

Higher National Unit Specification

General information for centres

Unit title: Sales Management

Unit code: DV8W 35

Unit purpose: This Unit is designed to provide candidates with the knowledge and skills to apply the techniques of sales management in the sales environment.

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

- 1 Explain the role of the Sales Manager in an organisation
- 2 Produce a recruitment and selection plan for the sales function
- 3 Explain the role of motivation, leadership and staff development in the management of the sales force
- 4 Evaluate sales force organisation and performance
- 5 Design a sales plan for an organisation.

Credit points and level: 2 HN Credit at SCQF level 8: (16 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Access to this Unit is at the discretion of the centre. However, it is recommended that the candidate has completed HN Unit entitled Principles and Practices of Selling (DG6W 34).

Core Skills: There are opportunities to develop the Core Skills of Numeracy at SCQF level 5 and Problem Solving and Working with Others at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: This Unit may be assessed by a single closed-book assessment for Outcome 1 and the completion of a single case study which addresses each component of Sales Management as outlined in Outcomes 2–5. In order to achieve the Unit candidates are required to present sufficient evidence that demonstrates their knowledge and/or skills relating to each Outcome.

General information for centres (cont)

The Unit may be assessed by written evidence to demonstrate that candidates are able to explain the role of sales management and to provide an analysis of the tasks involved in effective sales management. Outcome 1 defines the role and individual skills required by the Sales Manager. Outcome 2 requires candidates to apply their knowledge of recruitment and staff development for a specific role. Outcome 3 focuses candidates on management of the individual, whilst Outcome 4 requires candidates to focus on management of the sales force overall. Outcome 5 is a sales plan which is based on an organisation. Details of the exact requirements are given for each Outcome.

The assessments may be completed under open-book conditions. It is possible to assess Outcome 1 separately from Outcomes 2 – 5. Or alternatively, assess the Unit by a single holistic assessment.

An exemplar pack and marking guidelines have been produced to indicate the national standard of achievement required at SCQF level 8.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain the role of the Sales Manager in an organisation

Knowledge and/or skills

- ◆ Relationship between marketing and sales management
- ◆ Function and role of the Sales Manager
- ◆ Individual skills of the Sales Manager

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ explain the importance of sales management in the context of the marketing planning process
- ◆ identify and explain **four** functional tasks of a Sales Manager
- ◆ identify and explain **five** personal and individual skills required by a Sales Manager

Assessment guidelines

This Outcome may be assessed by a closed-book assessment which covers the relationship between marketing and sales, the role and the skills required for effective sales management.

Alternatively, the Unit could be assessed by a single holistic assessment that covers the recruitment, selection, motivation, training and evaluation of the sales force and the role of the Sales Manager in the operational management of the sales function.

Higher National Unit specification: statement of standards (cont)

Unit title: Sales Management

Outcome 2

Produce a recruitment and selection plan for the sales function

Knowledge and/or skills

- ◆ Current recruitment legislation
- ◆ Job analysis and evaluation
- ◆ Job description and person specification
- ◆ Recruitment sources
- ◆ Selection process and methods

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that, with regard to appropriate legislation, they can:

- ◆ explain the job analysis process
- ◆ produce a job description and person specification appropriate to the vacancy to be identified
- ◆ evaluate and recommend relevant recruitment sources of candidates for specified vacancy
- ◆ evaluate a range of selection processes and recommend an appropriate method of selection for the specified vacancy

Assessment guidelines

The Unit could be assessed by a single holistic assessment that covers the recruitment, selection, motivation, training and evaluation of the sales force and the role of the Sales Manager in the operational management of the sales function.

Outcome 3

Explain the role of motivation, leadership and staff development in the management of the sales force

Knowledge and/or skills

- ◆ Motivation of the sales force
- ◆ Leadership
- ◆ Staff appraisal
- ◆ Staff development

Evidence Requirements

Candidates will need to provide evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ explain **three** different methods of motivating a sales force
- ◆ explain **two** different leadership styles within the context of the sales function
- ◆ explain the conduct of an appraisal interview in terms of:

Higher National Unit specification: statement of standards (cont)

Unit title: Sales Management

- review of individual performance
- formulation of action plan
- ◆ produce a learning and development plan for the first year of employment for a newly recruited member of the sales function

Assessment guidelines

The Unit could be assessed by a single holistic assessment that covers the recruitment, selection, motivation, training and evaluation of the sales force and the role of the Sales Manager in the operational management of the sales function.

Outcome 4

Evaluate sales force organisation and performance

Knowledge and/or skills

- ◆ Sales force organisation
- ◆ Use of budgets to monitor sales force performance
- ◆ Sales force evaluation techniques

Evidence Requirements

Candidates will need to prove evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ evaluate the organisation of the sales force in terms of manpower, territory and markets
- ◆ explain the use of budgets and variance analysis to evaluate the performance of the sales force
- ◆ apply **two** quantitative techniques to evaluate sales performance

Assessment guidelines

The Unit could be assessed by a single holistic assessment that covers the recruitment, selection, motivation, training and evaluation of the sales force and the role of the Sales Manager in the operational management of the sales function.

Outcome 5

Design a sales plan for an organisation

Knowledge and/or skills

- ◆ Contents of a sales plan
- ◆ Sales forecasting and budgeting
- ◆ Sales plan

Higher National Unit specification: statement of standards (cont)

Unit title: Sales Management

Evidence Requirements

Candidates will need to prove evidence to demonstrate their knowledge and/or skills by showing they can:

- ◆ outline the contents of a sales plan, including:
 - analysis
 - objectives
 - target market
 - action plan
 - budget
 - monitoring and control
- ◆ using forecasting techniques to produce:
 - a sales forecast of the next 12 months
 - a monthly sales budget
- ◆ prepare a sales plan

Assessment guidelines

The Unit could be assessed by a single holistic assessment that covers the recruitment, selection, motivation, training and evaluation of the sales force and the role of the Sales Manager in the operational management of the sales function.

Administrative Information

Unit code:	DV8W 35
Unit title:	Sales Management
Superclass category:	BE
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Higher National Unit specification: support notes

Unit title: Sales Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

Guidance on the content and context for this Unit

This Unit is a mandatory Unit within the HND Marketing Group Award. The Unit is designed to provide candidates with knowledge and understanding of sales management, particularly the role and function of the sales manager, and the operation of a sales function.

The range of management skills include:

- ◆ drawing up job descriptions and person specifications
- ◆ methods of recruitment and selection
- ◆ motivation: use of key motivational theories, such as Maslow; Hertzberg; McGregor; Vroom; and Ford & Walker
- ◆ staff appraisal and development
- ◆ methods of assessing sales force performance:
 - (a) quantitative — use of ratios such as strike rate, prospecting success ratio, order per call ratio
 - (b) qualitative aspects such as sales skills, product knowledge, people skills
- ◆ preparation and implementation of a sales action plan

Guidance on the delivery and assessment of this Unit

It is envisaged that an integrated approach to teaching the Unit will be adopted whereby the candidates will appreciate the strong links between each of the Outcomes — especially as all the Outcomes can be assessed using a single assessment instrument.

The Unit is designed to maximise the potential for candidates to apply knowledge and understanding to a given context.

The latest materials and examples from current sales management practices should be used to highlight any theory. It is necessary for candidates to gather and apply knowledge rather than regurgitate information.

The Unit is balanced over the five Outcomes, and time should be allocated accordingly.

Opportunities for developing Core Skills

There are opportunities to develop Core Skills of Numeracy at SCQF level 5 and Problem Solving and Working with Others at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Higher National Unit specification: support notes (cont)

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In this Unit candidates will be required to analyse and seek solutions to a range of theoretical and practical problems and issues. There are opportunities to develop Problem Solving skills to an advanced level through work in which candidates identify and consider the variables in situations, including all available resources, and analyse the significance of each before identifying and justifying an appropriate strategic approach. Evaluation, in which all stages of proposed strategies and their potential impact are analysed, will be a critical aspect of underpinning development. Underpinning knowledge for the Unit will also require a sophisticated theoretical approach to working with others, and an understanding of strategic approaches to the fostering of skills in co-operative working in terms of motivation and staff development. Demonstrating competence in recruitment, selection and staff development will necessarily include skills in negotiating the nature and scope of goals, roles and responsibilities whilst taking account of strengths and weaknesses of individuals.

Although Communication skills are not formally assessed, candidates will be expected to produce and present written and oral work to a standard acceptable in industry. They should:

- ◆ express essential ideas and complex information accurately and coherently
- ◆ use a formal structure and recognised format
- ◆ check the accuracy of language, spelling, punctuation and syntax in written work

The availability of suitable software packages to support accuracy and professional presentation of reports could also develop technology skills.

Accuracy of interpretation of figures and statistical data and the ability to calculate and present complex resource information underpins the competencies developed in the Unit. Candidates could be provided, if necessary, with formative opportunities to develop skills in the interpretation of numerical, statistical and graphic data in order to support budget preparation. Accuracy in sustained complex calculations and effective presentation of data could be further enhanced by access to appropriate technology.

Open learning

If this Unit is delivered by open or distance learning methods, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA guide: *Assessment and Quality assurance for Open and Distance Learning* [A1030, February 2001].

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on SQA's website: www.sqa.org.uk.

General information for candidates

Unit title: Sales Management

You will be offered the opportunity to develop your understanding of the role of the sales management and its relationship to the wider strategic marketing planning process. You will also have the opportunity to develop sales management skills and an understanding of the selling environment in which sales management takes place.

This Unit gives you a practical insight into decisions connected with the sales management process including recruitment, selection, motivation, staff appraisal and development, and the role of sales management in the planning process.

This Unit develops from basic understanding of the role of the Sales Manager, in general terms, through to recruitment and selection of staff — a key area for the organisation. Other topics covered include:

- ◆ motivation of staff, including the main motivational theorists and application of their theories to the sales environment
- ◆ role and significance of staff appraisal and development
- ◆ role of the Sales Manager as a leader
- ◆ use of both quantitative and qualitative methods to assess sales force performance
- ◆ preparation of a sales plan, linked to the overall marketing plan of an organisation

This Unit would be useful to you if you wish to progress to a university degree or to enhance your employment prospects in personal selling.