



The Chartered
Institute of Marketing

Professional Diploma in Marketing Syllabus

1: Marketing Research & Information

Aim

The Marketing Research and Information subject covers the management of customer information and research projects as part of the marketing process. It provides participants with both the knowledge and skills to manage marketing information and the more specialist knowledge and skills required to plan, undertake and present results from market research.

Learning outcomes

By the end of this subject you will be able to:

- Identify appropriate marketing information and marketing research requirements for business decision-making
- Plan for and manage the acquisition, storage, retrieval and reporting of information on the organisation's market and customers
- Explain the process involved in purchasing market research and the development of effective client supplier relationships
- Write a research brief to meet the requirements of an organisation to support a specific plan or business decision
- Develop a research proposal to fulfil a given research brief
- Evaluate the appropriateness of different qualitative and quantitative research methodologies to meet different research situations
- Design and plan a research programme
- Design a questionnaire and discussion guide
- Interpret quantitative and qualitative data and present coherent and appropriate recommendations that lead to effective marketing and business decisions
- Critically evaluate the outcomes and quality of a research project
- Explain the legal, regulatory, ethical and social responsibilities of organisations involved in gathering, holding and using information

Knowledge and skill requirements

Element 1: Information and research for decision-making (15%)

- 1.1 Demonstrate a broad appreciation of the need for information in marketing management and its role in the overall marketing process
- 1.2 Explain the concept of knowledge management and its importance in a knowledge-based economy
- 1.3 Explain how organisations determine their marketing information requirements and the key elements of user specifications for information
- 1.4 Demonstrate an understanding of marketing management support systems and their different formats and components

Element 2: Customer databases (15%)

- 2.1 Demonstrate an understanding of the application, the role in customer relationship management (CRM) and the benefits of customer databases
- 2.2 Describe the process for setting up a database
- 2.3 Explain how organisations profile customers and prospects
- 2.4 Explain the principles of data warehouses, data marts and data mining
- 2.5 Explain the relationship between database marketing and marketing research

Element 3: Marketing research in context (25%)

- 3.1 Describe the nature and structure of the market research industry
- 3.2 Explain the stages of the market research process
- 3.3 Describe the procedures for selecting a market research supplier
- 3.4 Identify information requirements to support a specific business decision in an organisation and develop a research brief to meet the requirements
- 3.5 Develop a research proposal to fulfil a given research brief
- 3.6 Explain the ethical and social responsibilities inherent in the market research task

Element 4: Research methodologies (30%)

- 4.1 Explain the uses, benefits and limitations of secondary data
- 4.2 Recognise the key sources of primary and secondary data
- 4.3 Describe and compare the various procedures for observing behaviour
- 4.4 Describe and compare the various methods for collecting qualitative and quantitative data
- 4.5 Design a questionnaire and discussion guide to meet a project's research objectives
- 4.6 Explain the theory and processes involved in sampling

Element 5: Presenting and evaluating information to develop business advantage (15%)

- 5.1 Demonstrate an ability to use techniques for analysing qualitative and quantitative data
- 5.2 Write a research report aimed at supporting marketing decisions
- 5.3 Plan and design an oral presentation of market research results
- 5.4 Use research and data to produce actionable recommendations for a marketing plan or to support a business decision

Recommended support materials

Core text

- Wilson, A. (2003) *Marketing research: an integrated approach*. Harlow, Pearson.

Syllabus guides

- BPP (2005) *Marketing research and information study text*. London, BPP Publishing.
- Housden, M. (2005) *Marketing research and information*. Oxford, BH/Elsevier.

2: Marketing Planning

Aim

The Marketing Planning subject provides the essential knowledge and understanding in the creation and use of operational marketing plans and the marketing process. It aims to provide you with an understanding of the differences in the internal and external contexts, within which operational marketing planning and marketing are carried out, and the different models of marketing used to meet these contingencies. The subject aims in particular to ensure that the knowledge and understanding can be applied in the practical construction of appropriate and realistic marketing plans.

Learning outcomes

By the end of this subject you will be able to:

- Explain the role of the marketing plan within the context of the organisation's strategy and culture and the broader marketing environment (ethics, social responsibility, legal frameworks, sustainability)
- Conduct a marketing audit considering appropriate internal and external factors
- Develop marketing objectives and plans at an operational level appropriate to the internal and external environment
- Develop the role of branding and positioning within the marketing plan
- Integrate marketing mix tools to achieve effective implementation of plans

- Select an appropriate co-ordinated marketing mix incorporating appropriate stakeholder relationships for a particular marketing context
- Set and justify budgets for marketing plans and mix decisions
- Define and use appropriate measurements to evaluate the effectiveness of marketing plans and activities
- Make recommendations for changes and innovations to marketing processes based on an understanding of the organisational context and an evaluation of past marketing activities

Knowledge and skill requirements

Element 1: The marketing plan in its organisational and wider marketing context (15%)

- 1.1 Describe the roles of marketing and the nature of relationships with other functions in organisations operating in a range of different industries and contexts
- 1.2 Explain the synergistic planning process – analysis, planning, implementation and control
- 1.3 List and describe the components of the marketing plan
- 1.4 Evaluate the role of the marketing plan in relation to the organisation's philosophy or business definition
- 1.5 Assess the potential impact of wider macro-environmental forces relating to the role of culture, ethical approach, social responsibility, legal frameworks and sustainability

Element 2: Marketing planning & budgeting (20%)

- 2.1 Explain the constituents of the macro environmental and micro environmental marketing audit
- 2.2 Assess the external marketing environment for an organisation through a PESTEL audit
- 2.3 Assess the internal marketing environment for an organisation through an internal audit
- 2.4 Critically appraise processes and techniques used for auditing the marketing environments
- 2.5 Explain the role of marketing information and research in conducting and analysing the marketing audit
- 2.6 Evaluate the relationship between corporate objectives, business objectives and marketing objectives at an operational level
- 2.7 Explain the concept of the planning gap and its impact on operational decisions
- 2.8 Determine segmentation, targeting and positioning within the marketing plan

- 2.9 Determine and evaluate marketing budgets for mix decisions included in the marketing plan
- 2.10 Describe methods for evaluating and controlling the marketing plan

Element 3: The extended marketing mix and related tools (50%)

- 3.1 Explain the role of strategy development in relation to developing market share and growth
- 3.2 Explain how strategy formulation and decisions relating to the selection of markets impact at an operational level on the planning and implementation of an integrated marketing mix
- 3.3 Explain the role of branding and its impact on the marketing mix decisions
- 3.4 Describe methods for maintaining and managing the brand
- 3.5 Explain how a product or service portfolio is developed to achieve marketing objectives
- 3.6 Explain the new product development process (including innovative, replacement, re-launched and imitative products) and the role of innovation
- 3.7 Explain pricing frameworks available to, and used by, organisations for decision-making
- 3.8 Describe how pricing is developed as an integrated part of the marketing mix
- 3.9 Determine the channels of distribution and logistics to be used by an organisation and develop a plan for channel support
- 3.10 Explain how the marketing communications mix is coordinated with the marketing mix as part of a marketing plan
- 3.11 Explain the importance of customer relationships to the organisation and how they can be developed and supported by the marketing mix
- 3.12 Describe how a plan is developed for the human element of the service encounter, including staff at different levels of the organisation
- 3.13 Explain how the physical evidence element of the integrated marketing mix is developed
- 3.14 Explain how a plan covering the process or the systems of delivery for a service is developed

Element 4: Marketing in different contexts (15%)

- 4.1 Explain how marketing plans and activities vary in organisations that operate in an international context and develop an appropriate marketing mix
- 4.2 Develop a marketing plan and select an appropriate marketing mix for an organisation operating in any context such as FMCG, business-to-business (supply chain), large or capital project-based, services, voluntary and not-for-profit, sales support (eg SMEs)

- 4.3 Explain how marketing plans and activities vary in organisations that operate in a virtual marketplace and develop an appropriate marketing mix
- 4.4 Determine an effective extended marketing mix in relation to design and delivery of service encounters (SERVQUAL)

Recommended support materials

Core texts

- Dibb, S., Simkin, L., Pride, W. and Ferrell, O. (2005) *Marketing concepts and strategies*. 5th European edition. Boston, Houghton Mifflin.
- Drummond, G., Ensor, J. and Ashford, R. (2003) *Strategic marketing: planning and control*. 2nd edition. Oxford, Butterworth-Heinemann.
- Lancaster, G., Massingham, L. and Ashford, R. (2002) *Essentials of marketing*. 4th edition. Maidenhead, McGraw-Hill.

Syllabus guides

- BPP (2005) *Marketing planning study text*. London, BPP Publishing.
- Beamish, K. and Ashford, R. (2004) *Marketing planning*. Oxford, Butterworth-Heinemann.

3: Marketing Communications

Aim

The Marketing Communications subject provides the skills and knowledge that enable marketers to manage marketing communications and brand support activities within organisations. It provides you with an understanding of the concepts and practice of promotional activity at an operational level. Although reference is made to relevant strategic issues in order to provide a relevant context for learning, the focus is primarily on creating applied coordinated promotional activities, campaign development and the management of relationships with a variety of stakeholders, particularly customers and members of marketing channels.

Learning outcomes

By the end of this subject you will be able to:

- Explain the role of marketing communications and advise how personal influences might be used to develop promotional effectiveness
- Explain how the tools of the promotional mix can be coordinated in order to communicate effectively with customers and a range of stakeholders
- Devise a basic media plan based on specific campaign requirements using both offline and online media
- Develop marketing communication and brand support activities based on an understanding of the salient characteristics of the target audience
- Explain the main elements, activities and linkages associated with the formulation and implementation of a marketing communications plan
- Recommend a suitable marketing communications budget
- Explain the importance of developing long term relationships with customers, channel members, agencies and other stakeholders and transfer such knowledge to the development of marketing communication activities
- Suggest suitable methods to influence the relationships an organisation has with its customers, any marketing channel partners and other stakeholders, using marketing communications
- Use the vocabulary of the marketing communications industry and be able to communicate effectively with other marketing practitioners

Knowledge and skill requirements

Element 1: Understanding customer dynamics (20%)

- 1.1 Explain how individuals can influence the effectiveness of marketing communications through word-of-mouth communications, as opinion leaders, as opinion formers or in multi-step models
- 1.2 Describe the main concepts associated with buyer information processing and explain how marketing communications might be used to change or reinforce attitudes, alter perceptions and develop knowledge and understanding about a brand
- 1.3 Describe the main concepts associated with the purchase decision process, including source credibility, involvement, perceived risk, and how they influence marketing communications
- 1.4 Assess the principal differences between consumer and organisational markets and consider how they impact on marketing communications
- 1.5 Summarise the importance for organisations of ethics and corporate responsibility, and their impact on brand reputation

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Element 2: Coordinated marketing communications (50%)

- 2.1 Define and explain the roles of marketing communications to differentiate, remind or reassure, inform and persuade (DRIP)
- 2.2 Evaluate the effectiveness of each of the promotional tools using appropriate criteria such as cost, communication effectiveness, credibility, and control
- 2.3 Explain the meaning of the terms above-, through- and below-the-line
- 2.4 Explain the role of each of the promotional tools within a coordinated marketing communications mix
- 2.5 Evaluate the effectiveness of coordinated campaigns
- 2.6 Identify primary and secondary media (online and offline) and contrast their main characteristics
- 2.7 Explain key media concepts (reach, frequency, duplication, GRPs, flighting) and describe the principal approaches used to measure media effectiveness
- 2.8 Compare information and emotional based advertising messages and explain the concept of likeability
- 2.9 Outline the key characteristics associated with push, pull and profile strategies
- 2.10 Describe the main characteristics of key accounts and explain the stages and issues associated with key account management
- 2.11 Describe how coordinated marketing communications can be used to develop key account relationships
- 2.12 Explain how marketing communications can be used to launch new products, support brands, maintain market share, develop retention levels, encourage customer loyalty, and support internal marketing within the organisation
- 2.13 Draw and describe the main parts of a marketing communications planning framework and explain the principal linkages between the various elements
- 2.14 Explain the main methods used to determine a marketing communications budget
- 2.15 Discuss the main issues concerning the use of marketing communications in an international and global context, such as media availability, culture, religion, education and literacy
- 2.16 Evaluate the effectiveness of marketing communications activities, tools, media and campaigns

Element 3: Marketing channels (15%)

- 3.1 Identify and explain how the promotional mix can be suitably configured for use in a range of marketing channels and business-to-business situations

- 3.2 Explain, in terms of the impact on marketing communications within a relationship context, the structural concepts: interdependence, independence, disintermediation and reintermediation
- 3.3 Explain the role of trust, commitment and satisfaction when developing marketing communication activities for use in the marketing channel and business-to-business contexts
- 3.4 Identify the causes of conflict in trade channels and explain how marketing communications can be used to resolve such disagreements
- 3.5 Explain how Internet- and digital-based technologies can be used to enhance marketing communications and relationships within channels and between business-to-business partners

Element 4: Relationship management (15%)

- 4.1 Compare the principles of transaction and relationship marketing
- 4.2 Explain the characteristics of relationship marketing including the features, types, levels, development and implementation steps and communication issues
- 4.3 Describe how marketing communications can be used to develop relationships with a range of stakeholders, based on an understanding of source credibility, trust and commitment
- 4.4 Explain in broad terms the nature, structure, ownership and any key issues facing the marketing communications industry, in any single country or region
- 4.5 Describe how agencies manage their operations in order to meet client needs: pitching, briefing, structure, review, the role of account planners and managers, relationship management
- 4.6 Explain how advertising agencies and marketing communication agencies use resources to meet the needs of clients with international and global requirements
- 4.7 Describe in broad terms the regulatory and voluntary arrangements that are used to manage relationships between the public, customers, clients and agencies

Recommended support materials

Core texts

- De Pelsmacker, P., Geuens, M. and Van den Bergh, J. (2004) *Marketing communications: a European perspective*. 2nd edition. Harlow, Pearson.
- Fill, C. (2005) *Marketing communications*. 4th edition. Harlow, Pearson.

Syllabus guides

- BPP (2005), *Marketing communications study text*. London, BPP Publishing.
- Hughes, G. and Fill, C. (2005) *Marketing communications*. Oxford, BH/Elsevier.

4: Marketing Management in Practice

Aim

A key part of this subject is working within a team to develop the marketing plan and managing teams implementing the plan by undertaking marketing activities and projects. The subject leads you to integrate and apply knowledge from all the subjects within this qualification, particularly as part of a team.

Learning outcomes

By the end of this subject you will be able to:

- Explain the roles and structure of the marketing function and the nature of relationships with other functions within various types of organisation
- Plan and undertake or commission marketing research for an operational marketing plan or business decision
- Interpret qualitative and quantitative data and present appropriate and coherent recommendations that lead to effective marketing and business decisions
- Develop marketing objectives and plans at an operational level appropriate to the organisation's internal and external environments
- Develop an effective plan for a campaign and supporting customers and members of a marketing channel
- Use appropriate management techniques to plan and control marketing activities and projects
- Use appropriate techniques to develop, manage and motivate a team so that it performs effectively and delivers required results
- Define measures for, and evaluate the performance of, marketing plans, activities and projects and make recommendations for improvements

Knowledge and skills requirements

Element 1: Managing people and teams (30%)

- 1.1 Describe the roles of marketing managers and typical marketing jobs and the nature of relationships with other functions in organisations operating in a range of different industries and contexts
- 1.2 Develop and maintain effective relationships with people in other functions and disciplines within the organisation
- 1.3 Identify and explain the key challenges of managing marketing teams in a multi-national or multi-cultural context
- 1.4 Explain how you would use the techniques available for selecting, building, developing and motivating marketing teams to improve performance
- 1.5 Allocate and lead the work of marketing teams, agreeing objectives and work plans with teams and individuals
- 1.6 Respond to poor performance within a marketing team by minimising conflict, supporting team members, overcoming problems and maintaining discipline
- 1.7 Explain the sources and nature of change affecting organisations and the techniques available for managing change
- 1.8 Evaluate individual and team performance against objectives or targets and provide constructive feedback on their performance

Element 2: Managing marketing projects (10%)

- 2.1 Describe the main stages of a project and the roles of people involved at each stage
- 2.2 Describe the main characteristics of successful and less successful projects and identify the main reasons for success or failure
- 2.3 Explain the importance of, and techniques for, establishing the project's scope, definition and goals
- 2.4 Use the main techniques available for planning, scheduling, resourcing and controlling activities on a project
- 2.5 Explain the importance of preparing budgets and techniques for controlling progress throughout a project to ensure it is completed on time and within budget
- 2.6 Explain the main techniques for evaluating the effectiveness of a project on its completion

Element 3: Managing knowledge and delivering marketing research projects (20%)

- 3.1 Explain the concept, and give examples, of the application of information and knowledge management, highlighting the role of marketing and employees within the organisation

- 3.2 Design a research project aimed at providing information as part of a marketing audit or for marketing and business decisions
- 3.3 Manage a marketing research project by gathering relevant information on time and within the agreed budget
- 3.4 Make arrangements to record, store and, if appropriate, update information in the MkIS, a database created for the purpose or another system
- 3.5 Analyse and interpret information and present, as a written report or oral presentation, appropriate conclusions or recommendations that inform the marketing and business decisions for which the research was undertaken
- 3.6 Review and evaluate the effectiveness of the activities and the role of the individual and team in this process

Element 4: Developing and implementing marketing plans (20%)

- 4.1 Develop an operational marketing plan, selecting an appropriate marketing mix for an organisation operating in any context such as FMCG, business-to-business (supply chain), large or capital project-based, services, voluntary and not-for-profit, or sales support (eg SMEs)
- 4.2 Use the main techniques available for planning, scheduling and resourcing activities within the plan
- 4.3 Identify appropriate measures for evaluating and controlling the marketing plan
- 4.4 Review and evaluate the effectiveness of planning activities and the role of the individual and team in this process

Element 5: Delivering communications and customer service programmes (20%)

- 5.1 Plan the design, development, execution and evaluation of communications campaigns by a team of marketers, including external agencies and suppliers
- 5.2 Use appropriate marketing communications to develop relationships or communicate with a range of stakeholders
- 5.3 Manage and monitor the provision of effective customer service
- 5.4 Use marketing communications to provide support for members of a marketing channel
- 5.5 Use marketing communications techniques for an internal marketing plan to support management of change within an organisation
- 5.6 Review and evaluate the effectiveness of communications activities and the role of the individual and team in this process

Recommended support materials

In addition to the texts from the other subjects of the Professional Diploma in Marketing, the following texts and resources are available to support this subject.

Core texts

- Boddy, D. (2005) *Management: an introduction*. 3rd edition. Harlow, Prentice Hall.
- Martin, P. and Tate, K. (2001) *Getting started in project management*. Chichester, John Wiley & Sons.
- Dibb, S., Simkin, L., Pride, W. and Ferrell, O. (2005) *Marketing: concepts and strategies*. 5th European edition. Boston, Houghton Mifflin.

Syllabus guides

- BPP (2005) *Marketing management study text*. London, BPP Publishing.
- Williams, J. and Curtis, T. (2005) *Marketing management in practice*. Oxford, BH/Elsevier.



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