



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

# DIPLOMA IN HIGH PERFORMANCE SALES AND BUSINESS DEVELOPMENT



Executive Education  
Ranking 2020





## PROGRAMME DETAILS

### Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. Workshops are held on Fridays and Saturdays to minimise interference with busy work schedules. 100% attendance is required.

### Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is on the practical application of knowledge to benefit the participant, their team and their organisation.

### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in High Performance Sales and Business Development by UCD Smurfit Executive Development (30 credits at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

### Module 1

#### Strategy for Breakthrough Sales Performance

- Examine what holds organisations back from delivering the results they really need to drive growth in their business;
- Examine strong baseline information including financial performance, market and competitor dynamics, customer needs and organisational assessments;
- Analyse the changing strategic demands on the sales and business development function in order to bridge the gap between strategy and execution;
- Evaluate performance and benchmark versus latest global perspectives.

### Module 2

#### Leading and Coaching for Breakthrough Performance

- Develop a more sophisticated understanding of leadership, its associated challenges, and an appreciation for a range of tangible leadership practices to use in professional and personal contexts;
- Understand leadership as a 'craft' activity, emphasising the importance of experience, engagement, intuition, and emotional awareness;
- Acquire a range of practical coaching skills that form a crucial part of a good leader's armoury.

### Module 3

#### Creating, Winning and Developing Customers & Clients

- Investigate how firms must develop differentiated products and services, based on sound customer insights and enhance their capability to effectively implement their strategy;
- Present a compelling approach that allows suppliers to demonstrate and document superior value compared to the next best alternative from the customer's perspective.

## PROGRAMME OVERVIEW

The pressure for business growth in organisations increases daily. Sales and business development leaders are a critical link between a company and its customers and therefore often hold the key to sustained growth and profitability.

This diploma is designed to equip senior executives with an in-depth understanding of how to achieve increased profits, double growth and create a robust growth strategy for the next stage of an organisation's development. It will help participants develop their own thinking and address key sales and business development challenges with clarity, innovation, focus and confidence.

The diploma will provide participants with leading-edge sales management models, concepts, tools and action learning that will make a significant difference to their business efficiency and performance levels. It will enhance participants' ability to create and lead a high-performance sales and business development team, unit and organisation.

## Who is it for?

- Senior executives currently responsible for leading the sales and business development function of their organisation;
- Managers who want to successfully integrate their business development strategy into the corporate strategy of the organisation;
- Senior executives who want to optimise their sales structure and performance;
- Managers who want to use coaching and performance management techniques to create a motivated and high performance team;
- Individual contributors who are tasked with planning the sales strategy and implement sales force decisions;
- Leader/managers who would like to challenge their thinking with the latest research and learning from Fortune 1000 sales organisations and leading academics.

## Key Benefits

Upon completion of this programme, participants will have a deep understanding of sales strategy decisions that most impact revenue and profit growth, and that precede decision making related to sales force management and cross functional alignment.

Specifically, the programme will:

- Equip the participant with the tools to assess and address the strategic sales and business development strategy decisions that impact upon revenue;
- Provide deep insight into some of today's most challenging issues in sales force design, deployment, talent management and effectiveness;
- Address the topic of team performance & engagement to test and accelerate a competitive advantage;
- Provide learning strategies for improving the participant's ability to communicate performance expectations and manage performance gains and gaps;

### Module 4

#### Negotiations – Changing the Game

- Examine the differences between selling approaches and understanding proactive customer and client development;
- Consider buyer seller relationships in terms of how to identify win-win solutions with potential and existing clients;
- Understand what areas of sales process development are necessary to improve deal movement and selling skills;
- Acquire value-creating negotiation strategies and practice their application.

### Module 5

#### Executing High Performance Business Development Operations

- Create an effective organisation that is focused, flexible and operates at pace;
- Develop appropriate processes, systems, and a culture of delivery;
- Diagnose root causes driving the lack of performance in achieving business goals;
- Position the sales/business development function within the organisation's overall sales and marketing strategy;
- Address the components required for designing and managing a highly effective sales/business development team.

### Module 6

#### Driving Revenue & Profitable Growth through High Performance Talent

- Develop a robust understanding of why talent development is a key driver of profitable growth;
- Utilise targeted development and succession planning techniques;
- Learn the necessary skills to manage high-potential sales leaders, capitalising on high performance to achieve crucial business goals.

## FACULTY

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers and accomplished authors. Through publishing, consulting and teaching they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays, individual assessment and one-on-one coaching, so as to deliver a unique and lasting learning experience.

- Help participants develop a coaching mind-set to support increased performance and development.

## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is the only Irish member of UNICON, an invitation-only alliance of the world's leading university-based executive education providers.

UCD Smurfit Executive Development has been ranked 1st in Ireland, 27th in Europe and 42nd in the world for its Open Enrolment programmes according to the prestigious 2020 Financial Times Executive Education Rankings. Our customised programmes have also been ranked at 47th in the European top 50. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

## Fees

The fee of €8,260 or €7,847 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

## How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

## Pathway to the MSc in Business

### (Leadership & Management Practice)

The Diploma in High Performance Sales and Business Development forms part of the MSc in Business (Leadership & Management Practice) Pathway. The Pathway framework is comprised of ten diploma programmes. If participants successfully complete three of these ten diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership & Management Practice).

The other diploma options available in the Masters Pathway are as follows:

1. Professional Diploma in Organisational Change & Transformation
2. Professional Diploma in Leadership Development
3. Professional Diploma in Strategy Development and Innovation
4. Professional Diploma in Advanced Management Performance
5. Professional Diploma in Business & Executive Coaching
6. Professional Diploma in Corporate Governance
7. Professional Diploma in Strategic Growth (Food Industry)
8. Professional Diploma in Strategic Growth (Biotech & Pharma Industry)
9. Professional Diploma in Business Finance

*This diploma provides a great opportunity to re-evaluate everything you do commercially. It helps confirm the areas in which you're performing well and provides solutions to the areas that require improvement, as well as delivering a greater understanding of what behaviours are required to achieve your business development and sales goals.*

**Brian McCarthy**  
Sales Director at UrbanMedia

*The diploma is a journey through a series of modules, carefully structured and delivered by experienced faculty. It encouraged reflection, deeper learning and understanding of fundamental business topics. It is an ideal networking opportunity in a supportive environment with people who face the same challenges, juggling working and personal lives with the added dimension of assignments, deadlines and class attendance.*

**Mary Hourigan,**  
Business Development Director at Enovation Solutions



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Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

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