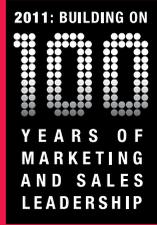


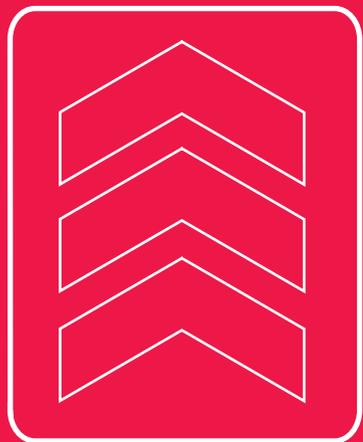


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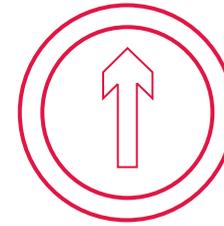
Chartered Postgraduate Diploma in Marketing

Stage 2
Leading Marketing



Contents

- 2** Assessment
- 9** Grading criteria
- 11** Process
- 13** Support throughout the project
- 16** How to approach the assessment
- 22** Further assessment guidance
- 24** Submission guidelines
- 26** Senior Examiner (SE) expectations



Assessment

Overall Assessment Brief

You are expected to design, implement and evaluate a strategic business project. The business project will exploit the opportunities offered by, or minimise the threats posed by, an emerging marketing theme that relates to your organisation and/or business sector.

Through self-managed learning you will add value to your organisation and/or business

sector and develop your personal and professional skills, knowledge and behaviours.

You should submit a report of approximately 16,000 words (excluding the Project Proposal, Introduction and Bibliography and References) that includes the design and implementation of the project as well as your role within it. Your report will be structured in the following way:

Syllabus	Report content	Mark allocation	
Part One Defining the Project **	Project Proposal *	1,000 words	30%
	Introduction	200 words	
	Literature Review (Part 1)	3,000 words	
	Literature Review (Part 2)	1,000 words	
	Self-evaluation	1,000 words	
<p>* You should gain agreement for your Project Proposal before progressing with the project. The Project Proposal should be included in the final project submission.</p> <p>** You should gain a pass grade for Part 1 of your project before progressing to Parts 2 and 3.</p>			
Part Two Project Implementation and Assessment	Project Plan	3,000 words	50%
	The Business Project	2,000 words	
	Project Evaluation	3,000 words	
Part Three Self Review and Continuing Professional Development (CPD)	Self-evaluation	2,000 words	20%
	Future Plans	1,000 words	
	Bibliography and References		

The information contained on the following pages will give you more detail on this assessment.



Assessment

Defining the Project

Assessment Brief

There are four sections to this part of the assessment: Project Proposal, Introduction, Literature Review and Self-evaluation.

Project Proposal

You are required to produce a project proposal that should be submitted and agreed before progressing with the rest of the project. The project proposal should include:

- An overview of the department, organisation and/or business sector that will be the focus of the strategic business project
- Confirmation of employer/organisation agreement for your project and support for it
- Identification of the business mentor
- A description of the emerging marketing theme and why it is important/relevant to the organisation and/or business sector
- A review of the literature relevant to the emerging marketing theme
- A summary of your proposed strategic response to the theme
- A description of the proposed research design and methods that will be used to assess the success of your project
- An outline plan for the project including timelines, with a brief description of what will be covered at each stage of the project
- The literature sources/weblinks that will be used to support your work
- The bibliography and references

Introduction

You should provide a brief overview of the project, the organisational context and the emerging marketing theme that forms the basis of your project. The information provided here does not form part of the overall word count for your project and is likely to be a summary of your project proposal.

Literature Review

You are required to review and critically assess current literature. Your literature review should be in two parts:

- **Part 1:** A critical review of current knowledge on an emerging marketing theme and the significance of this theme to your organisation and/or business sector. The purpose of this part of the literature review is for you to determine a strategic response to the emerging theme. This response will form the basis of the live business project that you will be leading and implementing. Therefore, you should conclude with one or more recommendations to exploit the opportunities offered by and/or minimise the threats posed by your selected emerging marketing theme in relation to your organisation or business sector
- **Part 2:** A critical review of the knowledge, skills and behaviours required to lead and implement your strategic response to the emerging marketing theme

Self-evaluation

You should critically assess your leadership knowledge, skills and behaviours against those identified within your literature review. You are expected to assess your current strengths and weaknesses to determine any skills or knowledge gaps that you may have.

Your assessment should demonstrate that you understand your competence. Marks will be awarded for the use of assessment tools and evidence of self-awareness. You are not being marked on your strengths and weaknesses.

You should also produce personal development objectives that focus on the areas you intend to develop through leading and implementing this project.

Assessment Guidance

Within your project proposal you should:

- Briefly review and critically assess relevant and current published work on your selected emerging marketing theme
- Demonstrate a critical appreciation of the emerging marketing theme and explain the significance and impact of the theme to your organisation or business sector
- Propose a strategic response to the emerging marketing theme
- Produce a project plan including timelines
- Apply the Harvard Referencing System

Within your literature review you should:

- Review and critically assess relevant and current published work on the chosen theme including an identification of gaps in knowledge, inconsistencies in studies or conflicting viewpoints
- Demonstrate a critical appreciation of the emerging marketing theme and explain the significance and impact of the theme to your organisation or business sector
- Use a variety of resources to produce a comprehensive analysis, including books, journal articles, internet sites, conference papers and business data sources
- Produce reliable, valid and incisive conclusions and recommendations for both the chosen organisation/business sector and your personal development. Apply the Harvard Referencing System



Assessment

Defining the Project

Within your self-evaluation you should:

- Critically assess your leadership knowledge, skills and behaviours
- Determine and use appropriate assessment tools, such as a 360° assessment, MBTI, Insights, SDI, etc, to produce your critical assessment
- Identify areas of strength, weakness and skills or knowledge gaps.
- Produce objectives for personal development covering the knowledge, skills and behaviours you intend to develop through project implementation
- Apply the Harvard Referencing System

Assessment Requirements

At Level 7 you should demonstrate that you can:

- Evaluate the rigour and validity of published research in both the emerging marketing theme and leadership skills, knowledge and behaviours
- Propose a strategic response to an emerging marketing theme
- Communicate your ideas, arguments, conclusions and recommendations coherently
- Improve your effectiveness as a leader and marketer through critical self-awareness and reflection
- Select an appropriate leadership style to lead and implement a project

Project Implementation and Assessment

Assessment Brief

There are three sections to this part of the assessment: Project Plan, the Business Project and Project Evaluation.

Project Plan

You should produce a project plan that you will follow when implementing your project. Your plan should include objectives, deliverables, stakeholder identification, the schedule, tasks, dependencies, resources, etc. Your project plan should be formulated through appropriate research into literature and business sources, to determine best practice in project planning.

You should also specify the research methods, processes and techniques you will use to assess the outcomes of your project. You should provide detail on your research design, research methods, sample size and selection, analysis of data and the validity, reliability and limitations of the research.

Business Project

You should now implement your project plan and keep a record of the implementation and your role within it. Within the report, you should provide a descriptive overview of the project and its implementation. The description should include actual events as well as your role within the project.

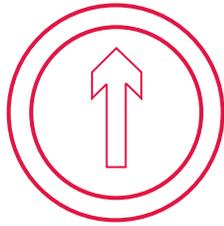
Project Evaluation

You should critically assess the outcomes of the project, using the methods you identified within your Project Plan. Following this assessment, you should make recommendations to your organisation and/or business sector in relation to the project outcomes and processes, and to improve the success of future projects within your organisation or business sector. Your recommendations should follow logically from your critical assessment of the project.

Assessment Guidance

Within Your Project Plan you should:

- Produce a detailed project plan using established project planning tools and approaches
- Use a variety of resources to produce and justify your approach to project planning
- Determine Key Performance Indicators and critical success factors
- Determine appropriate methods that may be used to assess the project, including (but not limited to) accounting, productivity, customer and internal measures
- Design the research including research methods, sample size and selection and data analysis
- Apply the Harvard Referencing System



Assessment

Project Implementation and Assessment

Within the Business Project you should:

- Provide a descriptive overview of the project implementation
- Compare actual events with your project plan, highlighting both where they correspond and where they deviate

Within the Project Evaluation you should:

- Critically assess the success of the project using the methods identified during the Project Plan
- Perform secondary and primary research to measure the success of the project
- Evaluate successes and failures and investigate their causes
- Draw conclusions and make valid, logical recommendations in relation to the project and for the improvement of future strategic business projects within your organisation or business sector

Assessment Requirements

At Level 7 you are expected to:

- Evaluate the rigour and validity of published research to determine a viable approach to project planning
- Make decisions, establish criteria and use appropriate decision making techniques to formulate and evaluate plans
- Demonstrate the ability to acquire and analyse data and information to draw conclusions and make recommendations
- Communicate your ideas, arguments, conclusions and recommendations coherently
- Select an appropriate leadership style to lead and implement a project

Self Review and Continuing Professional Development

Assessment Brief

There are two sections to this part of the assessment: Self-evaluation and Future Plans.

Self-evaluation

You should critically assess the leadership skills, knowledge and competences that you used in the implementation of the project plan. You should assess your progress by identifying areas where you have developed and improved, areas where you consider yourself to be an expert, and areas that you intend to develop further in the future. You should also assess your achievement against the personal developmental objectives you identified in Part 1 of the project.

Future Plans

You should produce a personal development plan for the coming year. Your plan should include both developmental goals and the activities you intend to complete to achieve your goals.

Assessment Guidance

Within the Self-evaluation you should:

- Critically assess your leadership skills, knowledge and behaviours
- Determine and use appropriate assessment tools, such as a 360° assessment, MBTI, Insights, SDI etc. You may use the same tools as those used during Part 1 of the project so that you can determine your

progress. You will gain marks for your use of assessment tools and your self-awareness. You are not being marked on your strengths and weaknesses

- Improve your effectiveness as a leader and marketer through critical self-awareness and reflection
- Apply the Harvard Referencing System

Within Future Plans you should:

- Produce objectives for personal development covering the knowledge, skills and behaviours you intend to develop. You may use your organisational approach to development planning. Alternatively, you may use the CIM or another recognised approach to personal development planning
- Identify a range of activities that you will complete to achieve your personal developmental objectives
- Apply the Harvard Referencing System

Assessment Requirements

At Level 7 you are expected to:

- Critically assess your leadership knowledge, skills and behaviours
- Take responsibility for continuing to develop your personal and professional knowledge, skills and behaviours

Grading criteria

Chartered Postgraduate Diploma Grade Descriptors

	Grade A	Grade B
	This grade is given for work that meets all of the assessment criteria to secure at least 70% and demonstrates a candidate's ability to:	This grade is given for work that meets all of the assessment criteria to secure at least 60 % and demonstrates a candidate's ability to:
Concept 15%	Identify relevant theoretical principles commensurate with postgraduate level and critically apply and evaluate these within a senior marketing management context using originality of thought	Identify relevant theoretical principles commensurate with postgraduate level and critically apply and evaluate these within a senior marketing management context
Application 30%	Critically analyse complex, incomplete or contradictory areas of knowledge of a strategic nature and communicate the outcome effectively Synthesise information, with critical awareness, in a manner which is innovative and original Utilise knowledge, theories and concepts from the forefront of the discipline/practice, demonstrating a mature and analytical understanding and awareness of managing and working at a strategic level	Analyse complex, incomplete or contradictory areas of knowledge of a strategic nature and communicate the outcome appropriately Synthesise information in an effective manner, utilising appropriate knowledge, theories and concepts Apply relevant contemporary issues demonstrating a detailed understanding and awareness of managing and working at a strategic level
Evaluation 45%	Produce reliable, valid and incisive conclusions and strategic recommendations based on findings Critically evaluate marketing concepts, theories and methodologies, arguing alternative approaches, with evidence of an exceptional level of conceptual understanding of strategic issues Apply initiative and originality of thought in problem solving and make decisions in complex and unpredictable situations	Produce reliable and informative conclusions and strategic recommendations based on findings Evaluate marketing concepts, theories and methodologies, arguing a range of approaches, with evidence of a high level of conceptual understanding of strategic issues Apply initiative in problem solving and decision making
Presentation 10%	Engage confidently in academic and professional communication, reporting on actions clearly, autonomously and competently	Engage in academic and professional communication, reporting on actions clearly, autonomously and competently

Grade C	Grade D
This grade is given for work that meets enough of the assessment criteria to secure at least 50% and demonstrates a candidate's ability to:	This grade is given for borderline work that does not meet enough of the assessment criteria to secure a pass and is within the band 45 -49% This may be due to:
Identify relevant theoretical principles commensurate with postgraduate level and apply these within a senior marketing management context	Repeating case material rather than evidencing knowledge of the marketing discipline at Postgraduate Diploma level
Analyse areas of knowledge of a strategic nature and communicate the outcome satisfactorily Analyse information, in an appropriate manner, utilising knowledge, theories and concepts Include some contemporary issues demonstrating an awareness of managing and working at a strategic level	A lack of knowledge and understanding of a strategic nature Limited analysis of information with limited reference to theories and concepts Limited inclusion of contemporary issues and limited awareness or understanding of managing and working at a strategic level
Produce reliable conclusions and strategic recommendations based on findings Evaluate marketing concepts, theories and methodologies, with evidence of a competent level of understanding of strategic issues Apply techniques of problem solving and decision making	Superficial conclusions and strategic recommendations which lack depth Insufficient evaluation of marketing concepts, theories and methodologies, evidencing a lack of understanding of strategic issues An inability to apply appropriate techniques for problem solving and decision making
Engage in academic and professional communication, reporting on actions clearly, autonomously and competently	Inappropriate use of academic and professional communication



Process

Leading Marketing is a self-managed (self-directed, self-led) syllabus. Self-managed learning (SML) means that you are taking responsibility for your own learning and development. You are responsible for the entire project. In reality, this means that you will:

- Select the emerging theme that your project will focus on
- Determine a strategic response to the emerging theme
- Determine the appropriate leadership knowledge, skills and/or behaviours required to implement the strategic response/change
- Evaluate your leadership knowledge, skills and/or behaviours
- Design and lead the implementation of the project
- Assess the success of the project
- Assess your role within the project
- Determine your continuing professional development needs

SML allows you to apply your marketing knowledge to your work environment, enabling you to improve your competence and performance as you will be learning through experience. As you are taking responsibility for your own learning, you will also be able to develop your personal leadership and management skills.

Completing this project will require a high level of motivation and commitment from you and you will benefit from support throughout to ensure your success. Although Leading Marketing is an SML syllabus, you will be given support through:

- **Workshops:** Your provider will brief you on the content and schedule for the workshops. These workshops are designed to give you guidance on: the syllabus; producing a literature review; performing a self-evaluation; and project planning. The workshops will also give you an opportunity to discuss your progress, successes and frustrations with other students.

- **An academic facilitator:** Your provider will assign an academic facilitator to support you throughout the project. See pages 13 and 14 of this guide for further detail on the role of the academic facilitator.
- **A mentor:** You should identify a mentor from within your organisation or business sector that can support you throughout the project. See pages 13 and 14 of this guide handbook for guidance on the role of a mentor.
- **Other students:** Peers that are completing the project are an invaluable source of support and it is recommended that you form Action Learning Sets (ALS). Your institution will introduce the concept of ALS during the workshops. See page 15 of this guide for further information on ALS.

As this is a live project, you are strongly advised to gain agreement for your project from within your organisation. Your project will be strategic in nature and may result in change; therefore, it will have an impact within your department and across your organisation. You should identify relevant internal stakeholders, assess the impact upon them and communicate your intentions at the beginning of the process. It may be necessary to gain permission before you start your project. It is your responsibility to ensure you gain the necessary permission and agreement.



Support throughout the project

Role of the academic facilitator Role of the business mentor

Your study centre will assign an academic facilitator to you. The facilitator is likely to be one of your tutors and s/he will facilitate, coach, supervise, provide guidance and support you throughout your project. As this is a self-managed project, it is up to you to determine how you can best use the expertise offered by your academic facilitator.

It is recommended that you meet with your academic facilitator for one hour per month during the project and it is up to you to determine the topic for discussion during your meetings. It may be helpful to determine the schedule of meetings for the year during the early stages of the project as your facilitator will have many other demands on their time.

As this project is self-managed and will be focused on your organisation or business sector, your tutor will often take the role of 'coach' during these meetings. Coaching is an interactive process in which the coach will help you, the student, to determine your own solutions to the problems and issues you face within the project. When coaching, your tutor will use active questioning and listening to help you determine actions that you should take. By doing this, you retain the responsibility for your own learning and development.

You should prepare for every meeting with your academic facilitator so that you make the best use of their time. It is envisaged that the meetings will follow the stages illustrated in the cycle on the page opposite.

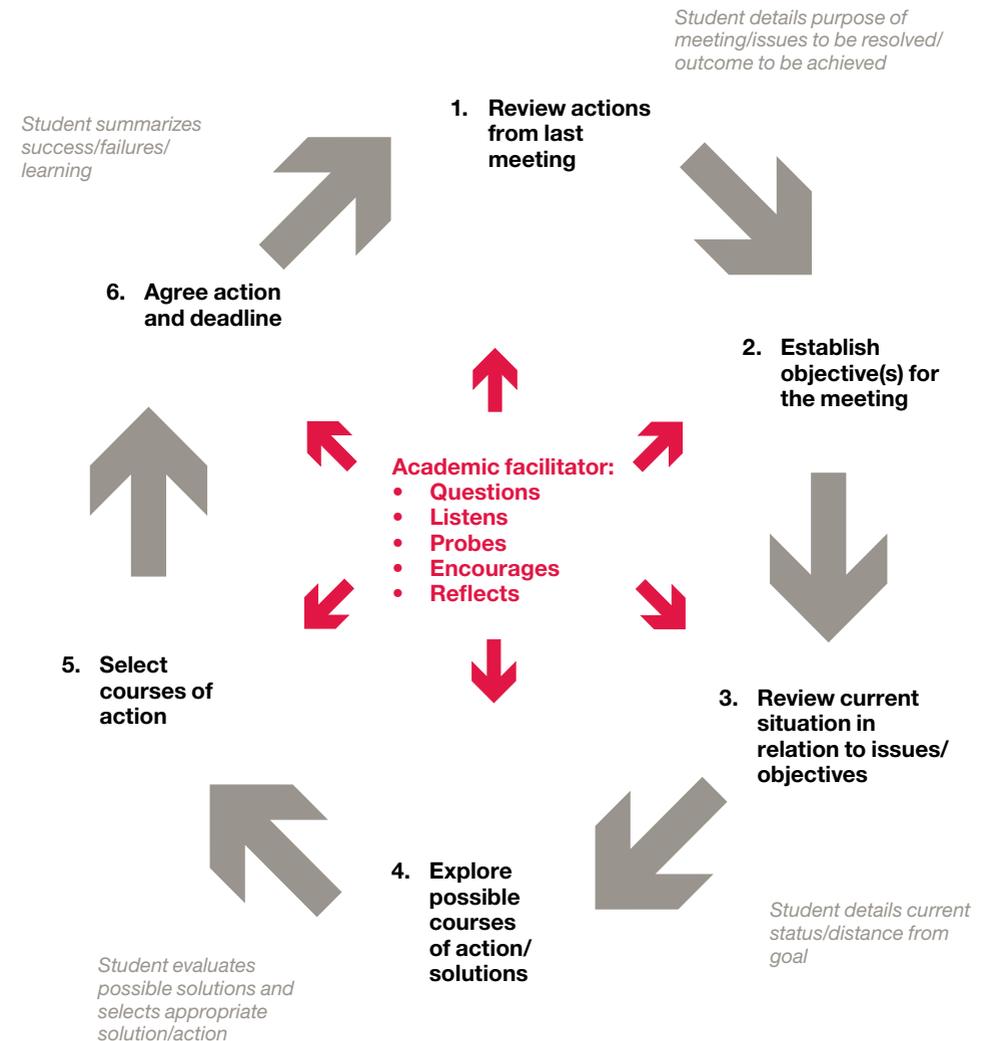
A mentor is an individual that can offer guidance, support and advice to you. A mentor will usually have more experience than you of your business sector or organisation and will therefore understand the culture and demands that may impact on you during the project. You will be able to use their greater knowledge and experience to support your development throughout the project.

It is your responsibility to identify and seek the support of your mentor. Remember, they will be giving up their valuable time to support your development throughout the project so it is worthwhile approaching them, explaining the role of the mentor and the time demands it may place on them.

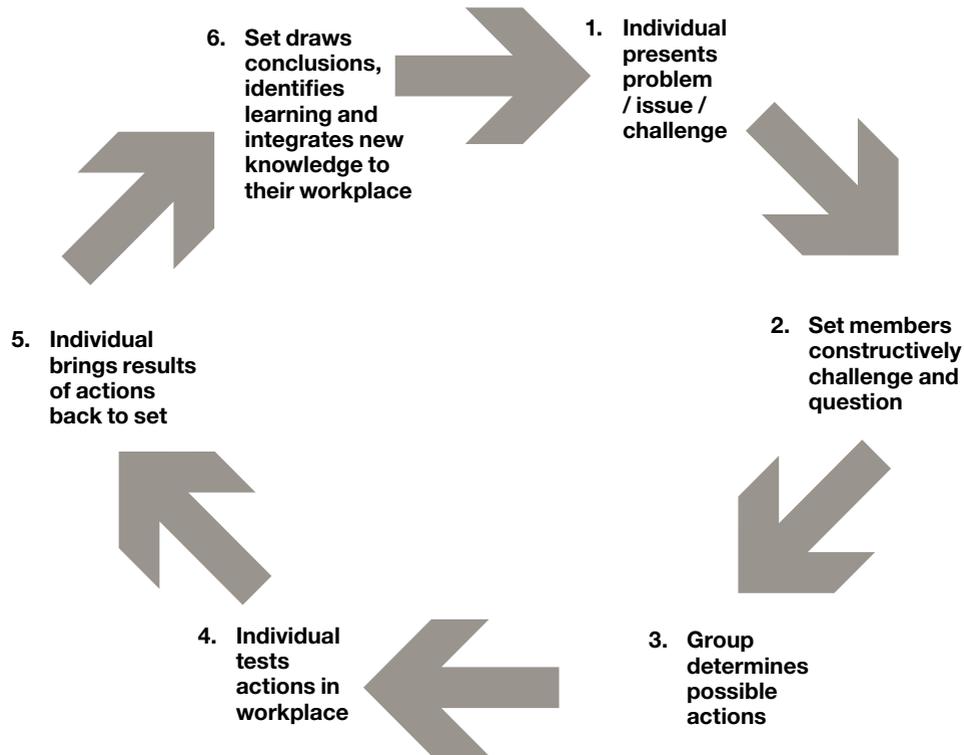
The role of the mentor differs from the role of your academic facilitator. You will have meetings with your mentor when you feel you need support and guidance during the project. The role of your mentor will include, but is not limited to the following:

- Support and guidance on your strategic business project
- Helping you to develop your leadership skills
- Discussing any performance issues, personal problems or organisational barriers that you are experiencing during the implementation of the project
- Enhancing your development through coaching (see detail on coaching in the previous section)

Role of the academic facilitator



Support throughout the project Action Learning Sets (ALS)

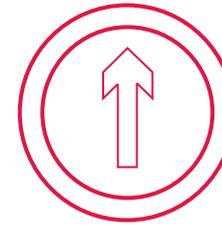


An ALS is a group of individuals who meet regularly to develop solutions to issues they face. In this case, a group of students who are completing Leading Marketing.

Usually, an ALS has between 4 and 6 members who meet every 4 or 5 weeks and it is your responsibility to determine the members of your ALS and schedule your meetings. Meetings may be face-to-face or virtual.

When you do meet, the focus of your ALS is to find solutions to issues and problems faced by set members. Usually, set members share their problem(s), explore possible solutions and decide on a course of action. Set members learn through collaborative problem solving. The basis of a strong ALS is open, honest and non-judgemental communication. In this way, set members learn from each other.

The cycle above displays the usual process during a set meeting. Your provider will also identify some useful resources so that you gain a better understanding of ALS.



How to approach the assessment

Part 1: Defining the Project

You have seen the assessment and grading criteria earlier in this guide. This section will give you guidance on how to approach each part of the assessment.

During the first part of your project, you are expected to achieve the following learning outcomes:

- Demonstrate a critical awareness of current and emerging issues in marketing that are 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

To demonstrate your achievement of the above learning outcomes, you will submit a project proposal, literature review and a self-evaluation.

Project Proposal

The purpose of your Project Proposal is to determine the parameters for your project and to clarify your thoughts. You should select and focus on an emerging marketing theme and develop an outline of your proposed strategic response to this theme. Your proposed strategic response should take advantage of the opportunities offered by the emerging

theme, or minimise the threats posed by it. The Project Proposal should also provide you with a starting point for identifying the information sources you will use throughout the rest of your project.

When producing your Project Proposal you are required to gain support from your employer/organisation and to identify an Employer Mentor as your project may cause significant change within your organisation. The role of the Employer Mentor is detailed on page 13 of this guide. This part of your Project Proposal is critical as your project may affect various stakeholders throughout your organisation.

Once you have submitted your Project Proposal, it is likely that you will meet with your Academic Facilitator to discuss and amend your proposal. Your Facilitator will help you to ensure that the scope of your project is realistic.

The Introduction section of your final report is likely to be a summary of the information contained within your Project Proposal.

Literature Review Part 1

The literature review will be divided into two parts: firstly, a review of the current knowledge on your selected emerging marketing theme and secondly, a review of the skills and knowledge required to lead and implement your strategic business project.



How to approach the assessment

Part 1: Defining the Project

The purpose of Part 1 of your literature review is to determine the parameters of the live business project that you will be leading and implementing.

You should review and critically evaluate relevant and current published work on your selected emerging marketing theme and demonstrate a deep understanding of the latest issues and thinking in marketing.

Within the literature review, you are expected to evaluate the topic area within a wider organisational and contextual framework. Therefore you should consider the significance and impact of the emerging theme to your organisation or business sector. While completing the literature review you should focus on identifying opportunities offered by, or threats posed by, the emerging theme. This part of the literature review should conclude with one or more recommendations. These recommendations are the strategic response that you propose to exploit the opportunities offered by, and/or minimise the threats posed by, the emerging marketing theme in relation to your organisation or business sector.

Literature Review Part 2

You are also expected to review and critically evaluate relevant and current published work to identify the leadership knowledge, skills and behaviours required to lead and implement your strategic business project successfully. Your strategic response is likely to cause significant change within your organisation and so you should consider the knowledge, skills and/or behaviours required to lead change as well as general leadership knowledge, skills and/or behaviours.

You should provide as much detail as possible during this part of your literature review as this will form the basis of your self-evaluation. The knowledge, skills and/or behaviours you identify should relate specifically to the strategic response you have recommended during Part 1 of your literature review.

Self-evaluation

You are now expected to critically assess your own knowledge, skills and/or behaviours against those identified during Part 2 of the literature review. The purpose of the self-evaluation is for you to determine areas of strength or weakness and to identify any skills or knowledge gaps that you may have. This process will help you to develop critical self-awareness and emotional intelligence.

To help you perform the self-evaluation you might design a 360° feedback tool. Alternatively, you may opt to use a recognised assessment tool. The type of assessment performed will depend on the knowledge, skills and and/or behaviours identified during your literature review.

360° evaluation involves the design of an assessment tool, usually a questionnaire, which individuals distribute to colleagues so that they can get feedback about themselves. Responses are usually anonymous so that honest answers are elicited and the individual gets a 'true' evaluation. It is usual for the individual to complete the questionnaire too so that they can compare their self-perception with the perception of others. The benefit of designing a 360° tool is that you will be able to assess the specific knowledge, skills and behaviours identified within your literature review.

Recognised assessment tools such as the Myers Briggs Type Indicator (MBTI), Insights, the Strengths Deployment Inventory (SDI), Herrmann Brain Dominance Instrument (HBTI), or the Benziger Thinking Styles Assessment (BTSA) may be used. These tools provide insight into motivation, personality and preferences, and are useful for leadership development. They often provide an insight into why individuals behave in certain ways and, if you decide to use one of them, you should ensure it elicits the type of information required to evaluate the relevant leadership skills and behaviours.

You should identify any gaps in your knowledge, skills or behaviours so that you can actively focus on developing these areas during Part 2 of the project. Therefore, the self-evaluation should conclude with a set of personal objectives that you intend to develop during project implementation. The objectives may cover knowledge, skills and/or behaviours. You may decide to focus on one area for personal development. Alternatively, you may opt to pursue several objectives throughout the project.

In Part 3 of the project, you will have the opportunity to assess your professional development throughout the project.

You should submit Part 1: Defining the Project to your centre for marking before progressing to Parts 2 and 3. You must achieve a pass grade for this part of the project before progressing to the next parts of the project.



How to approach the assessment

Part 2: Project Implementation and Assessment

During the second part of your project, you are expected to achieve the following learning outcomes:

- 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

To demonstrate your achievement of the above learning outcomes, you will submit detail on your Project Plan, the Business Project and a Project Evaluation.

Project Plan

You are expected to produce a detailed project plan that you will follow when implementing your business project. The project plan should be formulated through appropriate research of literature and business sources to determine best practice in project planning. It is likely that the project plan will include objectives, deliverables, stakeholder identification, the schedule, tasks, dependencies, resources, costs, etc. You should also define success in order to explore methods to measure it and so you should determine objectives, Key Performance Indicators (KPIs) and/or critical success factors. This will help you to design appropriate methods for collecting relevant data to measure the success of your project.

Within your project plan you should also detail the research methods procedures, processes and/or techniques that will be used to measure the project outcomes against the objectives identified within the project plan. It is likely that you will recommend techniques such as balanced scorecard, brand value, shareholder value, financial value, etc to measure success. Whichever technique you decide to use, you are expected to detail your research design, research methods, sample size and selection, analysis of data and the validity, reliability and limitations of your research.

Secondary research techniques may be acceptable if they produce the data necessary to assess the project outcomes. However, it is anticipated that some form of primary research will be necessary. You may take a qualitative or quantitative approach depending on the data required.

The Business Project

You will be expected to provide a descriptive overview of the project and its implementation. The discussion should include detail on both the project and your role within it.

Within this part of the report you should describe project implementation with reference to the milestones identified within your project plan. By doing this, you will be able to highlight concurrences and deviations from the plan.

To help you complete this part of the report, you should refer to page 22 of this guide which gives you details on keeping a learning log.

Project evaluation

You are now expected to use the methods and techniques identified within your Project Plan to critically assess the project implementation and its success against the project objectives, KPIs and/or critical success factors.

Following this assessment, you should draw conclusions and make valid recommendations to improve future strategic change projects within your organisation or business sector.



How to approach the assessment

Part 3: Self-review and Continuing Professional Development (CPD)

During the third part of your project, you are expected to achieve the following learning outcomes:

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

To demonstrate your achievement of the above learning outcomes, you will perform a post-project self-evaluation and provide detail on your future plans for CPD.

Self-evaluation

You are now expected to assess the leadership skills, knowledge and competences you used throughout project implementation by critically assessing your performance against the personal development objectives you identified during Part 1 of the project.

You are likely to use the same tools as those used during the self-evaluation in Part 1 of the project so that you can identify areas where you have developed during the project, areas where you consider yourself to have some expertise and areas for future development.

The benefit of using the same tools as those used in the self-evaluation in Part 1 is that the you will be able to measure personal and professional progression. You should compare your pre-project and post-project competence(s) to assess your personal and professional growth.

Future plans

You are now expected to produce a personal development plan for the coming year. The personal development plan may take any form but should identify development goals as well as intended activities to meet these goals.

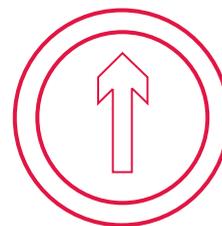
It is recommended that you follow the CIM's approach to CPD within the Chartered Marketer Programme to ensure that you gain the right knowledge and skills to succeed. The Chartered Marketing Programme encourages you to:

- Consider development goals for the coming year
- Identify activities to meet the development goals
- Complete a record card detailing at least 35 hours of development activity for at least two consecutive years
- Submit the record card with supporting evidence

There is a range of activities that will help you to meet your development goals including further education, short training courses, language training, in-company development, authorship of books, articles and papers, attendance at conferences and contribution to the community.

Alternatively, you may opt to use your organisation's developmental planning process.

Your development plan should follow logically from the self-evaluation above, whichever approach is taken.



Further assessment guidance

Evidence Collection

You will be expected to provide a descriptive overview of the project, its implementation and your role within it. Therefore you should keep a log of key experiences, events and learning during project implementation. Your log will help you to produce the descriptive overview of your business project which forms Section 2.2 of your final report. The content of your log is vital when producing your project evaluation and self-evaluation.

You should plan to complete your log on a regular basis throughout the project. Within your log you should record:

- Events, including unexpected events
- Changes in the internal or external environment affecting the project
- Key milestones achieved
- Barriers to implementation
- Stakeholder actions
- Your actions
- Your interactions with others
- Your feelings

You should record the above in chronological order so that you can compare actual occurrences against your project plan. Your project evaluation and self-evaluation rely on the information recorded in your log, so you should be as detailed as possible. Remember, the project will take several months to implement so you will be relying on the information contained in this log when completing your project evaluation and self-evaluation.

The log may also provide the basis for discussion with your academic facilitator, your mentor and within your Action Learning Set. It is a valuable tool when completing a self-managed learning project.



Further assessment guidance

Undertaking research

During Part 1 (Defining the Project) and Part 2 (Project Implementation and Assessment) you will be required to undertake extensive research.

The Literature Review

Within Part 1 of the syllabus you are expected to produce a literature view. The literature review itself is divided into two parts: Part 1 is a critical review of current knowledge on your selected emerging marketing theme and Part 2 is a critical review of the skills and knowledge required to lead and implement your business project. Although the content of each part of the literature review differs, both parts require the same approach and rigour.

A literature review is a review and critical evaluation of current knowledge on a particular topic. You are expected to review journal articles, conference papers, business and government reports, books, internet sites and business data sources to demonstrate an in-depth understanding of your topic area. It is essential that you evaluate the latest issues and thinking in marketing. A wide variety of sources is available through EBSCO via the Marketing Resources section of the CIM's Learningzone.

As this is a Masters level qualification, it is important that you critically evaluate and

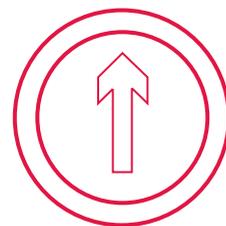
assess the literature rather than provide a description of relevant knowledge. This means that you should be comparing sources, looking for gaps in knowledge and identifying inconsistencies in studies or conflicting viewpoints.

You should identify and acknowledge all sources using a Harvard Referencing System and submit your bibliography within your report.

Project Plan

You are expected to apply appropriate project planning techniques in order to identify and explain the procedures and processes that you will use to design and implement the strategic business project, as well as the research methods and techniques that you will use to measure the project outcomes against the objectives. You will be expected to follow these techniques when assessing the project.

This section should include a research plan that details the methods and techniques you will use to gather information. This will ensure that any conclusions and recommendations you make are reliable. At Level 7 it is likely that you will undertake some form of primary research. The methods and techniques you select to gather information will depend on the techniques you have selected to evaluate your project.



Submission guidelines

Report Contents

You should submit your project proposal and a 16,000 word report (excluding Introduction, Appendices and Bibliography and References) to the CIM.

Your project proposal should contain:

Title page and student number

Table of contents

1. Department, organisation and/or business sector overview
2. Employer/organisation confirmation
3. Business Mentor identification
4. Emerging Marketing Theme
5. Literature Review
6. Proposed strategic response
7. Proposed research design and methods
8. Outline project plan
9. Literature sources/weblinks

Bibliography and References

Your final 16,000 word report should contain the following sections:

Title page and student number

Introduction

Acknowledgements

Table of contents

1 Defining the Project

- 1.1 Literature Review (Part 1)
- 1.2 Literature Review (Part 2)
- 1.3 Self-evaluation

2 Project Implementation and Assessment

- 2.1 Project Plan
- 2.2 The Business Project
- 2.3 Project Evaluation

3 Self-review and Continuing Professional Development

- 3.1 Self-evaluation
- 3.2 Future plans

Appendices

Bibliography and References



Submission guidelines

Report Format

Your proposal and report should be submitted in the following format:

- A4, single sided paper
- Double spaced text
- Font 11, Arial
- Spinal bound with clear cover

Submission

You are required to submit your Project Proposal to your centre before progressing with the rest of this project. You should gain agreement for the Proposal before progressing.

You are also required to submit Part 1 of the report to your centre for marking before progressing to Parts 2 and 3. You must achieve a pass grade for Part 1 before progressing with the rest of the project.

Part 1 of your report includes:

Title page and student number

Introduction

Acknowledgements

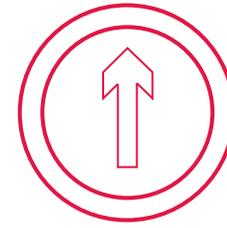
Table of contents

1 Defining the Project

1.1 Literature Review (Part 1)

1.2 Literature Review (Part 2)

1.3 Self-evaluation



Senior Examiner (SE) expectations

The SE is looking for evidence that you have met the Learning Outcomes for Leading Marketing. These Learning Outcomes are detailed earlier in this guide and are listed again below. Further information on the SE expectations for each part of your report is also provided.

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

- Demonstrate a critical awareness of current and emerging issues in marketing that are 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 you can take responsibility for your own personal and professional development
- Develop your ability to operate effectively in a strategic marketing role through continuing professional development



Senior Examiner's (SE) expectations

SE's Expectations Part 1

When assessing Part 1 of the project, the SE will be seeking:

- Evidence that a wide range of relevant and current sources were used to produce the literature review. You should demonstrate an understanding of the latest issues and thinking in marketing
- A critical evaluation of the sources within the literature review. Students are expected to compare sources, look for gaps in knowledge, identify inconsistencies in studies and discuss conflicting viewpoints
- Reliable, valid and incisive conclusions and recommendations. The purpose of the project is to exploit the opportunities offered by, or minimise the threats posed by, an emerging marketing theme. Therefore, a valid and logical strategic response is expected within the literature review
- A critical assessment of the student's skills, knowledge and behaviours. The student will not be assessed on areas of strength or weakness. The SE is seeking evidence of critical self-awareness and self-reflection
- A valid personal development plan, including objectives, that follows logically from the critical assessment above
- Evidence that the learning outcomes have been achieved

SE's Expectations Part 2

When assessing Part 2 of the project, the SE will be seeking:

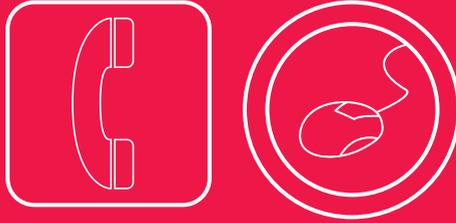
- A detailed project plan that follows a best practice approach to project planning. The project plan should include objectives, KPIs and critical success factors and there should be evidence that internal and external factors were considered during the plan
- Identification of appropriate research methods and techniques that will be used to critically assess the project
- A critical assessment of the project. The successes and failures experienced during project implementation are not being assessed. The SE is seeking evidence that the student has performed an unbiased, critical assessment and learned from this assessment
- Valid recommendations for future projects that follow logically from the critical assessment of the project
- Evidence that the learning outcomes have been achieved

SE's Expectations Part 3

When assessing Part 3 of the project, the SE will be seeking:

- A critical assessment of the student's performance and personal development goals throughout the project. The student will not be assessed on areas of strength or weakness. The SE is seeking evidence that the student has performed an unbiased, critical assessment
- A valid personal development plan that follows logically from the critical assessment above
- Evidence that the learning outcomes have been achieved

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