either the salesmen or sales assistants were employed:

(1) Machinery
(2) Motors
(3) Material handling equipment.

Let us now examine their personnel policies unit by unit.

(1) Machinery

An application in their own handwriting was obtained from them. They were formally interviewed and were given appointments thereafter. Both the salesmen appointed were called for from the known sources of the partners. Both of them were trained on the job for 6 months and were paid during this period a stipend of around Rs. 150/- p.m. Then
they were confirmed in the service on salary plus yearly increment basis. Halting allowance, travelling expenses were paid to them whenever they were sent on tours. They were submitting daily reports.

(2) Motore

An application in their own handwriting was obtained. They were taken up from sources known to the proprietor. A very formal interview was conducted. They were trained for the first 6 months by giving on the job training. They were paid a consolidated salary of around Rs. 200/- p.m. Thereafter the terms of service were decided, increments given and they were taken up on monthly salary plus yearly increments basis. Halting allowance, travelling expenses were paid to them whenever sent on tour. Tour reports were submitted after returning from tours.

(3) Material Handling Equipments

In fact, this unit did not employ the salesman in a salaried form on full time basis. It employed an outsider who worked for the unit, and brought orders. Commission was paid to him on the orders brought. If he was required to travel for this purpose, he was paid the travelling expenses only. Thus, no training etc. was involved.

Now let us examine the position in the units where an independent marketing section existed. Following were the units of this category:
(1) Gear Boxes

One Manager, four Salesmen and two Sales Assistants were appointed by the unit. They were taken up from the known sources of company's directors, their relations etc. A written application in their own handwriting was obtained, from them. A formal interview was conducted and then they were taken up. The Manager was appointed without stipulating any training period. He was offered monthly salary plus yearly increments. All the salesmen were first taken up on 6 months' on the job training, during which a consolidated stipend of around Rs. 100/- was paid to them. Thereafter they were offered usual terms of monthly salary and yearly increments. The sales assistants were taken up directly on the job with monthly salary plus yearly increments paid to them.

Both, Manager and the Salesmen, when sent on tours, were paid halting allowance and travelling expenses. They had to submit their reports after they returned to their headquarters.

(2) Motor Cycle Accessories

A marketing Manager, four Salesmen and one Sales Assistant was appointed. All these were appointed through known sources. A written application in their own handwriting was obtained from them. A formal interview was conducted and they were absorbed. No training was stipulated for the Manager. He was paid monthly salary and yearly
increments. Two of the four salesmen appointed in the beginning had not undergone any training period. However, on the job 6 months training was given to the two salesmen recruited thereafter. They were paid a stipend of Rs.150/- p.m. during training period. Thereafter, they were paid monthly salary plus commission on sales. The sales assistant was taken up on salary plus yearly increments. No training period was stipulated for him. The Manager and the Salesmen, when deputed on tours were paid halting allowance plus travelling expenses. The salesmen were required to submit daily reports.

(3) Dynamometers

The unit had a very small section with Manager in-charge. He was taken up through known sources. An application in his own hand-writing was taken and a formal interview was conducted. He was trained through on the job assignments. He took an independent charge of the section after one year from the date of his appointment. He was paid halting allowance and travelling expenses whenever sent on tour. He was paid salary plus yearly increments. He was to submit his tour reports having completed the same.

(4) Agricultural Pumps

A small marketing section was there with a manager in-charge. He was taken up through known sources. A handwritten application was obtained from him and he was
formally interviewed. He was paid monthly salary plus yearly increments. He was paid halting allowance and travelling expenses when sent on tour. He was required to submit tour report after having returned from the tour.

(5) **Precision Gauzes**

The unit had a bigger fleet of marketing section compared with other units. There was a marketing Manager. He was taken up through known sources. Four salesmen were appointed by giving advertisement in local papers. Seven assistants were appointed inclusive of a typist. Three of them were appointed a few years back and came through known sources of the unit. The remaining were recruited by inserting an advertisement in newspapers.

No training period was stipulated for the Manager. Salesmen had a training period of one year during which about Rs. 150/- p.m. was paid as stipend. The sales assistants had no training period.

The Manager and the Salesmen both were paid halting allowance and travelling expenses whenever they were sent on tour. They were to submit daily reports.

The whole of the above staff was paid monthly salary and yearly increments.

(6) **Rolling Shutters**

A marketing manager was appointed through known sources. He had no training period stipulated when taken up. Three
salesmen were recruited to assist him. They were also recruited from known sources. Two sales assistants were also there to look after administrative matters and were taken up through known sources.

A written application was taken from all of them and formal interviews were conducted. During the training period of 6 months the salesmen were paid a stipend of around Rs. 150/- p.m. The sales assistants had no training period stipulated.

All of them were taken up on monthly salary and yearly increments basis. Manager and Salesmen, when they went on tour, were paid halting allowance and the travelling expenses. They were to submit weekly reports.

(7) Agricultural Implements

There was a Manager, two Salesmen and a Sales assistant working in this section. All of them had come through known sources. Their application in writing was obtained. Then they were formally interviewed and taken up.

The Marketing Manager and the Sales assistant did not have any training period stipulated. The Manager was experienced and the sales assistant was to handle only the administrative matters. The Salesmen had to undergo a 6 month training programme when they were put on the job/assignments. They were paid a consolidated salary of Rs. 200/- (approx.) during training period and were confirmed after the period was over.
All these employees were taken up on monthly salary and yearly increments basis. Whenever the Manager and the Salesmen were sent on tour, they were paid halting allowance and travelling expenses. They were to submit daily reports.

(8) A job work manufacturing unit manufacturing allen caps had appointed a manager in-charge of the section. He was taken up through known sources. No other staff was employed.

Summary

(1) Eight units out of the total 43 units had independent marketing section, out of which three units employed only Managers in charge of this section. No other sales staff was employed for the section. (Please refer Table 32-A).

(2) The structure of remaining five units was that the Manager appointed in-charge of the section, assisted by salesmen for the field work and the sales assistants doing administrative work in the department.

(3) The Managers, Salesmen, Sales assistants etc. were recruited through known sources. They were either the relations of Proprietors/Partners or their freinds etc. or coming through different levels of business contacts. Recommendations came through either suppliers or through the consumers; specifically from executives of bigger
units etc. The credibility, the dependability etc. of these candidates was guaranteed. Such employees coming through known resources worked hard since they were under direct or indirect obligations of the person who recommended and the Proprietor/Partner who employed them. Instead of going for a public advertisement and spending a lot of money on further process of selecting, the smaller units thus preferred this indirect channel of getting man-power resources.

(4) Training was not observed to have been made compulsory for the managerial cadre since persons appointed at this level had an average experience of 5 minimum years of working in the field on such posts. Perhaps because of such experience earlier, the training was not found necessary for them. Not a single unit stated to have stipulated training for managerial post.

(5) Similarly, the sales assistants whose work was moreover of a clerical nature, were also appointed directly on the job. No training was stipulated to them.

(6) Training was imparted only to the salesmen cadre. Excepting only one or two units, this training period for salesmen happened to be of 6 months duration as a common feature reported by these units. All these salesmen were paid a consolidated stipend ranging from Rs. 100/- to Rs. 200/- during their training period. They were commonly trained through on the job training.
(7) Excepting one unit which paid salary plus commission on yearly sales to its salesmen, all the other units appointed their staff in the marketing section on monthly salary and yearly increment basis.

(8) Though the detailed figures were not available regarding the grades of these employees, following were the common ranges of their pay pockets:

- Managers: Between Rs.350/- p.m. to Rs.500/- p.m.
- Salesmen: Between Rs.200/- p.m. to Rs.400/- p.m.
- Sales Clerks: Between Rs.150/- p.m. to Rs.250/- p.m.

None of the units had full grades of these pay scales as observed in bigger units. Only a consolidated salary was offered to them and yearly increments totally depended upon the well wishes of the owners i.e. Proprietors/Partners of the unit. The performance of these salesmen on one hand and the profits made during the year on the other were the main factors considered while granting increments.

(9) The allowances paid to their sales force were observed common among all these units. Halting allowance was paid for making halts when on tour. The travelling expenses were also paid to them. However, the limit of halting allowance, out of pocket expenses spent on entertainment of consumers varied per unit. No separate figures were indicated regarding such entertainments made for the consumers. But certain limits (not stated by any of these
units) had been stipulated by each unit depending upon its policies. The maximum halting allowance paid by a private limited unit to its Manager and Salesmen was around Rs. 30/- and Rs. 20/- per day respectively.

(10) The Managers and the Salesmen were required to submit reports of their tours. The period of submission of these reports differed with every unit. There were units which made it compulsory to submit daily reports; there were units which informed that the reports were to be submitted after having completed the tour and a single unit made it compulsory to submit weekly reports. However, none of these units had stipulated any standard forms for the submission of these reports. Neither could any of these units tell us how the proper follow-up was maintained on the submission of these reports or the expenses incurred by their salesmen when on tour and/or the frequency of visits made etc.

(11) Excepting a handwritten application and an interview recorded on papers no other procedure or printed forms were there as a system in any of these units excepting one unit manufacturing precision gauzes where prescribed forms and procedure for selecting was observed.

(12) Granting increments was as per the will of every unit. Hence the sales force had to work hard to earn it. However, there was no guarantee of equal justice being done to all.
(B) **ELECTRICALS AND ELECTRONICS**

Following is the list of units which did not have an independent marketing section and no other sales staff was employed to look after this function.

1. Electrical accessories
2. Resistors
3. Regulators.

The Proprietors or Partners of these units themselves looked after this function. No other sales staff was employed to assist them. Hence the existence of specific personnel policies for the employees of this section did not arise.

Now let us examine the position existing in the units where an independent marketing section existed. Following were the units from this category:

1. **Electronic Equipments**

Two officers were appointed; by the unit and the senior of them was designated as manager. Three salesmen employed; assisted them. Both of these category of employees were taken up from known sources.

Both the manager and the officer were on probation for one year during which they were trained by putting them on the job training. They were paid a consolidated salary of Rs. 250/- p.m. during the probation period. All the 3 salesmen had to undergo on-the-job-training for 6 months before they were taken up on permanent basis.
Both, the manager and the officer as well as the salesmen were paid monthly salary and yearly increments. No pay scales were stipulated. Only total emoluments were paid to them. Increments depended upon yearly performance and profits made by the unit. Granting wage rise was stated to be at the discretion of the management.

Both, the manager and the officer and salesmen also were paid halting allowance and travelling expenses whenever they were sent on tour. Both of them had to submit their tour reports after the tour was over.

(2) **Recording Instruments**

One Manager and two Salesmen, both were taken up from known sources of the Partners.

The Manager was directly taken up on the job. There was no training stipulated for him. However, training plus probation was stipulated for both the salesmen for 6 months. They were trained by on-the-job-training method.

A written application was obtained and they were formally interviewed and then were taken up on permanent basis.

Both the Manager and Salesmen were paid monthly salary and yearly increments. Salesmen, during their training period, were paid Rs. 150 p.m. as the consolidated salary.

Both, the Manager and the Salesmen were paid halting allowance and travelling expenses whenever they were sent
on tour. They had to submit their tour reports after the
tour was over.

Summary

(1) One unit was working purely as an ancillary
unit (Electrical accessories) and hence it did not have
an independent section in existence.

(2) The other two units were very small by size and
their operations. Though both of these units existed for
more than 5 years, from the base year (1971), their capital
investment was less than Rs. 0.40 lakh. Their sales were
within a limit of Rs. 1.00 lakh. The coverage of market
observed was not so wide. Hence the profits earned were
not sufficient to sustain an independent marketing section.

(3) Even those two units where this section inde­
dependently existed, were also on quite different footing
so far as their financial position was concerned. The
capital investment of one unit (recording instruments) was
Rs. 1.12 lakhs whereas that of the other (Electronic equip­
ment) was Rs. 7.75 lakhs. The sales of the former unit
were around Rs. 5.13 lakhs per annum; however, that of
the latter were around Rs. 18.66 lakhs per annum. Thus,
by no means could both these units be compared. We can
only conclude that their financial standing was comparatively
at a stage above the other units in the sample.
(4) All the staff members appointed in this section were chosen from known sources by both the units. Manager from one unit (recording instruments) was directly taken up, however, the manager and an officer employed by the other unit (electronic equipment) were to undergo one year's training cum probation period. Salesmen from both the units had to undergo 6 months training period.

All these employees from both the units were paid monthly salary and yearly increments.

The allowances paid by both the units were halting allowance and travelling expenses. Report submission was compulsory after the tour was over in both the units for all the employed.

(C) CHEMICALS

Following is the list of units which did not have an independent marketing section and no other sales staff was employed to look after this function.

(1) Oil Seals (6) Polythene bags
(2) Chemical Resins (7) Foundry chemicals
(3) Rubber components (8) Aromatic chemicals
(4) Rubber components (9) Soaps
(5) Chalk sticks (10) Polythene tubing.

The proprietors or partners of these units themselves looked after this function. Since no other staff was employed for this purpose, recruitment or training of employees for this section did not arise.
Following is the list of units which did not have an independent marketing section. However, to assist the Proprietors/Partners either the salesmen or sales assistants were employed.

(1) **Rubber components**

One sales assistant was employed to assist the Partner in the administrative work, who looked after this section. A written application was obtained, the assistant was formally interviewed and was employed thereafter. No training period was stipulated.

(2) **Dyes**

The marketing section was under the control of one of the Partners. Two sales assistants appointed to assist him were taken up from known sources of the partners. An application in their own handwriting was obtained and they were formally interviewed and appointed. No training period was stipulated and hence they were taken up on the job immediately. They were paid monthly salary and yearly increments.

Now let us examine the position of those units which reported an independent marketing section. Following were the units of this category:

(1) **Chemicals**

The appointment of a manager alone was done in view of the fast declining sales and leading to a possible
closure. He was taken up from known resources and had about 15 years experience, in selling line and hence no training was stipulated. In fact he was brought in to save the unit from closure. He was paid monthly salary plus yearly increments. No other sales staff was employed.

(2) Fibreglass plastics

The unit had appointed a manager to look after this function independently. Two sales assistants were appointed to assist him. All these employees had come through known resources. Written applications were obtained from them and they were formally interviewed. Six months probation period was offered to the Manager and he was directly put on the job. He was offered full salary during his probation period and hence this period cannot be treated as training period. Thereafter he was confirmed in the service. No training was stipulated for sales assistants. Both, the assistants and the Manager were appointed on monthly salary plus yearly increment basis.

The Manager was paid halting allowance and travelling expenses as per company rules whenever he went on tour. He was to submit tour report after his tour was over.

Summary

(1) Only two units out of the total 14 units had an independent marketing section. One unit out of these two units had employed two sales assistants in order to
assist its manager in administrative work (fibreglass plastics). The appointment of the only manager in other unit (chemicals) was to save the unit from facing closure. (Please refer Table 32-C).

(2) In fact there was nothing comparable in these two units. This can be observed from the statistics of their position. The capital of the unit manufacturing chemicals was hardly Rs. 0.14 lakh and the sales were around Rs. 0.50 lakh per annum. The unit was facing losses for last two to three years. Appointment of a manager was to make the unit survive by finding out openings and developing markets for its products whereas the other unit was working on a solid financial platform with its capital investment being Rs. 4.50 lakhs and annual average sales being Rs. 6.00 lakhs.

(3) All the employees from both these units came through known sources i.e. friends, relatives, business contacts etc. of Proprietors/Partners/Managing Director etc. A formal procedure of obtaining a written application from them and conducting their interview was held in both these units.

(4) Managers, from both these units, were not stipulated any training period. A manager employed by the unit manufacturing fibreglass plastics had to undergo 6 months probation period before becoming a permanent employee.
The sales assistants employed, only by this unit, were not stipulated any training period since they were to handle administrative work only. They were taken up directly on the job on permanent basis.

(5) All these employees from both the units were employed on monthly salary and yearly increment basis.

(6) Managers, going on tours, were paid halting allowance and travelling expenses and were required to submit their tour reports after having returned from the tour. The allowances paid depended upon the earnings of the unit. The unit manufacturing fibre-glass plastics paid Rs. 40/- per day as halting allowance and I class railway fare and coolie and conveyance charges. However, the other manager (chemicals) was expected to spend as little as possible and was paid actuals so as to fit into its precarious financial position. For the submission of reports no standard forms were designed by any of these units.

(7) The remaining 12 units did not have an independent marketing section. However, two units out of these, employed additional sales staff to help their Proprietors/Partners. A unit manufacturing dyes appointed 2 sales assistants directly on the job on monthly salary basis. A unit manufacturing rubber components appointed one salesman on monthly salary basis. No training was given to him.
He was put directly on the job. He was to submit daily reports. He was paid conveyance charges.

**D) PAPER PRODUCTS**

Following is the list of units which did not have an independent marketing section and no other sales staff was employed to look after this function.

1. Coated papers
2. Boxes
3. Cardboard papers.

One of the partners of all these units looked after this function by themselves. Since no other employee was employed, study of personnel policies for the recruitment or training of employees for this section did not arise.

Following is the only unit which, though it did not have an independent marketing section, had employed two sales assistants to assist its partner in the administrative matters. This unit manufactured water proof paper and had taken up these employees through known sources. A formal written application was obtained and an interview was formally held and they were taken up in the employment directly on the job. They were paid monthly salary plus yearly increments.

The only unit which had an independent marketing section in existence was manufacturing corrugated boxes. It had employed a manager as in-charge of this section and
two sales assistants to assist him in administrative work. All of these employees had come through known sources of the directors of the company. The manager appointed was on probation for 6 months but was paid full salary as per terms of employment agreed and was put on the job directly. No training period as such was stipulated. No training period was also stipulated to sales assistants. They were also directly taken up on the job. Both the manager and the sales assistants were paid monthly salary and yearly increments. Manager, when was sent on tour, was paid halting allowance of Rs. 20/- maximum per day and travelling expenses. He was to submit the reports after having returned from the tour. No standard forms for reporting were stipulated.

Summary

(1) Only one unit manufacturing corrugated boxes had an independent marketing section. The clientele of this unit was wide spread compared to other units manufacturing water proof paper or wax coated papers. These latter units had limited clientele i.e. a few bigger units consuming their full production and hence though their sales figures were in the higher range, they did not establish an independent marketing section.

(2) Two sales assistants were employed by the unit manufacturing water proof paper for administrative work.
(3) As seen in the other category of industries, here also the applicants came from known sources of the owners, formal applications were obtained from them and formal interviews, thereafter were conducted. No training was stipulated to the manager employed. No training was also stipulated, for sales assistants.

(4) Monthly salary plus yearly increments was a normal method for compensation. Report submission was compulsory after the tour was over. Similar set of allowances as seen earlier i.e. halting allowance, travelling expenses etc. were paid by this unit also.

(E) MINERALS AND METALS

Following is the list of units which did not have an independent marketing section and no other sales staff was employed to look after this function:

1. Ceramic products
2. Cement articles
3. Castings (3 units in all)
4. Utensils
5. Cement tiles.

The proprietors or partners of these units themselves were looking after this function. These units, excepting the one manufacturing utensils were very small in size. The reason for the unit manufacturing utensils for not having an independent section has already been dealt with earlier
on page 194. Hence in absence of any marketing section of independent nature, the question of deciding personnel policies in these unit does not arise.

Only a single unit had an independent marketing section. It manufactured RCC spun pipes and had a wider clientele group inclusive of Government and Semi-Government Bodies. A Manager was appointed to look after this function. He was qualified and had 5 years experience in the selling line. Four salesmen were also appointed to help the manager, who were not qualified but had an average experience of 5 years each.

No training period was stipulated to the Manager. However, 6 months on the job training was imparted to salesmen during which a consolidated salary of Rs. 150/- per month was paid to them. The Manager and salesmen both were paid monthly salary and yearly increments.

Whenever the Manager or salesmen were on tour they were paid halting allowance and the travelling expenses. All of them were to submit reports after they returned from tour.

(F) MISCELLANEOUS

None of the units, included in this category had an independent marketing section. None of these units had either employed any salesmen or sales assistants even. Considering the investments made in the business of an an average
Rs. 0.50 lakh and the sales volume of on an average around Rs. 1.00 lakh, it was not possible for them to consider the appointment of even a sales assistant.

**Conclusion**

(A) All the units where independent marketing section existed manufactured independent products.

(B) These sections were usually headed by the Managers. These managers worked under the guidance of proprietors or partners of the units to carry out the marketing policies decided by the unit.

(C) The Salesmen/Sales assistants were appointed to assist the managers. Salesmen took care of operational field, whereas the sales assistants looked after the administrative work of the department/section.

(D) The appointment of a salesman/sales assistant depended upon company policies wherein factors like coverage of markets, nature of product, competition, sales volume, financial position etc were considered. There were units smaller by size which did not appoint either of these two for their marketing section. The marketing section in such cases was however looked after only by the manager employed.

(E) There were units where independent marketing section did not exist. The partners/proprietors of such units carried out this function in addition to their other
functions. However, in some cases, to assist them salesmen/sales assistants were appointed. Hence while examining personnel policies, such cases were also considered.

(F) All these three categories of employees i.e. managers, salesmen and sales assistants were employed through known sources. For employing one or two of such employees it was not possible for these units to spend money on advertising, calling applications etc. Absorbing people through known sources also had some other advantages as stated by them. These employees put in sincere and hard work under the obligations of recommendator and also of the employer. They could be relied upon and were loyal and would not usually deceive the employer. By employing through known sources business contacts grew and some additional business was assured etc.

(G) A written application in their own handwriting was obtained. A formal interview was conducted and recorded on the paper. Both these steps were observed to be a mere formality.

(H) Managers were not put on the training because they had earlier handled these positions and were also qualified. Since, the salesmen were to be on the field of selling products, they were usually put on 6 months minimum training by almost all the units. Salesmen were also qualified and experienced. Sales assistants, since they
handled a purely administrative work were not stipulated any training period.

(I) Probation period of 6 months was usually prescribed by the units to managers and also to salesmen, after their training was over, before confirmation. Sales assistants were directly appointed.

(J) All these employees were usually taken up on monthly salary and yearly increment basis.

(K) If and when went on tour, the managers and the salesmen were paid halting allowance in general, not exceeding Rs. 30/- and Rs. 20/- respectively per day and the actual travelling expenses incurred by them on tour. No other allowances were paid.

(L) Depending upon the policy of each unit, the frequency of report submission varied from the daily submission of reports on one hand to the submission of reports after the end of the tour on the other.

(M) By and large, a separately functioning marketing section was absent in majority units. Where, such a section was in existence, the staff was employed on random basis. There did not appear to be any scientific thinking evolved, while employing sales staff, which had any direct or indirect relation with the marketing policies laid down by these units. Hence, adequacy or otherwise of sales staff employed also could not be neatly explained by these units.
It is, therefore, desirable that these units clearly lay down the objectives to be achieved over a particular span of time, project the volume of sales to be achieved during such a period, in a phased manner and then decide the recruitment policy for the sales staff to be employed over the span above. According to the recruitment be planned, their training programmes arranged and their targets fixed etc.

(N) There was no clearly defined recruitment policy observed in these units. The units preferred to approach their familiar sources while selecting staff to man this section. The posts were very rarely advertised on the grounds of economy in expenditure. However, formal procedures are desirable to secure the best of choice. A healthy, imaginative, self confident person with initiative and drive will turn the tables for the company overcoming competition at ease.

(0) The sales staff, immediately after recruitment was put on the job with obvious limitations. A salesman approaching a consumer, not knowing the company objectives and thorough product knowledge may lose reputation for the company. It is, therefore, desirable that the knowledge regarding the technology, the product, the company objectives, the selling techniques, the competitors, the pricing methodology etc. will have to be imparted to equip him fully to make his job a fast selling job.
(P) It is necessary to have their compensation policies clearly defined and in line with those of their competitors or the industry in general. This will ensure the job security for the employees and the turnover of sales force could be reduced. This would also keep the employees contended and they would strive for better results.

(Q) There were no systems to check the touring expenses of the sales force. A properly laid down procedure with a follow up through reports would help the units to keep these costs under control.