

Distinguishing between Entrepreneurial Sales People and Sales People Based on Salesmanship

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ABSTRACT

Salesmanship, especially its measurement is one of the topics in marketing that has not been well explored by researchers. The study explores salesmanship by extending upon the 7 Ps namely Passion, Perseverance, Positiveness, Professionalism, Personableness, Preparedness and Proactiveness as proposed by Kim (2005) and is based on the 10 Ps as proposed by Ramana (forthcoming). The additional 3 Ps proposed by Ramana (forthcoming) are Pragmatism, Placidness and Prudence. The objective of the study is to find whether there is a difference in the level of salesmanship between entrepreneurial sales people and sales people based on 10 Ps. The results of the present study indicate that there is a significant difference between non-entrepreneurial sales people and entrepreneurial sales people based on the 10 Ps of Salesmanship. The present study has implications for academicians, researchers and practitioners and provides directions for future research.

Keywords: *Salesmanship; Entrepreneurial sales people; Characteristics.*

1.0 Introduction

Existing literature on entrepreneurship emphasizes on the functional skills of entrepreneurs, especially sales skills. There are many in-depth studies that have been conducted with a focus on finding the distinguishing attributes and skills of entrepreneurs in comparison to non-entrepreneurs (McClelland, 1961; Bhide, 2000; McCormack, 1984, Miner, 1990, Rauch and Frese, 2000). However, there are few studies that have focused solely on salesmanship to compare entrepreneurs and non-entrepreneurs.

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To the knowledge of the authors, this is the first of its kind investigating whether entrepreneurial sales people (entrepreneurs who themselves have been involved in personal selling) and sales people (who are employees of organizations) can be distinguished based on salesmanship. Cheng (2005) proposed 7 Ps of salesmanship. The 7 Ps as mentioned by Cheng (2005) are passion, persistence, proactive, personableness, preparedness, professionalism and positiveness. Ramana et al. (forthcoming) proposed a 10 P model by adding 3 additional Ps to the 7 P model as proposed by Cheng (2005). These 3 Ps are Pragmatism, Placidness and Prudence. The objective of the present study is to find whether there is a difference in the level of salesmanship between entrepreneurial sales people and sales people based on Passion, Perseverance, Positiveness, Professionalism, Personableness, Preparedness, Proactiveness, Pragmatism, Placidness and Prudence.

Tabasum, Ibrahim, Rabbani, & Asif (2015) conducted a study to examine the impact of personality of salesperson on customer perception and sales. Tabasum et al. (2015) suggests that personality traits of salesperson influence both customer perception and sales. Tesdimir, M. Z., Asghar, M. Z., and Saeed S. (2012) conducted a study to explore the effect of personality traits and job satisfaction. Also the study examines the effects of personality traits. Rose (2015) investigates the antecedents of sales success by examining the validity of personality as a predictor of sales performance in the context of Multi-level Marketing. Grangee and Roodt (2001) examined whether personality and measure of cognitive ability (verbal reasoning ability) would significantly predict job performance and subsequently demonstrated that certain personality dimensions significantly predict job performance and that verbal reasoning ability did not have any significant predictive power. Grant (2013) conducted a study to investigate whether extraversion contributes to sales performance and further explored the correlation between extraversion and sales performance and suggests that individuals whose personality reflects a combination of introvert and extrovert features demonstrate superior performance in sales.

Terho, Kairisto-Mertanen, Bellenger, Johnston (2013) examined the moderating effects related to the homological network of goal orientation in the context of selling. Terho et al. (2013) suggest that the effectiveness of learning orientation is contingent on selling experience and that learning orientation affects performance also indirectly by helping salespeople adapting their sales styles more effectively. Cvetkoska & Iliev (2017) conducted a study to investigate which criteria are most important for the managers in the process of selecting a candidate for the position of sales person. Also the study develops an AHP model for ranking of applicant candidates for the position. Salleh and Kamaruddin (2017) conducted a study to explore the effects of personality attributes

in determining the sales performance of Takaful (Islamic Insurance Agents), and concluded that Self-Efficacy and Self-monitoring were found to be positively related to sales performance.

Sundararajan and Srinivasan (2015) conducted a study on salesmanship skill in the context of the Indian pharmaceutical industry. The study investigated the skill sets which are the determining factors for developing an increased effectiveness in the sales force and are listed as adaptability, consultative selling, negotiation amongst others.

Magandini and Ngwenya (2015) investigated the effects of self-efficacy, locus of control and proactive personality in determining sales performance in the telecommunication sector internet service providers (ISPs) in particular. Quinn (2001) explored the concept of sales techniques, persuasion and undue influence. The study focused on two questions. First, how do sales techniques and differ from undue influence? Second, is there such a thing as undue influence? Waheed, Yang, & Webber (2017) examines the relationship between the five factor model of personality traits and sales performance in Pakistan. Waheed et al. (2017) demonstrated a positive effect of the five factor model on sales performance among various industries in Pakistan. Yeh, Lester, & Tauber (1986) suggested that sales people showed their productivity in selling housing was related negatively to their subjective level of stress.

Madhani (2015) applied game theory in the areas of sales force and compensation systems, and suggested that the inclination for salespeople to make unethical choices can be reduced by designing an appropriate sales force and a relevant compensation plan. Verbeke, W., Dietz, B., & Verwaal, E. (2011) conducted a comprehensive review of the full spectrum of sales performance drivers. The study makes two observations. First, five sub-categories demonstrate significant relation with sales performance namely sales related knowledge, degree of adaptiveness, role ambiguity, cognitive aptitude and work engagement. Lacmanovic (2006) suggested innovative approaches to challenges of motivating the sales people and in the process, emphasized on segmenting sales force, grouping the salesperson according to their motivational needs and offering them diverse reward system per each group for motivating the sales people. Rentz, Shepherd, Tashchian, Dabholkar, & Ladd (2002) attempts to identify a model of sales skills consisting of three components of interpersonal skills, salesmanship skills, and technical skills. Rentz et al. (2002) developed a selling skill scale, which is reliable and valid instrument.

Herche, J., Swenson, M. J., and Verbeke, W. (1996) evaluated the transportability of personal selling measures across cultural boundaries. The study distinguishes between etic and emic approaches to developing measures for cross cultural boundaries.

Murithi (2015) conducted a study of agricultural products in Kenya. The effectiveness of personal selling with respect to women was clearly established in the sales process.

Kemp, Borders, & Ricks (2012) investigates the role that a salesperson's ability to regulate his or her emotions was on burnout, motivation, selling behaviours and perceived performance. The study demonstrated that cognitive reappraisal is positively related to adaptive selling behaviour, which is positively related to perceived performance. Also, the study suggests that cognitive reappraisal is negatively related to ruminative propensity and emotional exhaustion.

Yousif (2016) conducted a study to find the impact of personal selling on the purchase behaviour for youth in buying clothes. The study recommends the importance of training and qualification for salespersons in personal selling to help them deal truthfully with customers and developing the ability to negotiate. Román and Iacobucci (2009) explore the concept of adaptive selling. The results of the study suggest that a salesperson's perception of the firm's customer orientation has an effect on adaptive selling behaviour through the sales person's adaptive selling, confidence, role ambiguity, intrinsic motivation and customer qualification skills. The study also suggested that adaptive selling enhances selling sales person's outcome performance. customer evaluation of satisfaction with the product and with the sales person, which enhance customer's anticipation of future interactions in the sales person.

Anyadighibe, Awara, & Esu (2014) investigated the cause-effect relationship between personal selling and productivity in the context of banks in Nigeria. The results are two-fold. Firstly, personal selling and customer relationship are positively correlated. Further, it was also found that personal selling contributes to higher sales volume.

Wang (2000) attempts to understand the effects of select personal factors on salesman performance and subsequently suggests an individual level model of salesperson performance. The study developed a scale of salesperson creativity.

Bernard, Boillat, Legner, & Andritsos (2012) propose a framework for applying process mining to sales, comprising a refined notation and seven process mining analysis scenarios. Goad (2014) investigates sales person listening from varying research approaches in three essays. The results of the study provide evidence that salesperson listening is a process with only the behavioural components having a positive impact on both customer satisfaction and customer loyalty to the firm. The study demonstrated that a lack of salesperson diligence actually diminishes the positive effect of the responding aspect of listening on customer satisfaction. Also, it was found from the study that responding dimension of the listening is preceded by pre-interaction salesperson

behaviour and followed by post interaction sales behaviour, which have a positive impact on salesperson's performance.

Fam and Merriles (1998) argue that a nation's preferences for a particular promotion tool is influenced by the degree of cultural orientation as measured by Hofstede's (1980) collectivism index. They test the assumption that a high score on collectivism index increases a nation's preference for interpersonal communication tools like personal selling. The study uses individual level data from Australia and Hong Kong to test this assumption. Swan, Bowers, & Richardson (1999) focuses on the concept of trust in the context of personal selling. The study makes two conclusions. First, trust has a moderately but beneficial influence on the development of positive customer attitude, intention and behaviour. Customers have modest influence over the development of trust between themselves and their customers. The study presents a comprehensive model of the role of trust in sales.

Wong and Tan (2018) conducted a study with a focus on the concept of adaptive selling and demonstrated that control and empowerment practices of promoting participation in decision-making, expressing confidence, and providing autonomy had significant relationships with salesperson's practice of adaptive selling behaviour. Rouziès and Onyemah (2018) reviews various insights provided by empirical research pertaining to sales force compensation. The study discusses how plan should be designed according to the dominant research stream and contrasts research finding with actual sales force compensation policies. Wisker (2015) investigates the impact of emotional intelligence on sales performance. The study indicated that emotional intelligence was not found to impact sales performance directly but through a variable, adaptive selling behaviour.

Bächli-Bolvako (2011) examined the various activities and behavioural aspects of sales persons operating in the IT sector. The study conceptualised a theoretical framework that identified eleven domains delineating the performers and the non-performers in the given team. McCormack (1984) suggest that sales skills combined with street smarts enhances the chance of success in a new business. Bhide (2000) suggested that sales skills and tolerance for ambiguity are critical for achieving start-up success and that entrepreneurs need to possess these attributes.

Rothmann and Coetzer (2003) conducted a study to observe the direct relationship between personality characteristic and job performance. Some studies used the big five factor model as a fundamental for assessing the correlation between personality and sales performance. (Hurtz & Donovan, 2000; Smith & Tennessee, 2000).

It has also been proposed through some studies that psychological behaviour within the specific context of job performance can be decoded by an analysis of

individual person's characteristics (Consiglio, Alessandri, Borgogni, & Piccolo, 2013; Hurtz & Donovan, 2000).

Piercy, Cravens, & Morgan (1998) compared behaviour-based versus outcome-based control systems and concluded that the former significantly enhances the salespersons' effectiveness. A few studies have focussed on the impact of big five personality traits on sales performance (Thoresen, Bradley, Bliese, & Thoresen, 2004a). Arndt & Karande (2012) examined individualised versus team-aligned customer orientation with respect to sales performance.

Furnham & Fudge (2008) investigated the impact of Big Five Personality traits on sales performance. The study demonstrated that only two traits namely Conscientiousness and Openness positively influence sales performance.

Hurtz & Donovan (2000) explored the correlation between Big Five Traits and performance in the context of a sales job. The study suggests that conscientiousness is critical for sales professionals.

Yakasai and Jan (2015) attempt to fill a gap in the literature on sales performance by investigating the correlation among between Big Five Personality Traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism), customer orientation and sales performance. The authors suggest that culture is a moderating variable between sales performance and customer orientation and proposes a conceptual model for salespeople's performance.

A few studies focused on a set of criteria that are considered critical for achieving sales performance. (Colletti & Tubridy, 1993; Campbell, 1990). Barrick, Mount, & Gupta (2003) explore the correlation between Five Factor Model and Holland's Occupational Types model. The study concludes that each of these models have their own uniqueness and cannot be used interchangeably.

2.0 Methodology

The present study is empirical in nature and uses primary data for testing hypotheses about the salesmanship of two groups of individuals. The geographical coverage for the study comprises of three states in Andhra Pradesh, Telangana and Gujarat. Guntur in Andhra Pradesh, Hyderabad in Telangana, Surat in Gujarat have been selected for the study. The authors used three sources namely internet, local chamber of commerce and industries department to identify respondents for the study. For the purpose of the study, an entrepreneurial salespeople are individuals who have carried out the personal selling activity for their own firms. Salespeople are individuals who carry out the personal selling activity for others as an employee. Personal Interviews were

conducted with a total of two hundred and forty eight respondents. Out of the two hundred and forty eight respondents, one hundred and twenty four were entrepreneurial sales people (entrepreneurs involved with personal selling) and the other one hundred and twenty four were sales people working in different companies. The instrument for measuring salesmanship was taken from Ramana (forthcoming). The schedule comprised of two parts namely Part A and Part B. Part A covered the socio demographic data of respondents and in Part B the instrument to measure salesmanship was included (given in Appendix). A total of ten hypotheses have been developed for the study. The following are the hypotheses tested for the present study:

2.1 Hypotheses

The following hypotheses with respect to non-entrepreneurial sales people (NESP) and entrepreneurial sales people (EPSP) have been developed for the present study

H01: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Passion.

H02: There is no difference between non-entrepreneurial sales people and entrepreneurial sales based on the level of Personableness.

H03: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Proactiveness.

H04: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Preparedness.

H05: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Positiveness.

H06: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Professionalism.

H07: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Persistence.

H08: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Pragmatism.

H09: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Placidness.

H10: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Prudence.

3.0 Analysis and Discussion

The data were analysed using SPSS and the statistical tool used was t-test since the study involved testing for differences between two samples. All the hypotheses formulated under the study were tested accordingly. The results of the study are significant with respect to identifying the differentiating factors for the non-entrepreneurial sales people vis-à-vis entrepreneurial sales people based on the various factors of salesmanship. The tables for all the ten Ps along with the group statistics and the independent samples tests thereof are listed in Tables 1-10 .

Tables for Group Statistics and Independent Samples Tests of Hypotheses

Table 1: Passion: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Passion	EPSP	124	4.3274	.27030	.02427
	NESP	124	2.0806	.31947	.02869

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Passion	Equal variances assumed	5.218	.023	59.786	246	.000	2.24677	.03758	2.17275	2.32079
	Equal variances not assumed			59.786	239.435	.000	2.24677	.03758	2.17274	2.32080

Table 2: Personableness: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Personableness	EPSP	124	4.2790	.27916	.02507
	NESP	124	2.1306	.34220	.03073

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Personableness	Equal variances	3.074	.081	54.171	246	.000	2.14839	.03966	2.07027	2.22650

	assumed									
	Equal variances not assumed			54.171	236.461	.000	2.14839	.03966	2.07026	2.2265 2

Table 3: Proactiveness: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Proactiveness	EPSP	124	4.3968	.28397	.02550
	NESP	124	2.1145	.42074	.03778

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Proactiveness	Equal variances assumed	35.837	.000	50.067	246	.000	2.28226	.04558	2.19247	2.37204
	Equal variances not assumed			50.067	215.803	.000	2.28226	.04558	2.19241	2.37211

Table 4: Preparedness: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Preparedness	EPSP	124	4.3565	.29473	.02647
	NESP	124	2.2016	.49616	.04456

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Preparedness	Equal variances assumed	18.277	.000	41.579	246	.000	2.15484	.05183	2.05276	2.25692
	Equal variances not assumed			41.579	200.194	.000	2.15484	.05183	2.05265	2.25703

Table 5: Positiveness: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Positiveness	EPSP	124	4.3565	.29473	.02647
	NESP	124	2.2016	.49616	.04456

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Positiveness	Equal variances assumed	18.277	.000	41.579	246	.000	2.15484	.05183	2.05276	2.25692
	Equal variances not assumed			41.579	200.194	.000	2.15484	.05183	2.05265	2.25703

Table 6: Professionalism: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Professionalism	EPSP	124	4.3742	.26500	.02380
	NESP	124	2.0113	.35182	.03159

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Professionalism	Equal variances assumed	15.331	.000	59.739	246	.000	2.36290	.03955	2.28500	2.44081
	Equal variances not assumed			59.739	228.582	.000	2.36290	.03955	2.28497	2.44084

Table 7: Persistence: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Persistence	EPSP	124	4.3629	.31064	.02790
	NESP	124	2.0758	.38135	.03425

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Persistence	Equal variances assumed	7.605	.006	51.779	246	.000	2.28710	.04417	2.20010	2.37410
	Equal variances not assumed			51.779	236.334	.000	2.28710	.04417	2.20008	2.37411

Table 8: Pragmatism: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Pragmatism	EPSP	124	4.5970	.29040	.02608
	NESP	124	3.7141	.54927	.04933

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Pragmatism	Equal variances assumed	89.546	.000	15.824	246	.000	.88290	.05580	.77301	.99280
	Equal variances not assumed			15.824	186.780	.000	.88290	.05580	.77283	.99297

Table 9: Placidness: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Placidness	EPSP	124	4.5538	.31027	.02786
	NESP	124	4.1852	.41929	.03765

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Placidness	Equal variances assumed	9.197	.003	7.868	246	.000	.36855	.04684	.27629	.46081
	Equal variances not assumed			7.868	226.633	.000	.36855	.04684	.27625	.46085

Table 10: Prudence: Group Statistics

	Category of Salesperson	N	Mean	Std. Deviation	Std. Error Mean
Prudence	EPSP	124	4.7460	.35639	.03201
	NESP	124	3.5040	.30240	.02716

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Prudence	Equal variances assumed	1.297	.256	29.588	246	.000	1.24194	.04197	1.15926	1.32461
	Equal variances not assumed			29.588	239.647	.000	1.24194	.04197	1.15925	1.32462

4.0 Results

H01: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Passion. **Rejected**

H02: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Personableness. **Rejected**

H03: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Proactiveness. **Rejected**

H04: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Preparedness. **Rejected**

H05: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Positiveness. **Rejected**

H06: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on the level of Professionalism. **Rejected**

H07: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Persistence. **Rejected**

H08: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Pragmatism. **Rejected**

H09: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Placidness. **Rejected**

H10: There is no difference between non-entrepreneurial sales people and entrepreneurial sales people based on Prudence. **Rejected**

Based on the results and the subsequent analysis, it may be concluded that there is a significant difference between non-entrepreneurial sales people and entrepreneurial sales people based on the 10 Ps of Salesmanship.

5.0 Limitations of the Study

The present study has three major limitations. First, the study does not have a separate instrument to measure salesmanship for experienced sales people. Various other attributes like Volume of Sales, Relationships, Repeat Orders need to be considered for measuring experienced sales people. Second, the present study has not strongly established the validity of the instrument for measuring salesmanship. Third, the study assumes that all the attributes of salesmanship as stable.

6.0 Implications of the Study

The present study has major implications for academicians, researchers and practitioners. Academicians can disseminate the knowledge about salesmanship to students and help them in identifying and improving their sales potential. Researchers can use the instrument of salesmanship to further explore various performance related aspects of business executives and entrepreneurs. Also various interdisciplinary studies can be conducted based on the outcome of the study. An exploration of the construct of salesmanship will enable companies in two major ways. One, organizations can strengthen their hiring process and identify the best available talent in the market. Second, they can provide training to average performers among sales people, which in turn will enhance their salesmanship and ultimately boost the sales of the organization. The present study provides directions for future research.

6.1 Future Directions for Research

The present study provides direction for future research. Future researchers can aim for a broader geographical coverage for the study. The instrument for salesmanship can be further improvised by including both personality as well as work related dimensions. For example, repeat orders and positive feedback from customers can go into the design of a new instrument to measure salesmanship.

Appendix: Part A- Socio Demographic Profile of Respondents

For Entrepreneurial Sales People	For Sales People
1. Name of the Entrepreneur:	1. Name of the Salesperson:
2. Educational Qualification	2. Educational Qualification:
3. Work Experience Before Starting own Business:	3. Attended any sales training programs:
4. Native Place:	4. Work Experience (in personal selling):
5. Location of Business:	5. Native Place:
6. Field of Business:	6. Location of Business:
7. Solo/Team:	7. Field of Business:
8. Initial Investment in the Business:	8. Any training provided by the employer:
9. Number of Years of operation of the Business:	
10. Support received from friends and relatives:	

Part B- Instruments to Measure Salesmanship**Passion**

1. I am highly enthusiastic about being involved in my professional activities.
2. I do not put monetary value on the time and efforts that I use for activities that I like the most.
3. I get happiness in doing whatever comes in my way under any situations and circumstances
4. I am deeply attached to my role and duties
5. The more I get involved in my business, the more I develop an intense desire to operate and grow it.

Personableness

1. I am very much conscious of my appearance, which reflects my identity.
2. Irrespective of one's looks, grooming is critical for one's appearance.
3. I have a pleasing personality.
4. People including strangers will like to keep company with me.
5. I have a high level of self-confidence

Proactiveness

1. I can predict very well in various situations.
2. I always act in advance of a future situation.

3. I like taking control of things.
4. I make things happen rather than adjusting to changed circumstances.
5. I try to change things before they happen and affect me.

Preparedness

1. I am well informed in advance before approaching customers and clients.
2. I have an in-depth knowledge about my products in comparison to others
3. I take precautions to avoid pitfalls when I approach my customers
4. I emphasise a lot on planning before I try to sell or negotiate.
5. I have a strong ability to learn to excel and justify my roles and responsibilities

Positiveness

1. I try to be optimistic in all situations and circumstances
2. I generally avoid negativism and try my level best that it should not affect my work
3. I am self-motivated
4. I am open to wise suggestions, which are in the best interest of my organisation
5. I do not lose my self-confidence because of setbacks

Professionalism

1. I keep up to my promises
2. I have an unwavering commitment to exceed others' expectations
3. I maintain mannerism while dealing with others
4. I believe that I am accountable for all my actions
5. I am always polished in my behaviour

Persistence

1. I have a high level of tenacity
2. I do not give up easily under any circumstances
3. I try things until they reach excellence to achieve success
4. I do not change my opinion even if I experience failure
5. I have a high level of patience while dealing with others

Pragmatism

1. I am very practical in my approach in personal and professional life
2. I will evaluate any option in terms of outcome
3. I will attach importance to a theory only if it has practical value

Placidness

1. I do not respond to criticism with an agitated mind
2. I remain calm and composed even in difficult situations
3. I believe that a calm mind will enable me to come up with better solutions than when I am not calm

Prudence

1. I believe that no amount of knowledge, ability and skills is a substitute for common sense.
2. I am very careful when dealing with people and situations.
3. If I am not sure about getting a task done or collecting the right information, I will take advice from experts.
4. I am extremely cautious about making judgments about people, situations and outcomes.

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