



Level 5 Award in Account Management (5A11)

500/3664/6

Syllabus

Programme Overview

The Level 5 Award in Account Management is a programme based on Account Management (AM) and is both a stand alone Award and a contribution of credits towards the Certificate and Diploma in Account Management.

Candidates can choose whether they wish to study for the Diploma immediately, or whether they would prefer to start with the Award, gain the credits, go on to the Certificate later, gain the credits and then study for the Diploma at a later date. This overview gives a full explanation of these options.

Achievement at Level 5 reflects the ability to identify and use relevant understanding, methods and skills to address problems that are well-defined but complex and non-routine. It includes taking responsibility for overall courses of action as well as exercising autonomy and judgement within broad parameters. It also reflects understanding of different perspectives or approaches within an area of study or work.

This syllabus states the Learning Outcomes and Indicative Content for the Level 5 Award in Account Management Unit, Unit 1.

All five Units that make up the Diploma in Account Management/Diploma in Sales Management are mapped against the Marketing and Sales Standards Setting Body (MSSSB) standards, and the Qualifications and Curriculum Authority (QCA) Key Skills criteria:

- Communication (C)
- Application of number (N)
- Information technology (IT)
- Working with others (WO)
- Improving own learning and performance (LP)
- Problem solving (PS)

Structure

Candidates completing Unit 1 successfully will receive the Level 5 Award in Account Management.

Unit 1 Account Management Principles and Practice

Guided Learning Hours (GLH) and Notional Learning Hours (NLH)

Guided Learning Hours are those hours either in class or guided by the tutor/trainer e.g. through taught classroom sessions, or exercises to be completed in workbooks or perhaps a distance learning package with assessments; Guided Learning Hours do not include the formal assessments (end of Unit assessments or Investigative Project in Sales and Marketing). Notional Learning Hours include all of the above plus all formal assessments.

Level 5 Award in Account Management

This Level 5 Award in Account Management consists of one Unit, Unit 1, with one end of Unit assessment internally marked and externally moderated by the ISMM. The Level 5 Award in Account Management has 60 Guided Learning Hours and 120 Notional Learning Hours.

ISMM L5 Award Overview

	Unit 1 60 GLH	Unit 2 60 GLH	Unit 3 70 GLH	Unit 4 70 GLH	Unit 5 IP SM 5 GLH
ISMM L5 Award in Account Management	✓				

Aims and Objectives

The Level 5 Award in Account Management qualification aims to give practising or potential Account Managers the foundation for their formal development in this role. The course has two primary objectives:

- 1 To assist entrants in gaining the knowledge required by Account Managers.
- 2 To develop management skills.

Entry Requirements

Entrants will normally be either practising or aspiring Account Managers. Whilst there are no formal educational requirements, entrants should have a background that will enable them to benefit from the course. The course is highly recommended for candidates holding the ISMM Level 4 qualification in Sales and Marketing. Where intending learners do not have the required level of literacy and numeracy, Centres may provide support before the start of the course. Sponsored and unsponsored learners are equally eligible.

Progression

Successful candidates who complete the full suite of qualifications at Level 5 may benefit from career enhancement or may progress to any of the further qualifications listed below, according to their circumstances:

Level 5 Certificate and Diploma in Sales and Account Management

Level 6 Executive Diploma in Strategic Sales & Account Management

- MA in Sales Management
- MSc in Sales Management
- any other qualification at a suitable level within or outside the National Qualifications Framework

Learning and Development

The total Guided Learning Hours (GLH) for the Award in Account Management is 60 GLH. Assessment time and self study would be additional to these GLH. The total Notional Learning Hours (NLH) for the Award in Account Management are 130 NLH; this includes assessment time and self study. The qualification structure allows the use of flexible modes of delivery to suit the requirements of candidates, sponsors and centres. Course delivery may include elements of open, distance and/or online learning.

Assessment

To achieve an Award in Account Management, each candidate must complete to a national standard the assessment for Unit 1 (AM). Candidates may choose to complete the Award, Certificate and Diploma as they wish; the credits gained will be banked by the ISMM. The internally marked, externally moderated end of Unit assignment is specified by the ISMM (and will make up 100% of the total assessment).

Any live work task that meets the criteria of the assessment would be acceptable and would not require the candidate to redo specifically for assessment. The tutor would be required to verify the authenticity of this evidence with the candidate before submitting the marks for it

Candidates must note that registration lasts for two years, after that date re-registration will be necessary.

Equality of Opportunity

The ISMM endeavours both in setting the structure and content of qualifications, and in its processes and arrangements for assessment and awarding, to:

- ensure access and equality of opportunity wherever possible without affecting the integrity of the qualification;
- not create unnecessary barriers to achievement;
- guarantee fair assessment for all candidates, including those with particular assessment requirements.

Centres should refer to the latest copy of the ISMM Qualification Administration Handbook for guidance on arrangements for reasonable adjustments and special consideration.

Where work is externally marked, any special circumstances should be notified to the ISMM using the Special Consideration form. The advice of the ISMM should be sought as early as possible in the course.

Unit 1 Account Management Principles and Practice

Introduction

The Unit establishes strategies for key account managers and other account managers. This Unit must be completed successfully in order to achieve the ISMM Level 5 Award in Account Management. This Unit has 60 GLH.

Aims of the Unit

To identify and understand account needs; to manage activities to meet customer and organisational requirements; to prepare proposals/tenders/bids for the supply of products and services and to develop strong relationships and increase business with the customer

Assessment

The Unit will be assessed by a sales role play which represents 100% of the overall assessment.

Rationale

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate that they can develop productive working relationships, provide information to support decision making, optimise opportunities for the sale of products and services to customers, and prepare tenders for the supply of products and goods. Candidates are expected to establish and demonstrate best practice in Account Management from both a developmental and practical point of view

Unit 1 Account Management Principles and Practice

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
1.1	Plan and manage continuing professional development (CPD)	1.1.1	Learning needs; continuous personal development (CPD) and improvement; life-long learning; self-assessment; study skills Prepare a personal development plan and/or an individual learning plan and manage as a project throughout each Unit studied
1.2	Define Account Management (AM) and the management of organisational objectives and requirements	1.2.1	AM is management of the future: business objectives; market opportunities; business resources
		1.2.2	AM is building relationships Pre-KAM; early-KAM; mid-KAM; partnership-KAM; synergistic-KAM
		1.2.3	AM – a long term series of investments The criteria for an account are: A profit centre Worth a high value per annum to the organisation A resource requirement A point of focus for whole organisation Worth extra effort for extra returns More demanding A vehicle to take your business where you want to go
		1.2.4	Organisational objectives and requirements Managing growth and market share: analyse current position and climate; forecasting sales turnover in relation to growth objectives; planning physical and human resources; competitive strategy and positioning Managing profitability: efficient and effective application of resources; short term profitability in relation to long term objectives Managing service levels: quality and customer care objectives; setting standards and monitoring performance

Unit 1 Account Management Principles and Practice

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
1.3	Selecting customers to meet business objectives	1.3.1	The development of profiling strategies to meet business objectives Customer requirements: your rating; competitor's ratings; target performance; action required Which customers offer the most profitability by sales volume? Which customers offer the most potential for profitability by sales volume?
		1.3.2	Account identification and selection matrix (KAISM) Shell directional policy matrix GE matrix Customer attractiveness against relative strength
		1.3.3	Develop customer loyalty by: Identifying customer needs and matching products and services accordingly Acting on knowledge at all levels of the customer operation Willingness to share risks for a share in rewards
		1.3.4	Identify competitive advantage The lowest cost supplier The differentiated supplier
		1.3.5	Establish which 'drivers' reflect customer values and identify: operational excellence; best value; product leadership; customer intimacy; customer feedback
		1.3.6	Identify actions needed to help customers' enhance values
		1.3.7	Research and information necessary for market and customer understanding: market chain; value chain; business strategy; value drivers; profiling; positioning; customer satisfaction; decision making process (DMP) and decision making Unit (DMU) members
1.4	Determine the role of the manager in Account Management and develop an understanding of all aspects of the account's business	1.4.1	From the account's perspective Be the organisational contact into your company Understand the business, market needs and competitive environment Help develop market opportunities and identify new business challenges Act with integrity and maintain a professional manner

Unit 1 Account Management Principles and Practice

Learning outcomes

On completion of this Unit the candidate should be able to:

Indicative content

- 1.4.2** Maintain a professional manner
 - Acting with integrity: transparency; honesty; consistency; loyalty
 - The ethical approach: corporate social responsibility; managing moral and ethical dilemmas
- 1.4.3** From the organisational perspective
 - Proactively develop more business with the customer
 - Establish strong relationships with the decision makers in the customer organisation
 - Create a wide awareness of your organisations' capabilities throughout the account
 - Profit from a mutually beneficial partnership
 - Focus on long term planning and the scope of lifetime profitability
 - Set objectives and strategies that will help growth
 - Design account plans to help structure planning
 - Develop specific market segments
- 1.4.4** Supplier status: identify current position; identify planned position and timescale
- 1.4.5** Negotiation:
 - Customer decision making styles
 - Interrelationships in the decision making process
 - Support in the DMU
 - Positive Impact Analysis (PIA)
 - Stages in customer activity
 - Potential problems for customers
 - Actions with positive impact that add value
 - Potential actions with positive impact that add value
 - Cross-selling
 - Up-selling
- 1.4.6** Reduce risks to meet purchasing requirements
 - Risk against relative spend
 - Risk significance against total value

Unit 1 Account Management Principles and Practice

Learning outcomes

Indicative content

On completion of this Unit the candidate should be able to:

			<ul style="list-style-type: none"> Risk significance against trust and confidence Markets against products Marketing risk against financial risk
		1.4.7	Ensure that the account plan objectives relate to: new and existing account activity; value; lifetime profitability; volume; the short term and the long term
1.5	Design and implement an account plan	1.5.1	<ul style="list-style-type: none"> Approaches to developing account plans A team effort Members of an account team Account opportunities and objectives Objectives Future market opportunities Current business resources
		1.5.2	Communicating and tracking objectives, timescales and cost effective sales methods in line with the account's strategy
		1.5.3	Research information sources used to develop account plans: publications; customers; colleagues; Internet; MkIS system
		1.5.4	Identify resources that may be required for implementing the account plan: human; technological; financial; marketing; operational
1.6	Identify and manage critical success factors for change	1.6.1	<ul style="list-style-type: none"> Critical success factors Identify internal obstacles to implementing account strategy Identify internal critical success factors Identify actions required and by whom to ensure critical success factors are met, to a timescale Use of a change equation in action planning: identify areas of dissatisfaction or obstacles; explore the shared vision; practical steps by people to a timescale

Unit 1 Account Management Principles and Practice

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
1.7	Explore benchmarking and standards as a management tool for Account Managers	1.7.1	Benchmarking and standards as a management tool in sales and marketing Internal benchmarking: analysis of internal processes; selecting performance indicators; identifying best companies to benchmark Competitor's benchmarking: gathering data; analysing gaps; performance mapping Benchmarking and knowledge management Quality systems: International Standardisation Organisation (ISO); British Standards Institution (BSI); European Foundation for Quality Management (EFQM); Total Quality Management (TQM).
		1.7.2	Gaps: between perceptions, expectations, standards, measurements Key service dimensions
		1.7.3	Compare and contrast Kaizen (continuous or incremental change) and breakthrough change (business process re-engineering)
1.8	Investigate HR planning for Account Management	1.8.1	HR planning: Recruitment, selection and retention Induction and training Measure performance Appraisal Training, coaching and mentoring Establish desired and required ways of working Capacity to set effective and understandable procedures Ongoing and proactive training structure
		1.8.2	Recruitment, selection and retention: budgeting for costs and expenditure; job description; personnel specification; job advertisement; CVs and application forms; interviews
		1.8.3	Induction training and measuring performance Performance appraisal Personal development plans

Unit 1 Account Management Principles and Practice

Learning outcomes

Indicative content

On completion of this Unit the candidate should be able to:

		1.8.4	Identify and analyse training needs Personal development plans Training, coaching and mentoring needs analysis Identification of skills and attributes Identification of critical activities
1.9	Examine coaching and mentoring for continuing personal development	1.9.1	Training, coaching and mentoring ASK (attitude, skills, knowledge) Continuing personal development goals and plans Proactively research relationship opportunities Contracting for key deliverables between organisations Develop relationships with organisations' teams The GROW model Evaluation and continuous improvement
1.10	Investigate effective leadership in Account Management	1.10.1	Establish desired and required ways of working through the provision of effective leadership in Account Management
		1.10.2	Develop appropriate culture, values, attitudes, and skills and expertise
		1.10.3	Compare organisational policies with those of others
1.11	Facilitate and control meetings	1.11.1	Communicating with the customer, the team, with groups Objectives and agendas; impact and influence; controlling digressions; giving sufficient information to allow others to contribute effectively; summarising and follow-ups; plans of action
1.12	Examine priority, urgency, the use of time and work/life balance	1.12.1	Organise, plan and use time to achieve optimum effectiveness and efficiency Time management: priority, urgency, work/life balance Tools of time management

Unit 1 Assessment

Unit assessed by a sales negotiation role play internally assessed and externally moderated by video or .wmv file plus supporting evidence.

Represents 100% of overall assessment