



## **Level 6 Executive Award in Strategic Sales and Account Management**

**(6A11)**

500/3707/9

Syllabus

## Programme Overview

The Executive Award is a full programme based on strategic sales management and account management. The two Units available in the Award programme are mapped against the Marketing and Sales Standards Setting Body (MSSSB) Standards for sales managers, key customer managers and senior sales managers.

Overall Award certification requires the successful completion of *one* of the two Units.

Achievement at Level 6 reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.

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

The Units making up the Award is mapped against the relevant Marketing and Sales Standards Setting Body (MSSSB) standards and the following 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

The Units are aimed at senior sales account managers and leaders. Candidates completing either Unit 1 or Unit 2 successfully will receive the Executive Award in Sales and Account Management. Candidates may choose to study the Unit to fit in with their schedules. Subsequently, a candidate may choose to study the remaining Award-level Unit to gain the Executive Certificate in Sales and Account Management and then go on to study Units 3 and 4 to gain the Executive Diploma in Sales and Account Management.

**Unit 1: Strategic Concepts in Sales and Account Management**

or

**Unit 2: Strategic Sales Management**

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

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

The total Guided Learning Hours for the Award programme are 105 hours; assessment time and self-study are in addition to this time.

The total Notional Learning Hours for the Award programme are estimated to be 210 hours; 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.

## Level 6 Executive Award in Strategic Sales and Account Management

The Level 6 Executive Award in Strategic Sales and Account Management consists of either one of Unit 1 or Unit 2, both of which are internally marked and externally moderated.

If the Executive Award has been completed separately, the credits gained will be carried forward to the Executive Certificate and the Executive Diploma. This means that a candidate may choose to build up to the Diploma by either completing the Award and Certificate at an earlier date and banking the credits gained and receiving Unit acknowledgement from the ISMM, or by completing the full Diploma in its entirety.

## ISMM L6 Executive Award Overview

	Unit 1 105 GLH	Unit 2 105 GLH	Unit 3 105 GLH	Unit 4 5 GLH
ISMM L6 Executive Award in Strategic Sales and Account Management (Route One)	✓			
ISMM L6 Executive Award in Strategic Sales and Account Management (Route Two)		✓		

## **Aims and Objectives**

The programmes aim to give practicing and potential senior sales account managers and leaders the opportunity to develop an in-depth study of their chosen career and to extend their knowledge and competence in the formal development of their role. The programme has two primary objectives:

- To assist entrants in further developing the attitudes, skills and knowledge required by senior sales account managers and leaders.
- To extend entrants' complex management and leadership skills.

## **Entry Requirements**

Entrants will normally be practicing high calibre senior sales account managers and leaders with a minimum of 5 years experience in a sales role and a minimum of 1 year in a senior sales position. There are no formal educational requirements, but entrants should have a background that will enable them to benefit from the programme.

Successful completion of the ISMM Level 5 qualification allows entry to this Level 6 qualification. Where intending learners do not have an excellent level of literacy and numeracy, centres may provide support before the start of the programme. 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:

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

## Assessment

Each candidate must complete:

An assignment for Unit 1 **or** Unit 2, both of which are internally marked by the centre against a mark scheme supplied by the ISMM and then externally moderated. The assignment makes up 100% of the total assessment and candidates must score at least 50% on each assignment in order to pass.

## Grading

The Unit is graded Fail/Pass/Merit/Distinction

The Award is graded Fail/Pass/Merit/Distinction

## 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 Strategic Concepts in Sales and Account Management

## Aims of the Unit

To encourage candidates to investigate the corporate, organisational, sales and marketing approaches to business and explore the theories that underpin them. This Unit has 105 GLH.

## Assessment

The Unit is assessed by an assignment comprising a report on a case study (contributing 50% towards the total assessment) **and** a presentation (contributing 50% towards the total assessment) on the topic in the case study through which a specialist high level knowledge of an area of work or study will enable the candidate to present their ideas and research in response to a complex issue or problem. This assignment represents 20% of the overall assessment.

This assessment represents 100% of the overall assessment for the Award

## Rationale

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate that they have a high level of professional knowledge and can examine the strategic 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 and leadership from both a developmental and practical point of view.

## Unit 1 Strategic Concepts in Sales and Account Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>1.1</b>	Identify and evaluate the concepts of corporate strategy	<b>1.1.1</b>	The art and science of formulating, implementing and evaluating cross-functional decisions that support the organisation in achieving its objectives
		<b>1.1.2</b>	The corporate environment and the place of sales and marketing within the corporate environment: Corporate>Marketing>Sales
		<b>1.1.3</b>	Corporate strategies: intended strategy; emergent strategy; unrealised strategy; deliberate strategy; realised strategy
		<b>1.1.4</b>	Corporate identity
		<b>1.1.5</b>	Organisational value drivers
<b>1.2</b>	Identify and evaluate the concepts of sales and marketing planning	<b>1.2.1</b>	The sales and marketing environment
		<b>1.2.2</b>	Marketing orientation in contemporary organisations
		<b>1.2.3</b>	Sales and marketing in the organisation and in the community
		<b>1.2.4</b>	Strategic sales and marketing activities
		<b>1.2.5</b>	Customer and social values and organisational stance
<b>1.3</b>	Critically evaluate the need for and the scope of strategic sales and marketing planning	<b>1.3.1</b>	The advantages and limitations of systematic sales and marketing planning
		<b>1.3.2</b>	Levels and characteristics of sales and marketing strategies
		<b>1.3.3</b>	Models of strategy development for sales and marketing
		<b>1.3.4</b>	Key elements in the sales and marketing planning process
		<b>1.3.5</b>	Implement the sales and marketing mix of a strategic plan
<b>1.4</b>	Critically evaluate audit and analysis in sales and marketing planning	<b>1.4.1</b>	Situation audit and analysis in sales and marketing strategy
		<b>1.4.2</b>	Internal environmental analysis
		<b>1.4.3</b>	Micro-environmental analysis
		<b>1.4.4</b>	Macro-environmental analysis
		<b>1.4.5</b>	Value-based marketing

## Unit 1 Strategic Concepts in Sales and Account Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>1.5</b>	Creating a corporate ethos	<b>1.5.1</b>	Vision
		<b>1.5.2</b>	Mission
		<b>1.5.3</b>	Aims
		<b>1.5.4</b>	Objectives
<b>1.6</b>	Investigate competitive strategies	<b>1.6.1</b>	Strategies for competitive advantage, growth, markets and different market positions
		<b>1.6.2</b>	Building the differential advantage
		<b>1.6.3</b>	Strategic position assessment
		<b>1.6.4</b>	Creating shareholder value
		<b>1.6.5</b>	Market segmentation
		<b>1.6.6</b>	Potential market segments
<b>1.7</b>	Objective setting	<b>1.7.1</b>	Primary sales and marketing objectives e.g. profit vs. shareholder value; lifting the brand; obtaining leads
		<b>1.7.2</b>	Gap analysis in objective setting
<b>1.8</b>	Critically evaluate strategic options	<b>1.8.1</b>	Concepts of decision making
		<b>1.8.2</b>	Criteria for evaluating and selecting strategies
		<b>1.8.3</b>	Strategy and decision making using e.g. Profit Impact of Market Strategy (PIMS); fishbone, decision tree
		<b>1.8.4</b>	Strategic alliances, collaborative or cooperative, technology transfer and economic specialisation leading to synergy
		<b>1.8.5</b>	Competitor information
		<b>1.8.6</b>	Competition in markets between differentiated, undifferentiated and monopoly markets
		<b>1.8.7</b>	Value chain and supply chain construction
		<b>1.8.8</b>	Exploring the portfolio

## Unit 1 Strategic Concepts in Sales and Account Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>1.9</b>	Investigate future challenges and issues with sales and marketing planning	<b>1.9.1</b>	Stakeholder concepts of sales and marketing in a business
		<b>1.9.2</b>	The shareholder value principle
		<b>1.9.3</b>	Challenges to shareholder value
		<b>1.9.4</b>	Marketing, growth and shareholder value
		<b>1.9.5</b>	Corporate Social Responsibility (CSR) and ethical issues in sales and marketing strategy
		<b>1.9.6</b>	Corporate reputation management
		<b>1.9.7</b>	Sales and marketing strategy for innovators and entrepreneurs and integration inside organisations
		<b>1.9.8</b>	Value-based communications
		<b>1.9.9</b>	Global influences in sales and marketing planning
		<b>1.9.10</b>	Mergers and acquisitions
<b>1.10</b>	Critically evaluate technological advances in strategic sales and marketing	<b>1.10.1</b>	The role of information technology in strategic sales and marketing
		<b>1.10.2</b>	The growth and development of global communications
		<b>1.10.3</b>	Creating value
		<b>1.10.4</b>	The direct business model
<b>1.11</b>	Critically evaluate management development in strategic sales and marketing	<b>1.11.1</b>	The learning organisation
		<b>1.11.2</b>	The impact of continuing personal and professional development on the structure of the organisation
		<b>1.11.3</b>	Continuous personal and professional development
<b>1.12</b>	Apply sales and marketing strategies to operations	<b>1.12.1</b>	The differences between strategic and operational/tactical planning
		<b>1.12.2</b>	Product and service issues in management
		<b>1.12.3</b>	Brand architecture and public perceptions of branding
		<b>1.12.4</b>	Strategic sales and marketing communications
		<b>1.12.5</b>	Channel decisions in strategic sales and marketing
		<b>1.12.6</b>	Strategic sales and marketing for all sectors of business

## Unit 1 Strategic Concepts in Sales and Account Management

### *Learning outcomes*

### *Indicative content*

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

<b>1.13</b>	Evaluate strategic sales and marketing theories for small/medium enterprises (SMEs)	<b>1.13.1</b>	The role of SMEs in global economies
		<b>1.13.2</b>	The key characteristics of SMEs
		<b>1.13.3</b>	Key theories and approaches to strategic sales and marketing in the SME

### Unit 1 Assessment

Unit assessed by a case study and presentation set by the ISMM; centre marked and externally moderated.  
Represents 100% of overall assessment

## **Unit 2 Strategic Sales Management**

### **Aims of the Unit**

To demonstrate the ability to refine and use relevant understanding, methods and skills to address strategies in complex account management and salesforce management and leadership. This Unit has 105 GLH.

### **Assessment**

The Unit will be assessed by a work-based project (WBP) through which a specialist high level knowledge of an area of work or study will enable the candidate to conduct research in response to complex problems and situations.

This assessment represents 100% of the overall assessment for the Award.

### **Rationale**

Candidates are encouraged to develop their learning throughout the duration of the Unit. Candidates must demonstrate that they have a high level of professional knowledge and can examine the strategic sales management 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 and leadership from both a developmental and practical point of view.

## Unit 2 Strategic Sales Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>2.1</b>	Compare and contrast transformational and transactional leadership	<b>2.1.1</b>	Inspirational leadership
		<b>2.1.2</b>	Consider the role of transformational leadership in management through challenging assumptions
		<b>2.1.3</b>	Review the psychology of groups
		<b>2.1.4</b>	Assess the impact of individual identity, education, environments
		<b>2.1.5</b>	Tools of leadership
		<b>2.1.6</b>	Research group dynamic disciplines i.e. leadership as a product of awareness and command of the reactions and influences of a group on the individual
		<b>2.1.7</b>	Linking corporate, sales and marketing strategies
<b>2.2</b>	Critically evaluate management	<b>2.2.1</b>	Leadership as a facet of management
		<b>2.2.2</b>	Different perspectives in leadership and management
		<b>2.2.3</b>	Tools of management
		<b>2.2.4</b>	Management styles
		<b>2.2.5</b>	Power and responsibility in management
		<b>2.2.6</b>	Reward and punishment as tools to gain compliance
<b>2.3</b>	Forecast corporate sales objectives	<b>2.3.1</b>	Planning for forecasting
		<b>2.3.2</b>	Forecast sales and set sales targets
		<b>2.3.3</b>	Pricing for value
		<b>2.3.4</b>	Financial value creation
<b>2.4</b>	Set sales budgets	<b>2.4.1</b>	Set, manage and administer sales budgets
		<b>2.4.2</b>	Financial value drivers
		<b>2.4.3</b>	The financial potential of customer accounts
		<b>2.4.4</b>	Customer creditworthiness

## Unit 2 Strategic Sales Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>2.5</b>	Develop sales strategies	<b>2.5.1</b>	Company salesforce vs. independent agencies
		<b>2.5.2</b>	Salesforce structures Organisation by: Global Multinational National Customer type/market Selling function
		<b>2.5.3</b>	Horizontal structure of the sales organisation
		<b>2.5.4</b>	Vertical structure of the sales organisation
		<b>2.5.5</b>	Team selling
		<b>2.5.6</b>	Multi-level selling
		<b>2.5.7</b>	Key account management
<b>2.6</b>	Plan and resource the work of the salesforce	<b>2.6.1</b>	Information for sales-related decisions
		<b>2.6.2</b>	Information for sales and marketing planning
		<b>2.6.3</b>	The management of sales territories
		<b>2.6.4</b>	Responsible sales strategies and plans
		<b>2.6.5</b>	Working with teams
		<b>2.6.6</b>	Salesforce implications of generic business strategies
<b>2.7</b>	Ensure compliance with legal, regulatory, ethical and social requirements	<b>2.7.1</b>	Salesforce compliance with legal requirements
		<b>2.7.2</b>	Salesforce compliance with regulatory requirements
		<b>2.7.3</b>	Salesforce compliance with ethical requirements
		<b>2.7.4</b>	Salesforce compliance with social requirements
<b>2.8</b>	Critically evaluate management systems, quality policies and procedures for the salesforce	<b>2.8.1</b>	EFQM, balanced scorecard and other quality models and make recommendations for improving quality in the salesforce

## Unit 2 Strategic Sales Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>2.9</b>	Develop opportunities to innovate and change	<b>2.9.1</b>	Organisational climate, creativity, entrepreneurship and innovation
		<b>2.9.2</b>	Approaches to develop ideas, manage innovation and transfer knowledge
		<b>2.9.3</b>	Innovative and creative attitude for self and others
		<b>2.9.4</b>	Respond practically and creatively to problems and opportunities
		<b>2.9.5</b>	Cognition, style and culture in thought, action and policy
		<b>2.9.6</b>	Processes, structures and systems e.g. quality, six sigma, outsourcing, empowerment, partnership, that develop and sustain innovation in the organisation
		<b>2.9.7</b>	Sustainable organisational renewal and transformation
		<b>2.9.8</b>	Breaking into small, autonomous business units
<b>2.10</b>	Lead change management and implementation	<b>2.10.1</b>	The forces of change
		<b>2.10.2</b>	The growth imperative
		<b>2.10.3</b>	Increasing customer retention
		<b>2.10.4</b>	Planning change
		<b>2.10.5</b>	Resistance to change
<b>2.11</b>	Risk assessment and management	<b>2.11.1</b>	Risk analysis reviews, projects, strategies
		<b>2.11.2</b>	Risk frameworks for total business operations
		<b>2.11.3</b>	Methods of limiting exposure from collaborative activities
		<b>2.11.4</b>	Compliance with corporate governance objectives
		<b>2.11.5</b>	Acceptable risk and negotiation to reflect levels of acceptable risk
		<b>2.11.6</b>	Quality assurance of existing risk management plans
		<b>2.11.7</b>	Preferred risk assessment methodologies
<b>2.12</b>	Create customer service and customer care policies	<b>2.12.1</b>	Customer service and customer care support
		<b>2.12.2</b>	Customer value
<b>2.13</b>	Innovation in sales support and customer management programmes	<b>2.13.1</b>	Sales support and customer management programmes
		<b>2.13.2</b>	Enabling and facilitating good outcomes

## Unit 2 Strategic Sales Management

<i>Learning outcomes</i>		<i>Indicative content</i>	
On completion of this Unit the candidate should be able to:			
<b>2.14</b>	Examine, analyse and decide upon relationship management policies	<b>2.14.1</b>	Strategic sales relationships
		<b>2.14.2</b>	Relationship development categories
		<b>2.14.3</b>	Relationship development box
		<b>2.14.4</b>	The role of customer relationship management (CRM) software in building and retaining effective sales relationships
		<b>2.14.5</b>	Relationship management activities
		<b>2.14.6</b>	Databases for sales activities
<b>2.15</b>	Critically evaluate sales models	<b>2.15.1</b>	Sales models
		<b>2.15.2</b>	Personal, organisational and environmental variables
<b>2.16</b>	Critically evaluate negotiation techniques	<b>2.16.1</b>	Negotiation policies
		<b>2.16.2</b>	3D negotiation
		<b>2.16.3</b>	Manage and facilitate case negotiations

### Unit 2 Assessment

Unit assessed by a 3000-word work-based project (WBP), the topic of which is set by the ISMM; centre marked and externally moderated.  
Represents 100% of overall assessment