



**The Managing & Marketing Sales  
Association  
Examination Board**

# **SYLLABUS**

## **ADVANCED DIPLOMA IN SALES MANAGEMENT**

### **INTRODUCTION**

Effective practising of Management is an understanding and operation of **four** main elements. These cover the practices and systems of management, income and expenditure, processing the product/service to the customer and last, but not least, the skills of communication.

The MAMSA Advanced Diploma in Sales Management is the professional qualification which ensures a complete study is made for an effective business operation.

This Syllabus has been designed through advice from educational centres, efficient business enterprises and through the Consultancy project operated by MAMSA.

MAMSA believes in offering qualifications which will assist in furthering career opportunities and in providing a quality of professionalism recognised by Companies and by Government Departments, both in the UK and Overseas.

**MAMSA** is an international Association with members and training organisations working to further, on a daily basis, its mission statement:

*“The creation of opportunity for the development of knowledge from which positive, effective and practical application will strengthen the role of individuals and business enterprises internationally.”*

**The Executive Council**

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## EXAMINATION PROCESS

There are 4 Examinations which require the applicant to demonstrate a practical application to problems, situations or theoretical statements. Examinations may be taken separately.

There are international Centres, main dates being May and November annually. Applications must be made in February and September respectively. Special sessions can be arranged for Tuition Centres and Company Training Units.

On successful completion of the four Examinations, entry is available to the **Diploma in Marketing Strategy & Management (Part III) Hypothesis/Thesis**, with automatic Exemptions being given to the Certificate in Marketing Strategy .

Claims for Exemption will be considered by the Examination Council provided the Claim Form has been completed with the relevant documentary evidence and accompanying fee(s).

**Entry Requirements:-** Open to holders of the MAMSA Higher Diploma in Marketing or to holders of equivalent professional qualifications and to practising Executives who can show 3 years of senior work experience.

**Examination Results:-** Candidates results will be sent from MAMSA Head Office in August and January. The Examination Council is forbidden to enter into communication concerning a candidate's results. The Council's decision is final. Where candidates have passed all Examinations the Result and Diploma will be forwarded together.

**Non-attendance:-**In the case of illness, the provision of a Doctor's Certificate will be accepted and the fees transferred to the next Examination Session. A special request for transfer will incur an administration charge. Fees cannot be transferred if a candidate just does not attend an Examination Session.

# **ADVANCED DIPLOMA IN SALES MANAGEMENT**

## **EXAMINATION “A”**

### **GENERAL**

#### *(Communication Control ~ Elements of Marketing)*

#### **OVERVIEW**

To understand the total functions of management it is essential to have confidence in the use of the spoken word and to be able to be concise and appreciate the 'profile' of the recipient when using the written word. The manager will be involved in interviews with actual and potential customers who require to be acknowledged and who might have problems which need advice. This could also involve complaints. Preparing to interview or be part of a team interviewing job applicants and to have prepared criteria governing selection. The skills needed to communicate take many forms; covering telephone usage, report preparation and writing, designing motivational and informative sales bulletins; meeting with other managers, product/sales meetings and organising/partaking in training sessions.

The sales manager works closely with the marketing section, organising and using sales people to assist with market research and sampling. There is a need for knowledge of the marketing facets of media planning, advertising, promotion, merchandising and packaging as his/her input contains customer and competitor activity. Many organisations use conferences and exhibitions to promote and prove a platform for sales both to home users and internationally interested parties.

## **SYLLABUS CONTENT EXAMINATION “A”**

#### **COMMUNICATION CONTROL**

The function of management. Its purpose within the operation of a business. The use of the spoken word as a directive, motivator, request, to gain information and to activate confidence. An awareness that importance is attached to the written word to ensure ambiguity is avoided. Formal and informal communications attached to formats and layouts of letters, memoranda and facsimiles. Preparation and presentation of reports - introduction, content, summary and appendices. Using the written word for promotional material and as the content of sales bulletins. Communicating to groups at company meetings (sales/product meetings) and representing company at business meetings. Using verbal and written communication to negotiate settlement of complaints and staff matters. Communication by telephone ~ listening, analysing and presentation. Using visual, spoken and written communication for interviewing, leading to selection of action or for appointment.

## **ELEMENTS OF MARKETING**

Sales management's part in presenting marketing policies and strategies. Assisting in preparation of policies and strategies of marketing by practicing market research, carrying out sampling and operating surveys. Maximising the effect of advertising, promotions and merchandising. Representing the company at external conferences and assisting with in-company conferences. Knowing the critical factor of ensuring effective outcomes from exhibitions both local and international.

### **ADVANCED DIPLOMA IN SALES MANAGEMENT**

#### **EXAMINATION "B"**

#### **GENERAL**

*(Personnel Control ~ Time Control)*

### **OVERVIEW**

The essential factors of management involve a complete understanding of human behaviour and using expertise and skill within the time available. No two people behave in exactly the same way unless stimulated by hysteria, e.g. mob behaviour and panic. The manager is responsible for the behaviour and attitude of employees under his or her control and some need motivating, some controlling and others, counselling. No employee can produce satisfactory results unless they know what they are supposed to do - hence the need for Job Descriptions. With this in place and fully understood it is possible to appraise the work and circumstances surrounding the work, followed by development programmes. A key to successful management is to gain an employee's acceptance of the remuneration for the tasks and to stimulate human endeavour through a form of incentive.

Time is a valuable ingredient and has to be actively controlled, especially when part of the people responsible to the manager are mobile and plan journeys and calls. By monitoring customer records and call ratios, guidance can be given to maximise use of time. These factors are vitally important when managing a regional, national or international structure.

### **SYLLABUS CONTENT EXAMINATION "B"**

### **PERSONNEL CONTROL**

Behaviour patterns can be identified visually, verbally and in written format. Response action to situations. Response pattern to verbal and written communication. Awareness of patterns. Creating positive responses. Experiences of life will create attitudes - pre-conceived ideas - influencing touch, taste, smell and sight, also encouraging or diminishing creativity, leadership and entrepreneurship. Creating and influencing attitudes and negative factors require a skill in counselling. The skill of questioning and guiding conversations. Appraising existing quality and quantity of personnel and work situations. Using appraisals to plan and structure development programmes. Designing job descriptions and job specifications. Remuneration. Types of situations where incentives play an active part. Types of incentives.

## **TIME CONTROL**

An awareness that the effective use of time by managers and staff is a key element in business success. Planning time - use of a daily record of events indicates positive and negative time periods. Preparing, creating and retrieving factual and accurate records ensures an effective administration and management operation. Organisation structure, (national, regional or local) where careful planning provides maximum use of time, personnel and communication. Numbers and time are linked when planning sales territories, targeting potential trade and recording cost per call, dual calling and call ratios.

# **ADVANCED DIPLOMA IN SALES MANAGEMENT**

## **EXAMINATION "C"**

### **GENERAL**

*(Policy Control ~ Cost Control)*

## **OVERVIEW**

The policy of a business sets the scene for an understanding of the overall objectives and, in so doing, provides the platform for the organisational and communications structures. The way in which the objectives are achieved through the personnel tends to dictate the style and type of management practiced and to set the scene for mission statements. To achieve objectives a process of analysis and decision-making is required, especially in the matter of forecasting. The result of careful forecasting will be one of the factors which determine the extent and limit of production and processes of distribution.

An understanding and practising of management techniques must include an appreciation of business finance and costing to enable budgets to be set for all sections and departments. Budget and forecast costs which, by management control and practices, are contained and related to revenue (income). Business requires capital and finance to commence and continue to operate and these can be as loans or investments. The preparation of business plans, whether for the manager's own use or for a customer is advantageous. A plan will indicate cash flow for set periods and enable operating ratios to be constructed.

## **SYLLABUS CONTENT EXAMINATION “C”**

### **POLICY CONTROL**

The company policy - a statement and outline of the way in which it wishes to carry on its business and covers every section of the company. A sales policy states the way in which it will manage its “selling” operation. A mission statement sets out the attitude of the company to customers (trade) and personnel. Corporate planning - its aim is to co-ordinate all functions of a business to achieve objectives. Strategy - the methods used to action a corporate plan. Company structures define the roles of managers and staff within the plan and strategies. Management practices are dependent on the style of management and on the use of techniques. The understanding and practices of analysis provide the factors on which decisions can be based. Analysis of all elements affecting sales enables a forecast to be made affecting company production and distribution.

### **COST CONTROL**

An understanding of the financial operation of a company and financial status of customers. Interpreting the balance sheet and profit/loss accounts. Where and how finance can be raised. The preparation of budgets with control factors. Cost accounting related to cash flow and credit control. An awareness of how operating ratios are prepared and their meaning.

## **ADVANCED DIPLOMA IN SALES MANAGEMENT**

### **EXAMINATION “D”**

### **GENERAL**

*(Legal Control ~ Statistical Control)*

### **OVERVIEW**

Statistics are only of use if they have a practical purpose. Manual records serve a purpose but, today, computer programs are available to produce business and customer statistics which save time and effort. Accurate input and with programs available for particular types of business will indicate variances and areas for immediate decisions to be made. All statistics require the management element to bring into operation value analysis based on experience because, in the business world, nothing stands still or should be allowed to do so. Many elements can change, whether economic or human which can change customer attitudes to products/services. The use of statistics as a base will allow policies to be adapted, changes made in products/merchandising and in administration. An appreciation of both manual and computer programs in preparing and up-dating forecasts, targets and budgetary controls.

Management has to be aware of and to work within the legal factors involving sales and employment. Customers and employees have rights which have to be fulfilled, many of which apply internationally. There is also the need to have an understanding of the documentation required to export and import goods/products. Whilst there are many types of insurance, management must know the main classifications and which they are obliged to purchase to cover legal requirements especially for employees.

## **SYLLABUS CONTENT EXAMINATION “D”**

### **LEGAL CONTROL**

Contracts - their meaning and purpose. Contracts covering purchases - obligations of the seller. Legal rights encompassed in the Sale of Goods. Restrictive practices - what it means and entails when operating a sales function. Contracts of employment - long term and short term - applicable to full time/part time employees. The meaning of 'casual labour'. Contracts applicable to distributors and self-employed agents. Insurance applicable to company properties, employees and to goods/products. Elements of contract and notes applicable to export and import of goods/products.

### **STATISTICAL CONTROL**

The purpose of statistics. Their use in management operations. Appreciation of how to use statistics - the use of value analysis to reach a logical decision or to reach alternative solutions. Preparation, recording and retrieval of information - manually and by use of computer programs (database). Using computer programs as an aid to forecasting and implementing budgetary control. The timing and position of sales related to product life cycle.

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