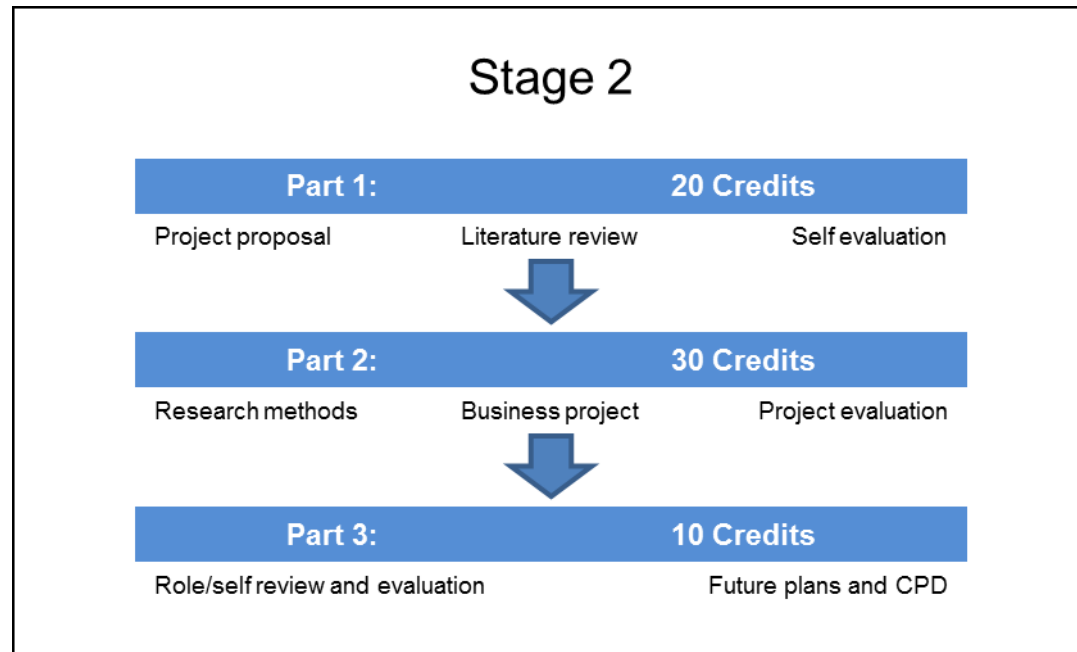


## LEADING MARKETING (60 Credits)

Total Qualification Time: 200

### A Route to Chartered Marketer



By the end of Stage 2 candidates should be able to:

- Demonstrate a critical awareness of current and emerging issues in marketing that is informed by leading edge research and practice in the field.
- Propose a strategic response to an emerging marketing theme that considers the impact on marketing and its interaction with other parts of the organisation.
- Critically evaluate the skills, behaviours and attitudes required to lead strategic marketing projects.
- Critically assess published research to determine methods of designing, implementing, measuring and monitoring the success of a project and marketing performance.
- Design and conduct research into marketing and business issues using a range of business data, research sources and appropriate research methods.
- Demonstrate the relationship between theory and professional practice through the application of a range of appropriate assessment tools and techniques to measure project success.
- Critically evaluate project success and recommend appropriate actions to improve the implementation of future business projects or to revise approaches to practice.
- Critically assess personal performance and provide a range of evidence that demonstrates that they can take responsibility for their own personal and professional development.
- Develop their ability to operate effectively in a strategic marketing role through continuing professional development.

Stage 2 of the Chartered Postgraduate Diploma in Marketing will consist of three parts:

## **Part 1            Defining the Project**

The purpose of this part of Stage 2 is to prepare candidates to lead the design, implementation and evaluation of a strategic business project within their own organisation or business sector. The project will make a significant contribution to their employer or business sector.

Candidates will explore an emerging marketing theme and evaluate its impact on current marketing practice. They will be expected to provide a project proposal in which they have critically evaluated current published work on the emerging marketing theme and identified the key issues and opportunities facing the organisation or business sector.

In undertaking the literature review, candidates should also be able to critically evaluate the skills, behaviours and knowledge required to lead a successful project and to critically assess their personal competence in those areas.

By the end of Part 1 candidates should be able to:

- Demonstrate a critical awareness of current and emerging issues in marketing that is informed by leading edge research and practice in the field.
- Propose a strategic response to an emerging marketing theme that considers the impact on marketing and its interaction with other parts of the organisation.
- Critically evaluate the skills, behaviours and attitudes required to lead strategic marketing projects.

### **1.1    The Literature Review**

1.1.1 Demonstrate a critical awareness of emerging marketing themes impacting on business and marketing:

- *Current and relevant references*
- *Literature, business data, research sources*
- *Appropriate referencing*
- *Emerging technologies, sustainability, stakeholder evolution, globalisation, customer behaviour, ethics, societal marketing, knowledge leadership*

1.1.2 Critically evaluate a key emerging marketing theme and consider its significance to, and impact on, an organisation or business sector:

- *Benchmarking*
- *Organisational capabilities and resources*
- *Financial capabilities and constraints*
- *Organisational strengths and weaknesses*
- *Risk assessment*
- *Buyer behaviour, supply chain, competitive structure*

1.1.3 Propose a strategic response to an emerging marketing theme:

- Strategic intent
- Strategic opportunism
- The organisation's value proposition, assets and competencies, business and functional strategies, competitive advantage

1.1.4 Critically assess a range of current literature and resources to lead and measure the success of a business project:

- *Leaderships skills and traits*
- *Leadership styles*
- *The leader's role*

## **1.2 Self-Evaluation**

1.2.1 Critically assess current competence and ability to lead a successful marketing project:

- *Personal strengths and weaknesses*
- *Skills gap*
- *Knowledge gap*

1.2.2 Use a range of information and assessment tools to evaluate the individual's leadership skills, competences and attitude:

- *360° feedback, questionnaire design*
- *MBTI, Insights, HBDI, SDI, BTSA*

1.2.3 Determine skills and competences that will be developed through effective project leadership and implementation

## **Part 2 Project Implementation and Assessment**

The purpose of this part of Stage 2 is for candidates to design, implement and assess the strategic business project.

Candidates will be expected to apply appropriate research methods to identify and explain the procedures and processes that will be used to design and implement the strategic business project and to assess the success of the project. It is anticipated that the candidate will identify the need for primary research. However, secondary research may be acceptable if the project is suitable for this approach. Candidates will be expected to define success in order to explore methods to measure success.

Following implementation, candidates will use the procedures identified within their research methods to assess project success against key performance indicators. They will also be expected to make recommendations to improve the implementation of future business projects.

By the end of Part 2 candidates should be able to:

- Critically assess published research to determine methods of designing, implementing, measuring and monitoring the success of a project and marketing performance.
- Design and conduct research into marketing and business issues using a range of business data, research sources and appropriate research methods.
- Demonstrate the relationship between theory and professional practice through the application of a range of appropriate assessment tools and techniques to measure project success.
- Critically evaluate project success and recommend appropriate actions to improve the implementation of future business projects or to revise approaches to practice.

## **2.1 Research Methods**

2.1.1 Design and apply appropriate research methods to plan a project and identify the procedures to be followed to implement and to assess project success

- *Literature, business data, research sources*
- *Primary and secondary research techniques*
- *Appropriate referencing*

## **2.2 The Business Project**

2.2.1 Lead a strategic marketing project to exploit or meet the demands of an emerging marketing theme

- *Project implementation*
- *Data gathering*
- *Self-observation and awareness*

## **2.3 Project Evaluation**

2.3.1 Critically assess implementation of a strategic marketing project using techniques identified through research

- *Primary and secondary research*
- *Accounting, productivity, customer and internal measures*
- *The balanced scorecards*
- *Brand equity and brand value*
- *Shareholder value analysis*
- *Financial ratio analysis*
- *Trend analysis*
- *Benchmarking analysis*
- *Comparative assessments with previous strategies*
- *Budgetary control techniques*

2.3.2 Analyse data to make valid recommendations to improve the implementation of future strategic business projects

## **Part 3 Self Review and CPD**

The purpose of this part of Stage 2 is for candidates to critically assess their role in leading and implementing the business project using the procedures and processes identified within their research methods.

Candidates are expected to assess the skills, knowledge and competences they used throughout project implementation. The candidate will be expected to identify areas where they have developed during the project, areas where they consider they have some expertise and areas for future development.

Candidates will then produce an informed plan for Continuing Personal Development.

By the end of Part 3 candidates should be able to:

- Critically assess personal performance and provide a range of evidence that demonstrates that they can take responsibility for their own personal and professional development.
- Develop their ability to operate effectively in a strategic marketing role through continuing professional development.

### **3.1 Self-Evaluation**

3.1.1 Apply a range of appropriate assessment tools and techniques identified through research to assess personal skills, competences and knowledge

- *360° feedback, questionnaire design*
- *MBTI, Insights, HBDI, SDI, BTSA*

3.1.2 Critically compare pre-project and post-project competence to determine progression within a leadership role

### **3.2 Future plans**

3.2.1 Reflect on their learning and self critically manage their future development

- *Personal development planning*