

PROFESSIONAL DIPLOMA IN  
PROFESSIONAL DIPLOMA IN



# SALES MANAGEMENT



香港管理研究院  
HONG KONG  
INSTITUTE OF MANAGEMENT

**HK** THE HONG KONG  
**MA** MANAGEMENT ASSOCIATION

## THE PROGRAMME

### INTRODUCTION

For almost all companies, sales is the major generator of revenue and profit. It is imperative to manage it well. Improved performance in sales is the ultimate concern of most organizations. It is therefore vital for sales executives in all ranks to be highly skilful of their job, acquiring the essential skills necessary to get the best of their sales effort and to create lasting performance improvement. In Hongkong's highly, sometimes even harshly, competitive environment, sales management is a critical strategic area that will become even more important in the years ahead as the quickening pace of business activity makes innovative sales management essential to survival and success.

### OBJECTIVE

The objective of the Professional Diploma in Sales Management is to provide systematic training in sales management and career development opportunities to local executives. The programme will emphasize practical application through local business case studies, and lecturer/participant interaction through project assignments and project presentations. Also through this systematic approach and the sharing of experience among participants, students will learn the skills and tactics that are vital to be efficient and successful, and thus prepare them for a promising career in the sales profession.

### DESIGNED FOR

The Professional Diploma in Sales Management is a diploma tailor-made for practising salesmen aspiring to become distinguished, newly appointed sales managers, experienced sales managers without formal education, technically educated managers in charge of business units, entrepreneurs who would like to sharpen their selling skills, and senior executives who like to refresh their knowledge of sales management.

### STRUCTURE

The diploma comprises 7 modules, each module consist of 10 sessions of 3 hours each (except Management Report). Participants will be asked to submit a management report which may be on any aspect of sales management, so that they are given a chance to put theory into application. Lectures will be conducted by experienced and qualified practitioners and academics from local institutes of higher education.

## PROGRAMME STRUCTURE

The programme consists of seven modules, with a diploma being awarded upon successful completion of the course.

FIRST TERM			
M1 Effective Selling Skills	M2 Sales Force Management	M3 Client Relationship Management	
SECOND TERM			
M4 Advertising and Promotion Strategies	M5 Effective Negotiation Skills	M6 Strategic Sales Management	M7 Management Report

## ADMISSION REQUIREMENTS

Applicants should fulfil the following requirements:

1. Be secondary school graduates; AND
2. Possess 1 or more years' working experience; AND
3. Have a reasonable command of written/spoken English

## YOUR ADVANCEMENT PATH

PDS graduates are eligible to apply for the following programmes:

### Master's Degree

- **Master of Management (Financial Management / Management / International Management / Marketing Management / People and Performance)** Reg. 211070  
**Articulation via successful completion of Postgraduate Diploma for PD graduates** Reg. 211318 **(18 months)**  
Macquarie Graduate School of Management, Sydney
- **Master of Business** Reg. 211205 **(within 15 months)**  
The University of Newcastle, Australia
- **MBA** Reg. 251861 **(2 years, Chinese & English class)**  
University of Wales, UK

### Bachelor's Degree

- **BA (Hons) Business Studies (Business Studies / Finance / Human Resource Management / Logistics / Marketing / Tourism)** Reg. 252020 **(1 year)**  
University of Greenwich, UK
- **BA (Hons) (Human Resource Management / Marketing Management / Global Business & Logistics Management / International Business)** Reg. 251921 / 251923 / 251920 / 251922 **(1 year)**  
University of Huddersfield, UK
- **Bachelor of Arts (Hons) (Tourism Management / Leisure Management)** Reg. 251885 / 251884 **(3 years, Chinese & English class)**  
University of Wales, UK
- **Bachelor of Science in Business Administration (Business Management / Property & Facilities Management / Risk Management / Sales & Marketing Management / Sports & Recreation Management / Tourism & Hospitality Management)** Reg. 271560 **(1.5 years)**  
Bulacan State University, the Philippines

*Admission is on a competitive and individual basis entirely at the discretion of the respective universities. Admission criteria and procedures are set by them and are subject to change without prior notice. The Association does not give any warranty and will not accept any liability regarding the above.*

*It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead.*

## LANGUAGE MEDIUM

Cantonese (supplemented with English)

Course materials, mid-term assessments and final examinations will be in English.

## FEE (each module) - payable by 4 instalments

Each module: HK\$2,980

Term 1	1st instalment	2nd instalment	3rd instalment	4th instalment
HK\$2,980 x 3 modules	HK\$2,235 + Application Fee:HK\$200	HK\$2,235	HK\$2,235	HK\$2,235

## EXEMPTION

Applicants can apply for exemptions for up to 2 modules of the programme. For details, please contact the Customer Service Department on 2774-8500. The application form for exemption can be downloaded from our website ([WWW.HKMA.ORG.HK](http://WWW.HKMA.ORG.HK)).

## COMPLETION OF A MODULE AND AWARD OF DIPLOMA

### Satisfactory Completion of a Module

A minimum of 70% attendance is required for satisfactory completion of a module. Failure to do so will disqualify the student from sitting for the final written examination. Students must obtain an aggregate of 50% at least in the mid-term assessment and the final examination. For the management report, the student is required to achieve a pass grade in the report.

### Completion of the Professional Diploma in Sales Management Programme

Completion of the PDS Programme requires a student after initial registration to pass the continuous assessments and final written examinations of all seven modules in two consecutive terms. A candidate who has satisfied all the requirements will be awarded the Professional Diploma in Sales Management.

### Unsatisfactory Performance in a Module

On failing any one module at the first attempt, the student may sit once only for the remedial examination in the following term by paying a fee. Participants who fail the remedial examination are allowed to retake the module by paying full module fees.

However, the maximum time for participants to complete the whole programme is 2 years.

# SYLLABUS

## M1. Effective Selling Skills

### Aims

- To help students master the essential procedures and techniques in making a successful sales presentation.
- To enable students to generate credibility, accelerate customer confidence and secure customer orders.
- To ensure students to implement appropriate tactics to convert objectives into sales.

### Contents

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| <p><b>A. Developing Competitive Selling Skills</b></p> <ul style="list-style-type: none"><li>- Examining key activities and skills</li><li>- Analyzing prejudices to selling</li><li>- Selling by objectives</li></ul> <p><b>B. Conveying Clear and Precise Message to the Customer</b></p> <ul style="list-style-type: none"><li>- Avoiding trite opening remarks</li><li>- Making sure the opening line has maximum impact</li><li>- Analyzing information gathered from clients</li></ul> <p><b>C. Assertiveness Used Effectively in Selling</b></p> <ul style="list-style-type: none"><li>- Applying assertiveness skills to your presentation</li><li>- Building the confidence to speak up</li><li>- Be persuasive in communication</li></ul> <p><b>D. Identifying Essential Steps in Presenting</b></p> <ul style="list-style-type: none"><li>- Analyzing effective presentation formats</li><li>- Presenting the materials in an appealing and structured manner</li><li>- Developing useful techniques to make a sale at the end of a presentation</li></ul> | <p><b>E. Presenting Key Benefits to Customers</b></p> <ul style="list-style-type: none"><li>- Identify customer's needs</li><li>- Converting features to benefits</li><li>- Highlighting benefits to customers</li></ul> <p><b>F. Converting Objections into Sales</b></p> <ul style="list-style-type: none"><li>- Determining when to make concessions</li><li>- Handling difficulties, doubts and complaints arising from presentations</li><li>- Preparing for possible objections and overcoming obstacles</li></ul> <p><b>G. Asking for More Sales</b></p> <ul style="list-style-type: none"><li>- Closing a presentation and knowing where you stand</li><li>- Obtaining a commitment from the client at the end of the presentation</li><li>- Prospecting - the quest for new business</li></ul> <p><b>H. Characteristics of Highly Successful Salesmen</b></p> <ul style="list-style-type: none"><li>- Gaining long-term commitment from your clients</li><li>- Knowing when to give a little extra service to gain maximum sales</li><li>- Positive mental attitude</li></ul> |
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## M2. Sales Force Management

### Aims

- To provide students with a thorough knowledge of the essential responsibilities of managing a successful sales team.
- To ensure students that they will acquire competent leadership and motivational skills for the management of the sales force.
- To enable students to build up a strong, competent and powerful sales team.

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| <p><b>A. Marketing Role of the Sales Manager</b></p> <ul style="list-style-type: none"><li>- The function of sales manager in the corporate organization</li><li>- Planning, organizing, leading, controlling and developing resources</li><li>- Marketing concept, how the sales function fits in</li><li>- Co-ordination of marketing and sales activity</li><li>- Defining market segments and allocating resources</li></ul> <p><b>B. The Tactical Sales Plan</b></p> <ul style="list-style-type: none"><li>- Time management/time utilization</li><li>- Goal setting/objective setting</li><li>- Cost-effective coverage of target market segments</li><li>- Customer classification and prioritization</li><li>- Major account coverage</li><li>- Planning sales support organization</li></ul> <p><b>C. Leadership</b></p> <ul style="list-style-type: none"><li>- Developing synergy and teamwork</li><li>- How leadership differs from management</li><li>- Developing your leadership potential</li><li>- Leadership styles</li></ul> <p><b>D. Motivating the Sales Team</b></p> <ul style="list-style-type: none"><li>- Motivation concepts and their application</li><li>- Satisfying individual needs of the sales force</li><li>- Managing by persuasion, changing behaviours</li><li>- Motivating the older salesperson</li></ul> | <p><b>E. Controlling the Sales Operation</b></p> <ul style="list-style-type: none"><li>- Setting up and using effective sales controls</li><li>- Sales force documentation and paper work</li><li>- Sales force incentives</li></ul> <p><b>F. Performance Appraisal</b></p> <ul style="list-style-type: none"><li>- The documentation and timing of a performance appraisal system</li><li>- The performance appraisal interview</li><li>- The disciplinary interview</li></ul> <p><b>G. Training the Sales Team</b></p> <ul style="list-style-type: none"><li>- Principles of learning</li><li>- On-job training techniques and coaching skills</li><li>- Establishing standards of performance</li><li>- The field sales audit</li></ul> <p><b>H. Recruiting Effective Salesmen</b></p> <ul style="list-style-type: none"><li>- Manpower planning and Development</li><li>- The Special problems of sales selection</li><li>- The mechanics of recruitment, job specifications, employee profiling, advertising and assessment</li></ul> <p><b>I. Communicating with the Sales Force</b></p> <ul style="list-style-type: none"><li>- Verbal and written communications and reports</li><li>- The basic skills of effective communications</li><li>- The techniques of running sales meetings</li></ul> |
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## M3. Client Relationship Management

### Aims

- To provide students with an appreciation that CRM is designed to understand and anticipate the needs of the current and potential customers.
- To ensure all students are aware that they should dedicate all resources to satisfy customers' needs, and giving them access to you in any way they want.
- To ensure students to understand that CRM is a customer-centered business strategy, driving changes in functional roles in a company, and demanding work processes re-engineering, and that CRM should be supported, not driven, by e-CRM technology.

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| <p><b>A. How to Implement CRM</b></p> <ul style="list-style-type: none"><li>- The ROI and dimensions of CRM</li><li>- Elements of successful CRM</li></ul> <p><b>B. Strategies for New Customer Acquisition</b></p> <ul style="list-style-type: none"><li>- CRM and existing customers: More sales</li><li>- New customers: CRM to make them feel at home</li></ul> <p><b>C. Web-Enabling Customer Service</b></p> <ul style="list-style-type: none"><li>- e-Mail and unified messaging management</li><li>- IP telephony in the call center</li><li>- Web-enabled call centers</li><li>- One-to-One marketing tools</li><li>- CRM ASP</li></ul> <p><b>D. Back-End Strategies for Customer Support</b></p> <ul style="list-style-type: none"><li>- Data warehousing</li><li>- Data mining</li><li>- Supply Chain Management</li></ul> <p><b>E. CRM Technology</b></p> <ul style="list-style-type: none"><li>- Sales Force and Field Force Automation</li></ul> | <ul style="list-style-type: none"><li>- Demand Chain Network</li><li>- eCRM - Internet Relationship Hub</li></ul> <p><b>F. CRM Applications</b></p> <ul style="list-style-type: none"><li>- For employee</li><li>- For sales and services partners</li><li>- For customer</li><li>- After-sales service</li><li>- Handling complaints and turning complaints into business opportunities</li></ul> <p><b>G. Assessment of CRM</b></p> <ul style="list-style-type: none"><li>- The vision and the change</li><li>- The people and the learning</li><li>- The future</li></ul> <p><b>H. CRM Case Study</b></p> <ul style="list-style-type: none"><li>- CRM project</li><li>- CRM driven company</li><li>- CRM cases</li><li>- CRM workshop</li></ul> |
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## M4. Advertising and Promotion Strategies

### Aims

- To provide students with a clear understanding of the role of advertising and the effective ways of communicating with the targeted market.
- To ensure students to acquire the tools and techniques for designing the complete campaign integrating marketing communications, promotion, and public relations strategies.
- To ensure students that they can determine the creative platform and media plan for effectively reaching the desired target audience, choose the best method of budgeting, and evaluate the effectiveness of campaign strategies.

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| <p><b>A. The Role of Advertising and Promotion Strategies</b></p> <ul style="list-style-type: none"><li>- Defining the roles of advertising, promotion, and public relations</li><li>- Relating advertising and promotion strategies to the marketing programme and organizational objectives</li></ul> <p><b>B. Understanding the current situation</b></p> <ul style="list-style-type: none"><li>- Assessing environmental factors impacting promotion</li><li>- Identifying the current position in the market place</li></ul> <p><b>C. Target Market Selection</b></p> <ul style="list-style-type: none"><li>- Identifying the prime prospects, demographics, psychographics, and lifestyles</li><li>- Researching the customer, appeals, buying habits</li><li>- Profiling the target market</li></ul> <p><b>D. Creative Objectives</b></p> <ul style="list-style-type: none"><li>- Setting the guidelines</li><li>- Identifying the best ways to deliver the message to the target audience</li><li>- Exploring special problems that may occur in communicating with the international customer</li><li>- Creating visual, verbal, sound, and attitude similarity</li><li>- Integrating advertising, promotion and publicity efforts</li></ul> | <p><b>E. Media Selection and Scheduling</b></p> <ul style="list-style-type: none"><li>- Matching media options with the target market</li><li>- Reach versus frequency, continuity versus pulsing</li><li>- Setting media objectives</li><li>- Scheduling media, promotion, and public relations</li></ul> <p><b>F. Budgeting</b></p> <ul style="list-style-type: none"><li>- Evaluating alternative budgeting methods</li><li>- Appreciating basic budgeting guidelines</li></ul> <p><b>G. Planning Complete Campaign Strategies</b></p> <ul style="list-style-type: none"><li>- Outlining the campaign plan</li><li>- Stating measurable objective</li><li>- Planning for implementation</li><li>- Justifying the strategies</li><li>- Evaluating campaign effectiveness</li></ul> <p><b>H. In-House Departments versus Hiring Outside Agencies</b></p> <ul style="list-style-type: none"><li>- Exploring the advantages of internal versus external promotion planning</li><li>- Setting a criteria for selecting an advertising or public relations agency</li></ul> |
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## M5. Effective Negotiation Skills

### Aims

- To equip students with the necessary tools, techniques and concepts for successful negotiation.
- To ensure students to master the techniques for the most effective negotiating strategies and tactics.
- To ensure students to deal with difficult negotiation incidents with confidence and competence.

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| <p><b>A. Definition of Negotiation</b></p> <ul style="list-style-type: none"><li>- Concept of negotiation</li><li>- Negotiating vs bargaining</li></ul> <p><b>B. Behaviour of a Successful Negotiator</b></p> <ul style="list-style-type: none"><li>- Successful vs average negotiation</li><li>- Characteristics of a successful negotiation</li><li>- Features of win-win agreements</li></ul> <p><b>C. Stages of Negotiation</b></p> <p>a. Planning and preparation</p> <ul style="list-style-type: none"><li>- assessing the opponent's real objectives</li><li>- setting minimum/maximum limits</li><li>- selecting strategies and tactics</li><li>- the aspiration level and its effect on the outcome</li><li>- settlement ranges and the negotiation zone</li></ul> <p>b. Opening</p> <ul style="list-style-type: none"><li>- aim as high as you credibly can</li></ul> <p>c. Exploration</p> <ul style="list-style-type: none"><li>- Identifying dangers in negotiation</li><li>- Recognising and avoiding common traps</li></ul> <p>d. Exchange items</p> <ul style="list-style-type: none"><li>- definition and importance of creativity</li></ul> <p>e. Concessions</p> <ul style="list-style-type: none"><li>- do's and don'ts</li><li>- concession amounts and frequencies</li></ul> | <p>f. Power</p> <ul style="list-style-type: none"><li>- definition, objectives, employment</li><li>- sources to draw upon</li><li>- types of power-enhancing questions</li><li>- power is only its perception</li><li>- you have more power than you think</li><li>- model of shifting patterns of power</li></ul> <p>g. Pressure</p> <ul style="list-style-type: none"><li>- definition and tactics</li><li>- defences against common tactics</li></ul> <p>h. Closing</p> <ul style="list-style-type: none"><li>- recognising the point to close</li><li>- do's and don'ts for the final stages</li><li>- tie up all loose ends for an enduring agreement</li></ul> <p><b>D. Communication</b></p> <ul style="list-style-type: none"><li>- Importance in negotiating</li><li>- Communication loop</li><li>- Questioning, listing, verifying</li><li>- Revealing information selectively</li><li>- Useful questions</li><li>- Reducing tension</li><li>- Tactics to gain thinking time</li><li>- Non-verbal signals</li></ul> <p><b>E. Discussion and Case Studies</b></p> |
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## M6. Strategic Sales Management

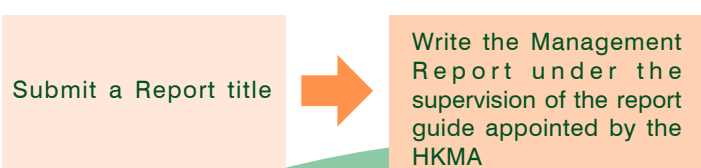
### Aims

- To acquaint students with new selling skills which have to be aligned with electronic processes and systems.
- To enable students to understand the fundamentals of market research, to grasp the techniques of performing a basic sales forecast and to gain insight into product profit and cost management.
- To ensure students be able to evaluate business opportunities and risks, and to develop successful business strategies.

### Contents

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| <p><b>A. The Framework of Sales Management in the New Millennium</b></p> <ul style="list-style-type: none"><li>- Facing the e-Challenge</li><li>- Understand the new mechanism of the sales market</li></ul> <p><b>B. Equip the Sales Force with New Tools</b></p> <ul style="list-style-type: none"><li>- New selling tools</li><li>- Use of multimedia and electronic tools</li></ul> <p><b>C. Market Research Techniques</b></p> <ul style="list-style-type: none"><li>- Understanding the research process</li><li>- Research methods and instruments</li><li>- Analysis and presentation of findings</li><li>- Pitfalls of market research</li></ul> <p><b>D. Sales Forecasting Techniques</b></p> <ul style="list-style-type: none"><li>- Forecasting techniques: qualitative, time, series, casual</li><li>- Constructing a basic forecast</li><li>- Assessing the environment: marketing and sales strategy inputs</li><li>- Assessing likely gains, losses and retentions</li><li>- Testing and confirming</li><li>- Limitations of the forecast</li></ul> | <p><b>E. Effective Product Management</b></p> <ul style="list-style-type: none"><li>- Basic principle of product management system</li><li>- Profit planning and management system</li><li>- Pricing</li><li>- Product planning</li></ul> <p><b>F. Assessing Business Opportunities and Strategies Planning</b></p> <ul style="list-style-type: none"><li>- Concepts helpful for identifying business opportunities, target markets, differential</li><li>- How to build and maintain competitive advantages</li><li>- Where to look for opportunities and information</li><li>- Converting opportunities to action strategies</li><li>- Strategy implementation and control measures</li></ul> <p><b>G. Selling Chain Management</b></p> <ul style="list-style-type: none"><li>- Concept of selling chain management</li><li>- Applications of SCM system</li><li>- Establish decision support system</li></ul> <p><b>H. Sales Integration</b></p> <ul style="list-style-type: none"><li>- Integrated nature of sales management</li><li>- Interface with other aspects of marketing management</li><li>- Coordinate with other departments for result</li></ul> |
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## M7. Management Report



The management report allows students to demonstrate their ability in applying their knowledge and skills to a real situation, usually within their own organization or based on a new business idea. Under the guidance of a supervisor, students are required to complete a comprehensive management plan including a logical sequence of analysis, decision rationale, steps of implementation, control and financial projection.

*Course contents of all modules may be subject to change if required without prior notice.*

### REIMBURSABLE BY CONTINUING EDUCATION FUND (CEF)

**Name of Institution:** HKMA      **CEF Institution Code:** 300      **CEF Course Code:** 21F05886-7

**CEF Course Title:** Professional Diploma in Sales Management

This Programme (all 7 modules) has been included to be reimbursable under the CEF. Participants MUST submit their applications directly to the Office of the CEF before the commencement of the programme. For details, please visit the website: <http://www.info.gov.hk/sfaa/cef> or contact the CEF enquiry hotline: 3142 2277.

### ENQUIRIES

To make enquiries, please call 2774-8501 (Customer Service Department) during normal office hours. For course details, please contact Ms Shirley Chan on 2774 8569.

Fax: 2365-1000      Website: [www.hkma.org.hk](http://www.hkma.org.hk)      PDS Website: [www.hkma.org.hk/pd/pds](http://www.hkma.org.hk/pd/pds)

### About the Hong Kong Institute of Management

The Hong Kong Management Association (HKMA) offers a diverse range of services, namely management education and training, business awards, seminars, conferences and dinner functions. “**Hong Kong Institute of Management**” (香港管理研究院) is the education and training division of the Association which highlights the executive focus of its programmes.