

# Qualification Specification:

## CIM Level 7 Marketing Leadership Programme

### About CIM

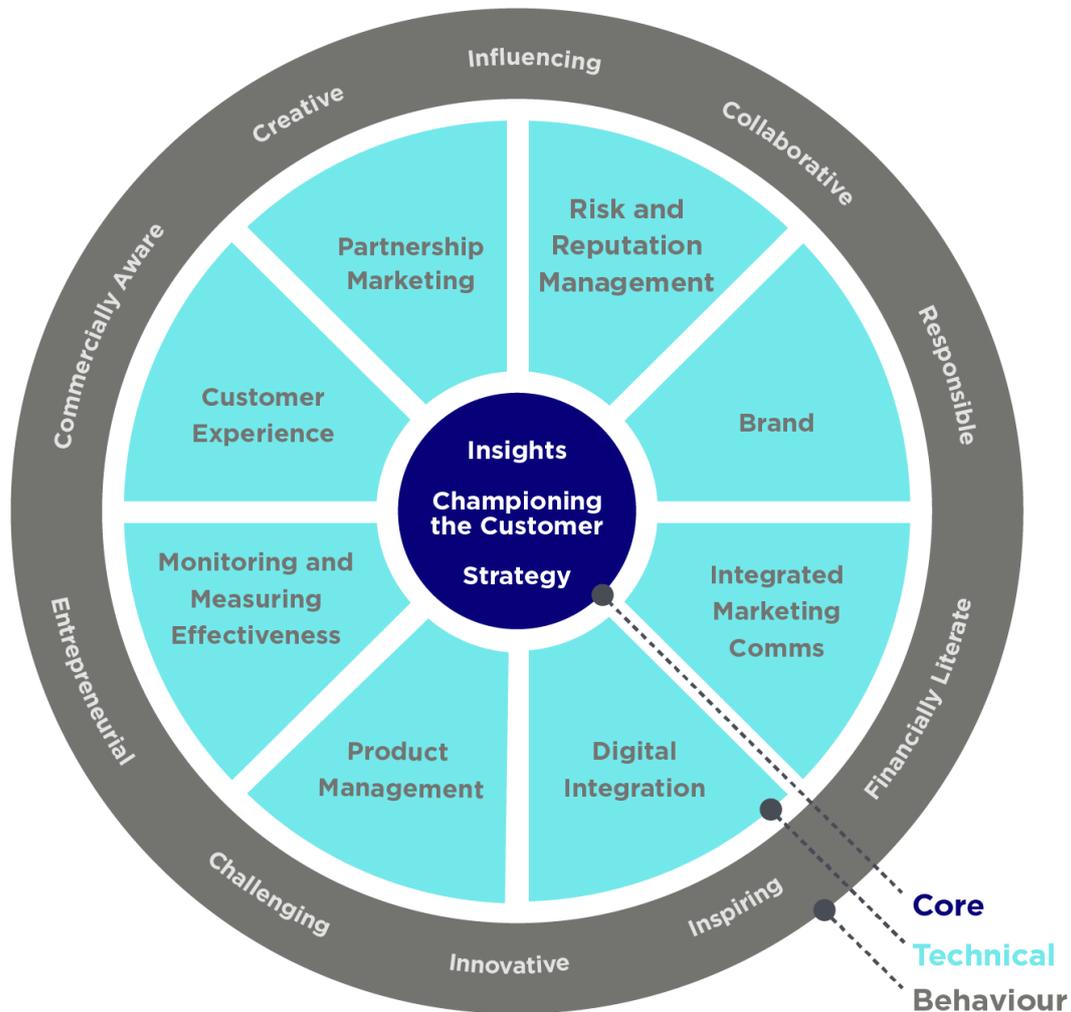
CIM (The Chartered Institute of Marketing) has been representing its members and the industry for over 100 years. A Royal Charter was granted by Her Majesty the Queen in 1989 and the governing principles remain as relevant today as when first set out by Royal Charter: "...to promote and develop the art and science of marketing and to encourage, advance and disseminate knowledge, education and practical training in and research into the art and science".

CIM strongly believes that high standards of quality and integrity are vital to the success of the marketing profession so maintaining, developing and setting standards within the industry is a key part of CIM's work. The Professional Marketing Standards were developed and released in 2006 by CIM and regularly undergo further review following extensive research with employers and leading academics. The 2014 release of the Professional Marketing Competencies clearly show the competencies expected of marketing professionals at each stage of their career, designed to guide both marketers and their employers to assess a level of proficiency and training needs.

As the world's largest organisation for professional marketers, CIM has a global reputation as a centre of excellence and its qualifications are recognised worldwide.

# Professional Marketing Competencies

The Professional Marketing Competencies focus on three key competency areas: 'Core', 'Technical' and 'Behaviour'. The 'Behaviour' indicators reflect the demand for transferable skills and articulates a level of proficiency rather than seniority.



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## Proficiency levels

Level		Definition	Knowledge	Application
5	Authoritative	Mastery at the highest level of the knowledge and application	Mastery	Habitual
4	Accomplished	An advanced degree of knowledge and consistent application	Mastery	Regular
3	Able	Full knowledge of the concepts and application to the business	Full	Regular
2	Active Learner	Meaningful knowledge with some experience and application	Some	Some
1	Aware	Limited knowledge or experience with full potential to develop	Limited	Limited

The Professional Marketing Competencies have been instrumental in the development of the CIM Level 7 Marketing Leadership Programme. The knowledge base, technical and behaviour skills from the Professional Marketing Competencies have been embedded into the qualification design and development to create a 'fit-for-purpose' employer-led qualification.

# CIM Level 7 Marketing Leadership Programme

## Background

The CIM Marketing Leadership programme has been developed to respond to both industry and individual needs within the marketing profession. Extensive global, employer led research across a range of industry sectors and organisational size has been undertaken to identify the skills and competences industry requires to fully develop the marketing professional into an advocate for leading change within the dynamic organisation.

The programme has been scoped through discussion with a range of connected stakeholders, including channel partners, and compared with other professional awarding organisations to ensure the programme content and structure fits with the demands of the marketing role at this level.

## The qualification

This Level 7 Marketing Leadership programme sits alongside the qualification suite offered by CIM. The emphasis is upon development of the aspiring individual to facilitate and implement change rather than achieving a qualification.

The aim of the CIM Level 7 Marketing Leadership programme is to provide mid-level marketers a focused contemporary marketing leadership qualification, which will allow candidates to build strategic marketing leadership skills, providing unique and practical career development.

This qualification is typically aimed at candidates who are currently Marketing Managers or who are at Head of Marketing level and already hold a degree level qualification, having accumulated around 5 years' experience and may be managing teams. Target candidates may also be an owner/CEO of small and medium size company, or a consultant looking for professional recognition and status.

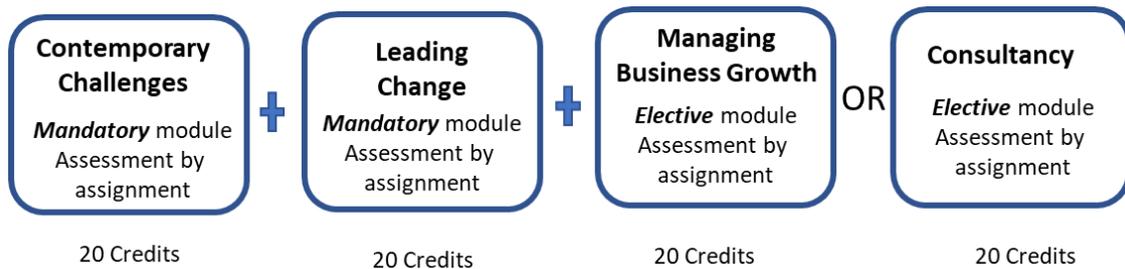
Candidates will be ambitious, seeking to advance their career through study, which will have a positive and practical impact on their career confidence and ultimately performance within the workplace. The opportunity to build knowledge and skills within a professional network of likeminded marketing professionals will be an important aspect of the programme.

The programme will fulfil the criteria of Level 7 postgraduate study and will, in time, offer credits towards Master's qualifications within the university sector.

The programme has been structured to reflect the researched need for a flexible and bite sized approach to meet the needs of today's professional marketer. Each module can be achieved as a distinct, self-contained award or combined into the full qualification which will comprise of two mandatory modules and one elective.

To achieve the CIM Level 7 Marketing Leadership Programme, a pass in **THREE** modules is required. There are two mandatory modules which need to be successfully completed and each candidate has to also complete successfully one elective from two electives available, offering the candidates a choice of module to fit their own career development requirements.

The modules at Level 7:



## Who's it for?

The CIM Level 7 Marketing Leadership Programme is aimed at the experienced marketer working at a strategic marketing or management level, aspiring to move to a boardroom role, or for candidates running their own company wishing to strategically grow their business. It is also aimed at consultants looking for professional recognition and status.

## Entry requirements

Entry level is dependent upon the candidate's currency and relevance of qualifications and experience.

One or more of the following is required to gain entry onto this qualification:

- CIM Level 6 Marketing qualification (either 2003 syllabus or 2009 syllabus)
- CIM Advanced Certificate in Marketing
- CIM Digital Diploma in Professional Marketing
- A business or marketing Bachelor's or Master's degree (or an equivalent qualification) where a minimum of half of the credits come from marketing modules

AND

- A range of experience working at Senior Marketing Management level (normally **five** years) that has provided potential candidates with ability to evidence that they can meet the learning outcomes for the CIM Professional Diploma in Marketing if required.

If English is not the first language, learners will need to demonstrate that they have achieved one of the following English language qualifications in the last two years:

- IELTS Academic Modules with an overall score of 6.5 (each component pass mark must be 6.0 or above)
- Cambridge Certificate of Advanced English grade B or above

CIM will consider other equivalent alternatives.

## The modular pathway

This Level 7 qualification is designed to be flexible as modules can be studied in any order to complete a whole qualification or simply an individual award.

The modules, which can be approached in any order are:

- Contemporary Challenges (Mandatory)
- Leading Change (Mandatory)
- Managing Business Growth (Elective)
- Consultancy (Elective)

If studied for the completion of a whole qualification, the qualification is titled as follows:

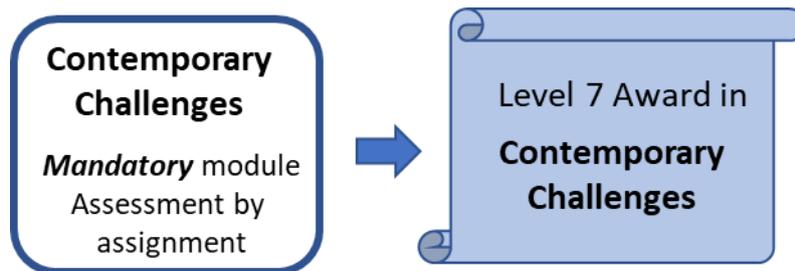
**Contemporary Issues (Mandatory) + Leading Change (Mandatory) + *either* Managing Business Growth (Elective) *or* Consultancy (Elective) = CIM Level 7 Marketing Leadership Programme**

Research indicated that learners are looking for a programme that can be completed within 18 months. This allows six months for each module of study.

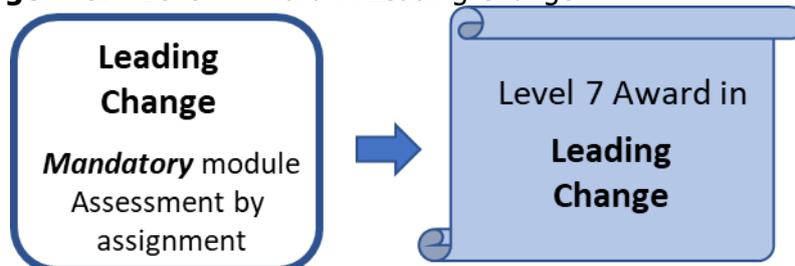
## Completing ONE module

If studied as a standalone module, an individual award can be achieved. These will be titled as follows:

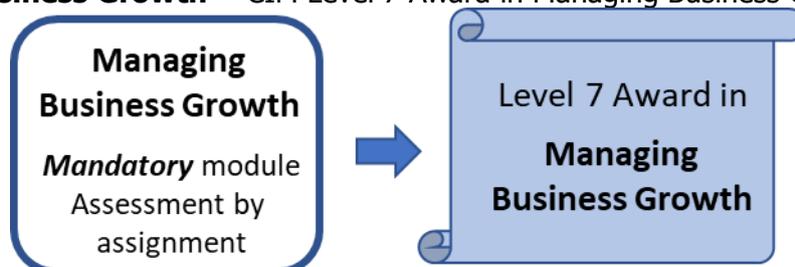
**Contemporary Challenges = CIM Level 7 Award in Contemporary Challenges**



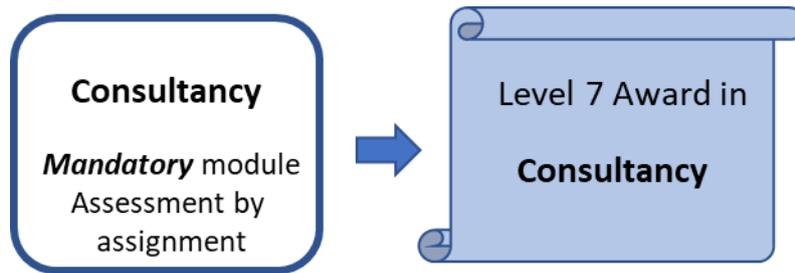
**Leading Change = CIM Level 7 Award in Leading Change**



**Managing Business Growth = CIM Level 7 Award in Managing Business Growth**



**Consultancy** = CIM Level 7 Award in Consultancy



## Credits and Total Qualification Time (TQT)

Each module has an individual credit value of 20 credits, with the programme representing 60 credits which can be used as Accredited Prior Learning (APL) towards other Level 7 qualifications such as a Master's programme. In terms of the time required by the learner this would equate to approximately 200 hours of learning per module.

**Credits** – Each module has a credit value which indicates how many credits are awarded when a module is completed. The credit value also gives an indication of how long it will normally take to achieve a module or qualification. One credit usually equates to 10 hours of learning.

**Guided learning hours (GLH)** – GLH is widely accepted as the number of hours of teacher-supervised or directed study time required to teach a qualification or unit of a qualification. Please note – GLH does **not** usually include learning time spent away from the assessor.

**TQT** – is the amount of time expected to take, on average, to complete the learning outcomes of a module to the standard defined by the assessment criteria and includes:

- guided learning hours
- practical and work-based learning
- assessment preparation time and
- assessment time.

## Modes of study

Initially the programme is available through a limited number of UK based accredited study centres (ASCs) through face to face, or blended learning approach to more easily facilitate the networking opportunities required by the learner and to create a community of learners accessing the programme.

Please visit <http://www.cim.co.uk/study-centres> for more information on which centres offer which mode of study.

## How it's assessed

Assessment methods used within the qualification are employer-driven, practitioner-based, relevant and appropriate for business needs.

There are three assessment sessions per year which take place in December, March/ April and June.

Assessment for all modules is via an organisational based assignment designed to allow the candidate to address a specific live business issue from within their own organisation. It is essential the candidate works within an organisation that offers the scope to demonstrate their skills across the content of the individual modules.

A high level of individual tutorial support and peer to peer support is required to ensure the learner's intended approach fulfils the demands of the assessment in terms of content and level of skills utilised.

Some assignments may include an element of self-directed assessment to ensure maximum applicability to the organisation and relevance of the assessment process to the employer and learner. Some degree of presentation preparation will form part of the assessment for the elective modules.

Assignments will be restricted to taking the learner to the implementation stage of recommendations – full implementation of recommended solutions may not be possible within the learner organisations during the assessment period. Assignment briefs are available to ASCs.

Assignment briefs will be available for Accredited Study Centres to view seven months in advance of the assessment session to which it relates. All candidate's work will be required to be submitted through plagiarism software.

## How it's graded

Grading will be applied to each module as well as to the overall qualification.

Distinction	(D)	70-100
Merit	(M)	60-69
Pass	(P)	50-59
Fail	(F)	0-49

The percentage mark along with the corresponding grade will be issued for each module. To achieve the total qualification each individual module mark needs to be 50 marks or above.

The calculation of the overall qualification grade will be carried out based on an aggregate score of 3 modules out of 300. The following table outlines the marks required to secure the overall grade. The qualification certificate will contain the overall grade only (no percentage mark).

Grades acknowledged on overall certificate	Total marks required across three modules
Distinction	210 and above
Merit	Between 180 and 209
Pass	Between 150 and 179

## When are results issued?

Results will be issued within approximately 8 weeks of assessment sitting/submission. Results are made available to candidates via e-mail and online. Certificates will be issued for each module achieved and upon completion of the qualification.

## Module specifications

CIM has produced individual module specifications for each of these Level 7 modules. These specifications detail the requirements of the module and include the module content. The module content covers:

**Level** – this depicts the level of the module within the Recognised Qualification Framework (RQF).

**Credit value** – this is the value given by the module.

**TQT** – this is the average amount of time it will take to complete the module. This includes guided learning hours, practical and work-based learning, assessment preparation time and assessment time.

**Purpose statement** – gives a summary of the purpose of the module.

**Assessment** – gives the assessment methodology for the module.

**Overarching learning outcome** – the learning outcomes of the module sets out what a learner will know, understand or be able to do as a result of successfully completing the module.

**Assessment criteria** – specify the standard required to achieve each of the learning outcomes.

**Indicative content** – this clarifies what is required to achieve the assessment criteria and related learning outcomes.

## What we mean by command words

The list of command words below enables clear indication of what is required at Level 7. Command words are in every question/task of the assessments and inform what should be included in an answer.

### Level 7 – Command words

<b>Command word, outline explanation</b>	<b>Interpretation of command word</b>
<p><b>Analyse:</b> Examine a topic together with thoughts and judgments about it.</p>	<p>Can analyse complex, incomplete or contradictory areas of knowledge and diverging schools of thought using appropriate models, principles and definitions.</p> <p>Can analyse a range of models and schools of thought independently demonstrating critical awareness and originality of thought.</p>
<p><b>Appraise</b> Evaluate, judge or assess.</p>	<p>Can evidence a depth of understanding and a substantial body of knowledge working with ideas and models that are at the forefront of the discipline.</p> <p>Can demonstrate awareness of and ability to articulate the implications of conflicting ethical dilemmas.</p>
<p><b>Argue</b> Provide reasoned arguments for or against and arrive at an appropriate conclusion.</p>	<p>Can critically analyse complex, incomplete or contradictory areas of knowledge of a strategic nature and communicate the outcome effectively.</p>
<p><b>Assess</b> Evaluate or judge the importance of something, referring to appropriate schools of thought.</p>	<p>Can assess a wide range of theoretical principles/methodologies, applicable to the discipline and their own work and apply these within a senior marketing management context.</p>
<p><b>Compare and contrast</b> Look for similarities and differences leading to an informed conclusion.</p>	<p>Can synthesise and analyse the similarities and differences between two or more contexts, in a manner that is innovative and original.</p>
<p><b>Define</b> Write the precise meaning of a word or phrase. Quote a source if possible.</p>	<p>Can define key words reflective of a body of knowledge at level 7.</p> <p>Can show that the distinctions contained or implied in the definition are necessary or desirable.</p>
<p><b>Demonstrate</b> Explain, using examples.</p>	<p>Can explain and utilise theories and concepts from the forefront of the discipline/practice demonstrating a mature and analytical understanding and awareness of principles and practice at a strategic level.</p>
<p><b>Describe</b> Give a detailed account of.</p>	<p>Can critically analyse complex, incomplete or contradictory ideas and information and can present the findings clearly and effectively.</p>

Level 7 – Command words continued

<p><b>Develop</b> construct a well-defined and robust development of ideas from critical analysis of information</p>	<p>Can synthesise a range of information, marketing concepts/theories and undertake critical reflection, construct a robust and justifiable development of an argument or complex range of options. Can use a combination of advanced critical analysis skills to develop and formulate original and complex ideas.</p>
<p><b>Discuss</b> Investigate or examine by argument and debate, giving reasons for and against.</p>	<p>Can synthesise information, with critical awareness in a manner which is innovative and original using language which is appropriate at a senior level.</p>
<p><b>Establish</b> Make critical judgements about a range of information based on sound knowledge base.</p>	<p>Can undertake critical evaluation of a range of information, marketing concepts/theories to establish judgements or policy about key issues relating to a problem or complex situation. Can use a combination of advanced critical skills to establish and understand/identify complex information and ideas.</p>
<p><b>Evaluate</b> Make an appraisal of the value (or not) of something, its validity, reliability, applicability.</p>	<p>Can critically evaluate complex, unpredictable and contentious information, often in a specialist context and arrive at informed conclusions and argue alternative approaches.</p>
<p><b>Explain</b> Make plain, interpret and account for, enlighten, give reasons for.</p>	<p>Can present complex, incomplete or contradictory areas of knowledge of a strategic nature and communicate the information effectively.</p>
<p><b>Illustrate</b> Give examples to make clear and explicit, to demonstrate.</p>	<p>Can apply relevant contemporary issues demonstrating a mature and analytical understanding and awareness of strategic issues that are at the forefront of the discipline.</p>
<p><b>Justify</b> Support recommendations, explanations or arguments, with valid reasons for and against.</p>	<p>Can articulate complex arguments with critical awareness in a manner which is innovative and original.</p>
<p><b>Outline</b> Give main features or general principles, ignoring minor details.</p>	<p>Can selectively identify valid and relevant information from a range of sources relevant to level 7.</p>
<p><b>Provide</b></p>	<p>Make available for use; supply</p>
<p><b>Recommend</b> Put forward proposals, supported with a clear rationale.</p>	<p>Can produce reliable, valid and incisive conclusions and proposals based on complex, incomplete or contradictory data or information, appropriately contextualised to a given context.</p>

*Level 7 – Command words continued*

<b>State</b> Present in a clear brief form.	Can present complex, incomplete or contradictory data or information in a clear and concise manner, appropriately contextualised to a given context.
<b>Summarise</b> Give a concise account of the key points, omit details and examples.	Can summarise complex, contradictory or contentious information in a logical and concise manner.

Please refer to the individual module specifications for detailed and specific information on each module.

For further information about all CIM qualifications please visit [www.cim.co.uk](http://www.cim.co.uk).