



Level 5 Diploma in Account Management (5D11)

500/3666/X

Level 5 Diploma in Sales Management (5D12)

500/3667/1

Level 5 Diploma in Sales and Account Management (5D13)

500/3662/2

Syllabus

Programme Overview

The Diploma is a full programme based on Account Management (AM), Sales Management (SM) or both. Although a degree of specialisation is introduced at this level, all candidates are required to study core Units 3, 4 and 5, which contain content common to AM and SM roles, the differentiation being provided by Unit 1, which contains specialist content for Account Managers, and Unit 2, which contains specialist content for Sales Managers.

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 more 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.

The syllabus states the Learning Outcomes and Indicative Content for each Unit of the course.

The five Units 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

Unit 1 is specific to Account Management; Unit 2 is specific to Sales Management. Units 3, 4 and 5 are common Units for Account Managers and Sales Managers. Candidates completing Units 1, 3, 4 and 5 successfully will receive the Level 5 Diploma in Account Management qualification; candidates completing Units 2, 3, 4 and 5 successfully will receive the Level 5 Diploma in Sales Management qualification.

Subsequently, a candidate may choose to study the specialist Unit for the alternative qualification and, on successful completion of this Unit, will receive the Level 5 Diploma in Sales and Account Management. This option is not available at the Award and Certificate levels.

A candidate may also choose to study for the Diploma in Sales and Account Management from the outset, studying all five Units in order.

The Award, Certificate and Diploma format and the banking of credits is described on pages 3-5 of this syllabus.

Unit 1 Account Management Principles and Practice

Unit 2 Sales Management and Leadership

Unit 3 Account Management and Sales Management

Unit 4 Marketing for Account Managers and Sales Managers

Unit 5 Investigative Project (IP)

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 Diploma in Account Management or Level 5 Diploma in Sales Management

The Level 5 Diploma in Account Management and Level 5 Diploma in Sales Management both consist of three internally marked, externally moderated Units and one externally marked Unit (Unit 5). To complete the qualification, Unit 5 (the Investigative Project) an externally marked assignment must be completed successfully. Successful completion of the Award, Certificate and Diploma will lead to ISMM Unit acknowledgement. The successful Diploma in Account Management or Diploma in Sales Management candidate will therefore study 205 Guided Learning Hours for 410 Notional Learning Hours.

Level 5 Diploma in Sales and Account Management

The Level 5 Diploma in Sales and Account Management consists of four internally marked, externally moderated Units and one externally marked Unit (Unit 5). The successful Diploma candidate will therefore study 265 Guided Learning Hours for 530 Notional Learning Hours.

If the Award and Certificate have already been completed separately, the Units gained can be carried forward to any version of the Diploma. This means that a candidate may choose to build up to the Diploma by either completing the Award or Certificate (or both) at an earlier date and banking the Units gained, or by completing the full Diploma in one five Unit whole.

An overall qualification – the Diploma in Account Management, the Diploma in Sales Management or the Diploma in Sales and Account Management – requires the successful completion of Unit 5; a summative externally assessed Investigative Project in Sales and Marketing (IPSM), demonstrating competence in all learning outcomes.

ISMM Level 5 Diploma Overview.

	Unit 1 60 GLH	Unit 2 60 GLH	Unit 3 70 GLH	Unit 4 70 GLH	Unit 5 5 GLH	Total GLH
ISMM L5 Diploma in Account Management	✓		✓	✓	✓	205
ISMM L5 Diploma in Sales Management		✓	✓	✓	✓	205
ISMM L5 Diploma in Sales and Account Management	✓	✓	✓	✓	✓	265

L5 Diploma in Sales Management
L5 Diploma in Account Management

L5 Diploma in Sales and Account Management

Aims and Objectives

The Level 5 Diploma in Account Management and Diploma in Sales Management qualifications aim to give practising or potential Account Managers and Sales Managers the foundation for their formal development in this role.

The course has two primary objectives:

- 1 Acquisition of the knowledge required by Account Managers and Sales Managers.
- 2 Development of the management skills required by Account Managers and Sales Managers.

Entry Requirements

Entrants will normally be either practising or aspiring Account Managers or Sales 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 should provide support before the start of the course. Sponsored and unsponsored learners are equally eligible.

Progression

Successful candidates may benefit from career enhancement or may progress to any of the further qualifications listed below, according to their circumstances:

- Level 6 Executive Diploma in Sales 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 full, five Unit programme are 265 hrs; assessment time and self study would be additional to this time. The total Notional Learning Hours (NLH) for the full, five Unit programme are estimated to be 630 hours; including assessment time and self study. Ten NLH are the equivalent of one credit; the programme therefore meets the criteria for a Diploma with 50 credits.

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, each candidate must complete to a national standard the assessment for either Unit 1 (AM) or Unit 2 (SM); to achieve a Certificate, each candidate must complete to a national standard the assessment for either Unit 1 and Unit 3 (AM) or Unit 2 and Unit 3 (SM); to achieve a Diploma, each candidate must successfully complete to a national standard the assessment for Units 1, 3, 4 and 5 (AM) or Units 2, 3, 4 and 5 (SM) or Units 1, 2, 3, 4 and 5 (AM and SM). Candidates may choose to complete the Award, Certificate and Diploma in stages as they wish; the credits gained will be banked by the ISMM. The end of Unit assessments are specified by the ISMM (internally assessed and externally moderated 20% of total assessment each) plus, for the Diploma, an Investigative Project in Sales and Marketing (IPSM).

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. It should be noted that if a candidate is referred in their first IPSM and they wish to retake the IPSM they will be required to complete a different IPSM paper.

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 and bank 13 credits. 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 100% by a negotiation role play and represents 20% (or 15% if studying the Diploma in Sales and Account Management) 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 is: 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

Unit 1 Account Management Principles and Practice

Learning Outcomes

Indicative Content

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

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	<ul style="list-style-type: none"> 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
		1.4.2	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Supplier status: identify current position; identify planned position and timescale
		1.4.5	<ul style="list-style-type: none"> 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

Unit 1 Account Management Principles and Practice

Learning Outcomes

Indicative Content

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

			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
			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	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

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:			
1.6	Identify and manage critical success factors for change	1.6.1	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
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)

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:			
1.8	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
		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

Unit 1 Account Management Principles and Practice

Learning Outcomes

Indicative Content

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

			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 20% or 15% of overall assessment

Unit 2 Sales Management and Leadership

Introduction

The Unit covers sales management and leadership for Sales Managers. This Unit must be completed successfully in order to achieve the ISMM Level 5 Award in Sales Management and bank 13 credits. This Unit has 60 GLH.

Aims of the Unit

To define leadership styles in management and build quality teams; to measure performance, motivate and develop the team; to increase confidence in successful selling; to investigate best practice in selection, recruitment and retention; to measure performance and coach for improvement and to prepare and present proposals and quotations to customers for the supply of products and services

Assessment

The Unit will be assessed 100% by a work-based presentation (WBP) and represents 20% (or 15% if studying the Diploma in Sales and Account Management) of the overall assessment

Rationale

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate their understanding of best practice in team and territory management, evaluate the key performance indicators of the sales team, and establish, maintain and enhance excellent communication in relationships with customers.

Unit 2 Sales Management and Leadership

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate will be able to:			
2.1	Plan and manage continuing professional development (CPD)	2.1.1	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
2.2	Manage organisational objectives and requirements	2.2.1	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
		2.2.2	Setting salesforce objectives Revenues: profit contribution; market share; customer satisfaction; customer service; expenses Determine sales strategy Set performance standards: company; regions; products; salespeople; accounts Measure results and compare with standard Action to improve performance

Unit 2 Sales Management and Leadership

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate will be able to:			
2.3	Compare and contrast leadership and management styles in sales and marketing	2.3.1	Leadership styles: coercive; authoritative; affiliative; democratic; pacesetter; coaching
		2.3.2	Empowerment through leadership The key steps: share organisational information; learn to use vision and values to support a new culture of empowerment; teams to replace hierarchy as decision makers; developing objectives; individual accountability versus leadership responsibility; delegating authority vs. retaining control
		2.3.3	Setting standards and monitoring performance Salience – what is important to customers Relative performance Direction of travel – the trend in performance whether positive or negative
		2.3.4	Management plans that link to organisational strategy: Organisational and management structure and sales team organisation Reporting structures Numbers in sales teams Management teams Internal support Marketing support
		2.3.5	Territory planning Geographical area Territory analysis Product type Portfolio analysis Customer type Account size Market Centred New/existing account Functional specialisation

Unit 2 Sales Management and Leadership

Learning Outcomes

Indicative Content

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

		Mixed organisation Account management
	2.3.6	Selection of the best method of territory planning for the organisation: the needs of customers; the needs of the organisation; balancing profitability with service standards; the combined approach
	2.3.7	Business levels/service levels establishing and monitoring Product application vs. product knowledge Essential for profitability Meets customers' needs
	2.3.8	Balance of new business Identification of new/existing account structure
2.4	Investigate HR planning for Sales Managers	2.4.1 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 2.4.2 Recruitment, selection and retention: budgeting for costs and expenditure job description; personnel specification; job advertisement; CVs and application forms; interviews 2.4.3 Induction training and measuring performance Performance appraisal Personal development plans Sales contests; meetings between managers and teams/individuals; sales quotas or targets

L5 Diploma in Sales Management

L5 Diploma in Account Management

L5 Diploma in Sales and Account Management

Unit 2 Sales Management and Leadership

Learning Outcomes

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

Indicative Content

- 2.4.4** Identify and analyse ongoing training needs
 - Training, coaching and mentoring in sales – ASK (attitude, skills, knowledge)
 - Measures of performance in the team: qualitative; quantitative
 - Performance review and appraisal
 - Personal development plans
 - Training needs analysis
 - Product and process training
 - Competency based training
 - Group training sessions
 - Individual coaching
 - Evaluating training and reassessing priorities
 - Identification of skills and attributes
 - Identification of critical activities
- 2.4.5** Achieving training objectives
 - Distinguish between similar products and services
 - Group products to form a business solution
 - The educated buying population
 - Mastering the art of consultative selling
 - Managing a team selling approach
 - Knowing the customer's business
 - Personal development planning
- 2.4.6** Grievance and disciplinary procedures
 - Timescales for meetings
 - Details of who will discuss matters with employees
 - Details of who will investigate claims
 - Different procedures according to seriousness of breach
 - Appropriate action depending on case

Unit 2 Sales Management and Leadership

Learning Outcomes

Indicative Content

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

			Length of time notes remain on file Procedures for gross misconduct, suspension and dismissal Procedures for appeal by employee
2.5	Examine the role of motivation techniques and skills and the links to training and development	2.5.1	Building powerful rapport; harmony; recognition; support; body language; gesture; facial expression – links between rapport, perception and communication
		2.5.2	Motivating individuals: Maslow; Herzberg; McGregor; Goleman; Vroom; Likert Identification of personal goals Identification of motivational syntax Linking incentives to personal goals and motivational syntax
		2.5.3	Motivating teams Methods of conducting sales meetings Group method Monopolist Motivation>Effort>Performance>Rewards>Satisfaction Rewards, incentives and remuneration – the compensation strategy
		2.5.4	The key motivators: job satisfaction; performance against peers: achieving goals/targets; support; money; status; fear of dismissal; merit-based promotion; participation in setting targets; customer satisfaction
		2.5.5	Motivating teams Methods of conducting sales meetings Group method Monopolist Motivation>Effort>Performance>Rewards>Satisfaction
		2.5.6	Rewards, incentives and remuneration – the compensation strategy The reward package: financial incentives; non-financial incentives

Unit 2 Sales Management and Leadership

Learning Outcomes

Indicative Content

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

			<ul style="list-style-type: none"> Basic salary Commission Bonuses Travel and sundry expenditure Fringe benefits
2.6	Develop quality teams and individuals to enhance performance	2.6.1	Identify the development needs of teams and individuals Belbin questionnaire Myers Briggs Type Indicator
		2.6.2	Plan the development of teams and individuals Adair's Task/Team/Individual model Complimentary strengths and weaknesses Provide a vision Agree team objectives
2.7	Organise teams to sell products and services at trade fairs, exhibitions and conferences	2.7.1	Sales demonstrations; point of sale; business cards Planning and preparation of promotion, equipment, self and team Health and Safety Liability Insurance
2.8	Develop, audit and renew networks of existing and prospective customers	2.8.1	Development and business retention Network development Numbers of new customers contacted Records of existing networks used to gain customer contact
		2.8.2	Customer satisfaction/complaint monitoring and handling
		2.8.3	Identifying and meeting customer needs Needs analysis approach

Unit 2 Sales Management and Leadership

Learning Outcomes

Indicative Content

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

		Manage customer service levels
2.9	Demonstrate an understanding of products and services that measure and achieve quality objectives	<p>2.9.1 Gaps: between perceptions, expectations, standards, measurements Key service dimensions</p> <p>2.9.2 Compare and contrast Kaizen (continuous or incremental change) and breakthrough change (business process re-engineering)</p> <p>2.9.3 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).</p> <p>2.9.4 Decision making; decision tree; generating solutions; monitor and evaluate</p> <p>2.9.5 Complex decision making Problem solving in dynamic, complex and semi opaque situations</p>
2.10	Facilitate and control meetings	<p>2.10.1 Communicate 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</p>

Unit 2 Sales Management and Leadership

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate will be able to:			
2.11	Organise, plan and use time to achieve optimum effectiveness and efficiency	2.11.1	Time Management: priority, urgency, work/life balance Tools of time management
		2.11.2	Route Planning: territories, alternative routes Tools of route planning: digital systems; geographical/post code systems

Unit 2 Assessment

The Unit will be assessed 100% through a work-based presentation (WBP) internally assessed* and externally moderated.

Represents 20% or 15% of overall assessment

Unit 3 Account Management and Sales Management

Introduction

The Unit examines regular sales activities. It examines the links between the salesperson and the customer and investigates the most profitable means of planning and organising sales activities and teams. It further investigates the operation of financial and statistical information in organisations. This Unit, in addition to Unit 1 for AM and Unit 2 for SM (the Award Units), must be completed in order to achieve the ISMM Level 5 Certificate in Account Management or the ISMM Level 5 Certificate in Sales Management and bank 26 credits. This Unit has 70 GLH.

Aims of the Unit

To reflectively evaluate ethical issues and legislation in sales and marketing; manage change and resolve problems rapidly; consider the application of different sales models in developing a relationship selling approach; use information to make decisions and resolve problems; operate financial and statistical requirements and communicate effectively and analyse buyer behaviour

Assessment

The Unit will be assessed 100% by work-based report (WBR) and represents 20% (or 15% if studying the Diploma in Sales and Account Management) of the overall assessment

Rationale

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate that they can understand procurement practices of key customers, use information effectively, ensure legal and ethical requirements are met, organise teams and forecast and administer a sales budget.

Unit 3 Account Management and Sales Management

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
3.1	Research ethical and legal issues that affect the individual, the salesforce and the organisation	3.1.1	Business, marketing, sales and management dilemmas
		3.1.3	Codes, practices and policies that influence the salesforce and marketing managers
		3.1.3	Standards of conduct, moral judgement, moral philosophy – right and wrong in salesforce management: bribery; deception; the hard sell; reciprocal buying
		3.1.4	The nature and extent of ethical problems facing business decision makers and corporate social responsibility (CSR)
		3.1.5	Consumer Protection Act 1987 Data Protection Act 1998 Supply of Goods and Services Act 1983 Health and Safety at Work Act 1974 plus other relevant legal requirements
		3.1.6	Employment rights from parental leave to flexible working arrangements Contracts of employment Terms and conditions
3.2	Discuss change management and implementation	3.2.1	The forces of change: Porter’s five forces Political issues Uncertain economic conditions Technological developments Flexibility in work location and management patterns Increased demand for quality
		3.2.2	Planning change Resistance to change: Organisational Team

Unit 3 Account Management and Sales Management

Learning Outcomes

Indicative Content

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

		Individual Human and social factors in change and its management The change process Kübler-Ross change curve
3.3	Work with other business functions	<p>3.3.1 The business functions and stakeholders and their interest in the organisation's aims and objectives</p> <p>3.3.2 The roles, responsibilities, interests and concerns of other business functions</p> <p>3.3.3 All functions to consider the organisation's consumers as central to organisational activities</p> <p>3.3.4 Procurement practices: Procedures and guidelines used in the tendering process in both public and private sectors and how such knowledge can be applied in the sales organisation</p>
3.4	Develop a technical, creative and professional approach to complex and difficult problems	<p>3.4.1 Problem identification Problem solving loop; brainstorming; force field analysis; fishbone analysis; causation web; decision making models</p> <p>3.4.2 The structure of formal and informal approaches to problem solving</p> <p>3.4.3 Coaching and mentoring Enabling the team to reach their potential Questioning techniques The GROW model Feedback Commitment to action and self-development Learning and development for improved performance</p>

Unit 3 Account Management and Sales Management

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
3.5	Prioritise information for sales planning and use information to make sales-related decisions	3.5.1	Information about customers and competitors from a variety of sources Use of such information to support planning and decision making Key stakeholder views about market developments and the implications for your organisation
		3.5.2	Market information to analyse customers, market potential and competitors Initial recommendations based on relevant marketing and sales information Marketing products or services Recommendations for improvement and change
3.6	Investigate relevant statistics to set, manage and administer sales budgets and evaluate the financial potential of customer accounts	3.6.1	Reporting systems available to contemporary organisations to include where relevant: Daily schedules Daily/weekly sales Enquiries/Prospects Walk books or canvass guides Lost business reports Competitor analysis Monthly sales reports Recruitment and retention Campaigns Expenses Absences Self certification of illness Return to work interviews Exit interviews
		3.6.2	Financial tools to assess and prioritise new accounts in order to measure potential value The lifetime value cash flow that will be generated if the customer maintains an average loyalty level

Unit 3 Account Management and Sales Management

Learning Outcomes

Indicative Content

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

			<p>The sales volume required to achieve target profitability</p> <p>The value of each account using all available financial and qualitative evidence</p> <p>Stakeholder access to appropriate financial performance data</p>
3.7	Identify credit control and debt collection as part of the business process and part of customer relationships	<p>3.7.1 Credit control</p> <p>3.7.2 Debt collection; debtors and agencies</p> <p>3.7.3 Negotiation and the sales forecast and budget</p>	
3.8	Compare and contrast excellence and quality for the organisation and the customer	<p>3.8.1 TQM and customer care</p> <p>TQM in formalising process and the importance of customer care</p> <p>Customer care plan to underpin the sales function</p> <p>Customer care and the selling process in terms of facilitating customer enquiries, customer support, general sales enquiries</p> <p>The links between customer care programmes and sales success</p> <p>3.8.2 The SERVQUAL model – measuring service quality</p> <p>The makeup of SERVQUAL</p> <p>Gaps: between perceptions, expectations, standards, measurements</p> <p>The five key service dimensions</p>	
3.9	Practice advanced and influential questioning and listening techniques in communication skills and build rapport	<p>3.9.1 Questions</p> <p>Escalate the value of questions to establish credibility</p> <p>Strategic questioning</p> <p>Managing and broadening scope and asking the right question at the right time</p> <p>The strategic questioning process, emotional vs. analytical questions:</p> <p>Status questions (analytical)</p> <p>Issue questions (analytical)</p> <p>Implication questions (emotional)</p>	

Unit 3 Account Management and Sales Management

Learning Outcomes

Indicative Content

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

			<ul style="list-style-type: none"> Solution questions (emotional) 3.9.2 Communicating with the customer, the team and other groups with impact and influence Precision language Communication styles: aggressive; assertive; non-assertive Formal communication within reporting structures Informal communication Sales meetings Contributing to sales meetings Conducting a management interview
3.10	Assess the application of different sales models in developing a relationship selling approach	3.10.1	<ul style="list-style-type: none"> Sales cycles and models: 10-stage sales cycle Pre-sales, sales, post-sales Relationship selling Consultative selling Solution selling SPIN selling Neuro Linguistic Programming in selling: VAK (visual, auditory, kinæsthetic) Pre-suppositions
3.11	Investigate the stages in the buying process in a Account Management/Sales Management context to manage activities to meet customer and organisational requirements	3.11.1	<ul style="list-style-type: none"> Identify stages in the buying process: Unawareness Awareness Comprehension Conviction Purchase

Unit 3 Account Management and Sales Management

Learning Outcomes

Indicative Content

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

3.11.2		<ul style="list-style-type: none"> Buyer behaviour: the impact of the Internet; goods and services linking buyer and seller. Complex; dissonance; habitual; variety seeking; post-purchase behaviour; influencing factors; trust vs. price
3.11.3		<ul style="list-style-type: none"> Differences in marketing practices from a sales, business-to-consumer (B3C) and business-to-business (B3B) perspective
3.11.4		<ul style="list-style-type: none"> Negotiation: <ul style="list-style-type: none"> Options available to each party Quantity and quality of information held Identification and satisfaction of needs Identification of pressures on each party Objectives: must/intend/like Concession analysis Preparing a proposal or quotation Closing Confirming win/win Completing contractual formalities
3.12	Close and win the sale and prepare a proposal, tender or bid	<ul style="list-style-type: none"> 3.12.1 The close: objections as opportunities; summary of needs; persuasion skills, agreement and outcomes; ask for the order <ul style="list-style-type: none"> Save the best concession until last Confirm win/win Highlight USPs Realistic competitive position Confirm action plan Complete contractual formalities Proposals, tenders or bids to meet customer requirements The presentation of proposals, tenders or bids

Unit 3 Account Management and Sales Management

Learning Outcomes

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

Indicative Content

The offer: features; benefits; solutions; total business experience
Total business experience focal point

Unit 3 Assessment

Unit assessed by a 3000-word work-based report (WBR) internally marked and externally moderated.

Represents 20% or 15% of overall assessment

Unit 4 Marketing for Account Managers and Sales Managers

Introduction

The Unit examines the relationship between sales and marketing and explores sales and marketing strategies for Account Managers and Sales Managers. This Unit, in addition to Units 1 and 3 for AM and Unit 2 and 3 for Sales Managers (the Award and Certificate Units) must be completed in order to achieve and bank 40 credits (i.e. 13 for Unit 1 or 2, 13 for Unit 3, 14 for Unit 4). This Unit has 70 GLH.

Aims of the Unit

To manage continuous personal and professional development; evaluate organisational orientation and the integrated role, function and structure of sales and marketing and identify the challenges facing non-marketing organisations

Assessment

The Unit will be assessed 100% by a work-based report (WBR) and represents 20% (or 15% if studying the Diploma in Sales and Account Management) of the overall assessment

Rationale

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate that they can examine the strategic and use the operational sales and marketing functions in their organisation, or an organisation with which they are familiar, with emphasis on the role and contribution of Account Management and Sales Management from both a developmental and practical point of view.

Unit 4 Marketing for Key Account Managers and Sales Managers

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
4.1	Compare and contrast the business orientations an organisation may choose in its approach to the market	4.1.1	Product orientation Production orientation Sales orientation Marketing orientation Focus on customer analysis Focus on competitor analysis Integration of organisational resources to provide customer value and satisfaction as well as long-term profits Influence on Account Management, Sales Management and marketing policies A holistic management philosophy
4.2	Examine and evaluate the strategic planning process	4.2.1	The role, function and structure of sales and marketing
		4.2.2	The marketing planning process: Supports the organisational plan Leads to integration of sales and marketing Robust, long-term customer orientation
		4.2.3	The stages of the marketing planning framework: Mission, Audit, Objectives, Strategy, Tactics, Implementation and Control.
		4.2.4	The role of the manager in sales and marketing planning
		4.2.5	The function and structure of sales and marketing planning
4.3	Know and apply the first two stages in the marketing planning process	4.3.1	The nature, purpose and composition of mission statements Mission/vision statements for own organisation and for competitor organisations
		4.3.2	The internal, micro and macro marketing audit: The systematic examination of an organisation's marketing environment, objectives, strategy and activities

Unit 4 Marketing for Key Account Managers and Sales Managers

Learning Outcomes

Indicative Content

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

			<ul style="list-style-type: none"> The assessment of capability Aspects of competitive advantage
		4.3.3	<ul style="list-style-type: none"> Audit the sales and marketing internal environment: Tools of analysis: Kotler's audit – ESSOPF McKinsey's 7 S's model i.e. Structure, Strategy, Systems, Staff, Skills, Style, Shared values
		4.3.4	<ul style="list-style-type: none"> Audit the sales and marketing micro environment: Porter's five forces
		4.3.5	<ul style="list-style-type: none"> Audit the sales and marketing macro environment PESTLE: Political, Economic, Sociocultural, Technological, Legal, Environmental
		4.3.6	<ul style="list-style-type: none"> Analysis of the audit SWOT: Strengths, Weaknesses, Opportunities, Threats
4.4	Investigate the marketing research process and the uses of information for sales and marketing decision making	4.4.1	<ul style="list-style-type: none"> Marketing research for sales and marketing decisions
		4.4.2	<ul style="list-style-type: none"> Market sensing Market intelligence Networking Gathering information Gaining the competitive edge
		4.4.3	<ul style="list-style-type: none"> The key points of the marketing research process model The use of an identified model to demonstrate how the salesforce is a crucial tool in gaining market and competitor information
		4.4.4	<ul style="list-style-type: none"> Key types of research: Secondary, primary, qualitative, quantitative Approaches to research e.g. case study; action research Key research methods: Survey (questionnaires, focus groups, depth interviews)

Unit 4 Marketing for Key Account Managers and Sales Managers

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
			Observation (human, mechanical) Experiment (field, laboratory)
		4.4.5	Marketing information systems (MIS/MkIS) supporting sales and marketing decisions The components of marketing research and their use: market research; price research; sales research; product research and development; communication research; distribution research
		4.4.6	How salespeople manage and access information: The role and function of a Marketing Information System (MkIS) Data warehousing and data mining Customer Relationship Management (CRM) systems Developing and using customer databases Developing networks Sales support systems
4.5	Ensure that marketing objectives link with corporate and sales objectives	4.5.1	Corporate objectives>marketing>sales SMART objectives Statement of marketing objectives
4.6	Investigate strategies and consider possible approaches to the market	4.6.1	Porter's triangle: Cost leadership Differentiation Focus Appropriate strategy for the organisation today How the strategy might change in the future Use of Ansoff matrix
		4.6.2	Segmentation, targeting and positioning The role of the salesforce in segmenting the market

Unit 4 Marketing for Key Account Managers and Sales Managers

Learning Outcomes

Indicative Content

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

- 4.6.3** The value of segmentation to the salesforce
Variables to segment the market:
Customer needs:
The basic criteria for segmenting a market are customer needs
Finding the needs of customers in a market through market research
Customer bases:
Descriptive, measurable customer characteristics:
Location
Age
Nationality
Gender
Income
Common bases for customer segmentation e.g.: geographic; demographic; psychographic; behavioural
- 4.6.4** Key industrial segmentation bases:
Geographic
Size
Standard Industry Classification Code
Industry type of purchaser
- 4.6.5** Targeting methods
SMASH: sizeable, measurable, accessible, sustainable, homogenous
Targeting to identify potentially suitable groups for sales activity in own organisation
- 4.6.6** Positioning maps for own and competitor products and/or services
Customers' perceptions of own and competitor organisations

Unit 4 Marketing for Key Account Managers and Sales Managers

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
4.7	Investigate the tactics in the marketing mix and identify the role of the salesforce in the use of such tactics	4.7.1	The role of the salesforce with regard to product issues: Product definition (core, tangible, augmented, potential) The Product Life Cycle (PLC) stages and marketing mix actions for each stage Portfolio analysis – the Boston Consulting Group matrix The New Product Development process Complex product services: financial or insurance services The range of options available to the buyer
		4.7.2	Investigate the role of the salesforce with regard to pricing issues in the marketing mix: Price Pricing policies Pricing methods: cost plus; mark up; psychological; differential pricing; what the market will bear; competitive Pricing strategies: skimming; premium; penetration; economy Pricing tactics: sales; discounts; promotions; bundles; captive product; value
		4.7.3	Trends in distribution (disintermediation, direct channels, outsourcing, growth of logistics providers) Incentives: just-in-time reorder and delivery; category management The impact of the Internet on distribution
		4.7.4	The promotion mix in relation to achieving successful Account Management and Sales Management Marketing communications and the role of sales in the mix Integrated marketing communications
4.8	Know and apply the final three stages in the marketing planning process	4.8.1	The use of the extended service marketing mix: Characteristics of services: 4 extra Ps: People; Physical evidence; Processes; Philosophy

Unit 4 Marketing for Key Account Managers and Sales Managers

Learning Outcomes

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

Indicative Content

- 4.8.2** Implementation of plans in a co-ordinated manner and keeping to the budget:
 - Scheduling key tasks
 - Co-ordinating marketing efforts; keeping to the marketing budget
 - Sales forecast
 - Managing marketing performance
- 4.8.3** The tools for measuring outcomes of sales and marketing plans:
 - Forecasting sales and monitoring the budget
 - Compare results with forecasts
 - Checking customer satisfactions
- 4.8.4** Investigate financial issues relevant to Sales Management:
 - Business practices in cash flow forecasts
 - Calculate and manage cash flow forecasts
 - Forecasting
 - Short term, medium term, long term
 - Methods of forecasting
 - Qualitative: user survey method; panels; Delphi method
 - Quantitative: time series analysis; causal techniques; leading indicators; diffusion models
 - Tools of forecasting: planning projects; Gantt charts; computer software
 - Budgeting
 - Spreadsheets
 - Databases
 - Target setting
 - Balance sheets
 - Profit and loss accounts
 - Ratios

Unit 4 Marketing for Key Account Managers and Sales Managers

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
4.9	Identify the challenges facing non-marketing organisations and recommend sales approaches to improve sales performance and increase organisational profit	4.9.1	The implications for sales people working in non-marketing organisations – e.g. lack of co-ordination, integration, support vs. the drive for high sales and profit targets
		4.9.2	The role of sales in meeting objectives in the non-marketing organisation
			Forecast sales
			Determine market and sales potential
			Market sensing
			Making best use of the salesforce in the non-marketing organisation

Unit 4 Assessment

Unit assessed by a 3000-word work-based report (WBR) internally marked and externally moderated.

Represents 20% or 15% of overall assessment

Unit 5 Investigative Project

Introduction

The Unit is designed to assess learning across all previous Units. This Unit has 5 GLH.

Aims of the Unit

To support the candidate in the completion of the Diploma in Account Management, the Diploma in Sales Management or the Diploma in Sales and Account Management successfully

Assessment

The Unit will be assessed 100% by an Investigative Project in Sales and Marketing and represents 40% of the overall assessment

Rationale

Candidates are encouraged to review, revise and reflect upon their learning throughout the duration of the course. Candidates must demonstrate that they can examine the strategic, and use the operational, sales and marketing functions in their organisation, or an organisation with which they are familiar, with emphasis on the role and contribution of Account Management and/or Sales Management from both a developmental and practical point of view. Candidates are also required to demonstrate their ability to write a complex report.

Unit 5 Investigative Project in Sales and Marketing

<i>Learning Outcomes</i>		<i>Indicative Content</i>	
On completion of this Unit the candidate should be able to:			
5.1	Integrate all units to achieve success in the IP	5.1.1	Review and reflect upon learning outcomes in syllabus units
		5.1.2	Critically evaluate synergies and discrepancies between syllabus units
		5.1.3	Compare and contrast key points outlined in IPSM
5.2	Demonstrate the ability to write a complex report of 5000 words with appropriate structure and references	5.2.1	Create a business report
		5.2.2	Use business English
		5.2.3	Use citations and Harvard referencing
		5.2.4	Use IT effectively

Unit 5 Assessment

Unit externally assessed by a 5000 word Investigative Project in Sales and Marketing, externally marked and moderated.

Represents 40% of overall assessment