



CIM

CIM Level 6 Diploma in Professional Marketing

Resource Management (2212)

April 2020

Assignment

The assignment comprises **THREE** compulsory tasks

Task 1 is worth **30** marks

Task 2 is worth **40** marks

Task 3 is worth **30** marks

Total marks available – **100** marks

Before you begin your assignment

How to choose your organisation

Your chosen organisation could be the one you work for, one for which you are acting as a consultant, or another organisation of your choice.

You need to apply your learning to all of the tasks in this assignment. It is important, therefore, to choose an organisation that you are familiar with, and where there is sufficient scope for exploring one of the themes in the detail required.

How to choose an appropriate theme

The themes relate to marketing approaches which any organisation may face. You should select a theme which fits with activities/plans that your chosen organisation has adopted, or could adopt. You need to select the theme you are most comfortable with and where you will be able to access relevant information to address the tasks.

You will be required to justify why you have selected your theme in the organisation summary.

Before settling on a final choice of theme, please go through all of the tasks and sub-tasks to make sure that you will be able to apply them to your chosen organisation, in terms of the information you have available to you. Time spent at this selection stage will be well invested.

You will need to select **ONE** theme to base all tasks within the assignment.

Finally, discuss your choice of theme and its suitability to your chosen organisation with your tutor, and maybe some of your study partners. It may also be advantageous to select a theme which helps to develop your personal skills and enhance your career development, where possible.

Please ensure that you clearly identify your chosen theme on the front cover of your assignment and in your organisation summary.

How to approach each sub-task

It would be helpful to have access to the module specification, when reading this section, which can be found on the MyCIM student portal: <https://my.cim.co.uk/>

This assignment is assessed against the learning outcomes for the module, which are found in the module specification and at beginning of each task. Assessment criteria (AC) are listed under each sub-task; these represent the syllabus areas that are the focus of that sub-task.

The last column of the syllabus in module specification shows the indicative content, which is designed to demonstrate the scope of those assessment criteria, and therefore the areas of theory, knowledge and application that you may consider building into your assignment.

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It is acknowledged that variations in chosen organisations/themes could result in differences in the scope of indicative content being covered by your assignment. Therefore, you do not have to address all of the indicative content. You should select the content that is appropriate to your chosen organisation, theme and data.

Note also that the indicative content is not an exhaustive or definitive list and can just as easily cover other aspects of both practice and theory, including those processes and procedures used by your chosen organisation.

Good practice guidelines for assignment production

The maximum word count is intended to assist candidates in producing a professional business document of an appropriate length that can be used in the workplace. The assignment should be written in a professional tone and should only contain relevant material that directly contributes towards answering the task.

The tasks will indicate any specific format requirements, and it is expected that assignments will be presented accordingly.

Further information on format style, fonts requirements and guidance on word count can be found in the Student Assignment Submission Guidelines located on the MyCIM student portal: <https://my.cim.co.uk/>

This assignment has been developed so that it can be applied to organisations of all sizes and sectors. Where candidates feel that applying the assignment to their organisation requires taking a creative approach to the concept and theoretical principles explored, this is acceptable following discussion with their tutor. Where this occurs, the approach taken and the reasons for that should be outlined within the organisation summary.

It is good practice to acknowledge all sources/methodologies/applications using the Harvard referencing system. Details of how to reference can be found in the Harvard System of Referencing guide on located on the MyCIM student portal: <https://my.cim.co.uk/>

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| Themes |
|--|
| <p>As Marketing Manager, you have been asked by the Senior Management Team (SMT) to review the marketing resources that will help the organisation meet its objectives for growth or sustain its current market position.</p> |
| <p>Theme 1: Market Penetration</p> <p>The SMT has asked you to take responsibility for assessing how the human, physical, financial and technology resources will support the organisation’s objective of creating growth or sustaining existing revenue through more effective market penetration.</p> <p>You will be required to analyse the effectiveness of the organisation’s current skills before moving forward, through the use of internal and external data, to assess how the organisation can both recruit the required skills and utilise the current resources more effectively.</p> <p>You are also required to conduct a resource audit to determine improvements across all resource to support the objective for growth or sustaining existing revenue, before recommending an operational budget to support change including consideration of the likely return on marketing investment.</p> |
| <p>Theme 2: Market Development</p> <p>The SMT has asked you to take responsibility for assessing how the human, physical, financial and technology resources will support the organisation’s objective of creating growth or sustaining existing revenue through market development.</p> <p>You will be required to analyse the effectiveness of the organisation’s current skills before moving forward, through the use of internal and external data, to assess how the organisation can both recruit the required skills and utilise the current resources more effectively.</p> <p>You are also required to conduct a resource audit to determine improvements across all resource to support the objective for growth or sustaining existing revenue, before recommending an operation budget to support change including consideration of the likely return on marketing investment in new markets.</p> |
| <p>Theme 3: Product/Service Development</p> <p>The SMT has asked you to take responsibility for assessing how the human, physical, financial and technology resources will support the organisation’s objective of creating growth or sustaining existing revenue through product/service development via the launch of a new digital product or service.</p> <p>You will be required to analyse the effectiveness of the organisation’s current skills before moving forward, through the use of internal and external data, to assess how the organisation can both recruit the required skills and utilise the current resources more effectively.</p> <p>You are also required to conduct a resource audit to determine improvements across all resource to support the objective for growth or sustaining existing revenue, before recommending an operational budget to support change including consideration of the likely return on marketing investment for the new digital product or service.</p> |

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Theme 4: Diversification

The SMT has asked you to take responsibility for assessing how the human, physical, financial and technology resources will support the organisation's objective of creating growth or sustaining existing revenue through diversification.

You will be required to analyse the effectiveness of the organisation's current skills before moving forward, through the use of internal and external data, to assess how the organisation can both recruit the required skills and utilise the current resources more effectively.

You are also required to conduct a resource audit to determine improvements across all resource to support the objective for growth or sustaining existing revenue, before recommending an operational budget to support changes including consideration of the likely return on marketing investment for the diversification strategy.

Key things to remember once you have made your choice of organisation and theme

- Although this is a practitioner-based assignment, the use of key concepts and theories to support your response is a key part of building your argument. Relevant theory should be used, but where there are no 'preferred theories' given within the indicative content, all are acceptable if they are relevant.
- Once you have chosen your theme, all tasks and sub-tasks must be applied to that theme.
- All sub-tasks should be applied to your chosen organisation, unless otherwise stated.
- Please ensure that you are familiar with the grade descriptors, contained within this assignment, as they provide details of what the examiner is expecting for each task.
- Please note assignments can only be accepted for marking with a valid assessment booking.

Task 1 – Report

Learning Outcomes covered in Task 1:

LO1, LO2

Please refer to the module specification for Learning Outcome details.

Managing People

In line with the theme you have selected for this assignment, you are required to carry out the following.

(a) Provide a background to your chosen organisation, including:

- organisation name
- organisation information – to include type of organisation, size of organisation, range of products and services, customer base and main competitors
- stakeholders – summary of the organisation’s key internal and external stakeholders
- key customer segment – an overview of the selected key customer segment
- theme chosen and rationale for choice.

(5 marks)

(b) Analyse the effectiveness of the skills mix and current planned activities of the marketing team, and evaluate their working relationships, in order to deliver the changes required to support your chosen organisation’s objective.

AC1.1, AC1.2, AC1.3

(15 marks)

(c) Analyse internal and external data to assess the current performance of the marketing team, and recommend a suitable approach to recruiting the required skills in order to achieve the organisation’s objective.

AC2.1, AC2.2, AC2.3

(10 marks)

(Total – 30 marks)

*(Organisation summary maximum page count – two sides of A4 paper)
(Tasks 1 (b) to 1 (c) maximum word count – 1,250 words)*

Task 2 – Briefing Paper for the Board

Learning Outcomes covered in Task 2:

L03, L04

Please refer to the module specification for Learning Outcome details.

Marketing Resources

In line with the theme you have selected for this assignment, you are required to carry out the following.

- (a) Assess the effectiveness of the organisation’s current use of technology and data in supporting the objective, including an analysis of the digital processes and platforms currently utilised.

AC3.1, AC3.2

(20 marks)

- (b) Conduct a resource audit to recommend the required human, physical, financial and technological resources improvements to support the objective.

AC4.1 AC4.2

(20 marks)

(Total – 40 marks)

(Tasks 2 (a) and 2 (b) maximum word count – 2,000 words)

Task 3 – Financial Report

Learning Outcomes covered in Task 3:

LO5, LO6

Please refer to the module specification for Learning Outcome details.

Marketing Financials

In line with the theme you have selected for this assignment, you are required to carry out the following.

- (a) Develop and recommend a 12-month budget for consideration by the Board, ensuring it is appropriate for the management of marketing operations to achieve the objective.

AC5.1, AC5.2

(15 marks)

- (b) Evaluate how the return on marketing investment (ROMI) could be measured and monitored in relation to achieving the objective.

AC6.1, AC6.2

(15 marks)

(Total – 30 marks)

(Tasks 3 (a) and 3 (b) maximum word count – 1,500 words)

| Grade Descriptor: Level 6 Qualification/ Resource Management | Distinction (70+) This grade is given for work that meets at least 70% of the assessment criteria and demonstrates a candidate's ability to: | Merit (60-69) This grade is given for work that meets at least 60% of the assessment criteria and demonstrates a candidate's ability to: | Pass (50-59) This grade is given for work that meets at least 50% of the assessment criteria and demonstrates a candidate's ability to: | Fail (0-49) This grade is given for work that does not meet enough of the assessment criteria to secure a pass. This may be due to: |
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| Task 1 30% | <ul style="list-style-type: none"> - provide an excellent level of detail about the chosen organisation, and an excellent justification for the choice of theme. - provide an excellent analysis of the skills mix of the marketing department within the organisation, and evaluation of their working relationships, using a well referenced auditing framework, and provide justification for the changes required. - provide an excellent analysis of performance data, and make recommendations, with justification, for suitable approaches to recruiting skills, which will include potential outsourcing, if appropriate, or development of in-house talent, to achieve the selected theme objective. -demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - provide a good level of detail about the chosen organisation, and a good justification for the choice of theme. - provide a good analysis of the skills mix of the marketing department within the organisation and their working relationships, using an auditing framework, and provide some justification for the changes required. - provide a good analysis of performance data and evaluation of suitable approaches to recruiting skills, to achieve the selected theme objective. - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - provide an adequate level of detail about the chosen organisation, and an adequate justification for the choice of theme. - provide an adequate analysis of the skills mix of the marketing department and within the organisation and their working relationships, using theory, and identifying the changes required. - provide an adequate analysis of performance data and identification of suitable approaches to recruiting skills, to achieve the selected theme objective. - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. | <ul style="list-style-type: none"> - limited detail about the chosen organisation, and justification for the choice of theme. - description rather than analysis of the skills mix of the marketing department within the organisation; little reference to working relationships. - use of some performance data without full analysis, and identification of only some approaches to recruiting skills, which may not be applied to the theme. - little or no demonstration of knowledge and understanding, or references to theory applied. |
| Task 2 40% | <ul style="list-style-type: none"> - provide an excellent analysis of the use of technology and data within the organisation, including its CRM processes digital platforms and a good range of other technologies. - demonstrate excellent application of theory in providing an excellent analytical resource audit, fully assessing the human resources in the marketing department, and financial, physical, technological and data resources within the organisation, applied as appropriate to the theme selected. -demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - provide a good analysis of the use of technology and data within the organisation, including some of its processes, digital platforms and a range of other technologies. - demonstrate good application of theory in providing a good analytical resource audit, assessing the human resources in the marketing department, and financial, physical, technological and data resources within the organisation, applied as appropriate to the theme selected. - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - provide an adequate analysis of the use of technology and data within the organisation, including its processes, digital platforms and some other technologies. - provide an analytical resource audit, assessing the human resources in the marketing department, and financial, physical, technological and data resources within the organisation, applied as appropriate to the theme selected. - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. | <ul style="list-style-type: none"> - limited identification of uses of technology and data within the organisation, possibly including a description of its processes and digital platforms and some other technologies. - provision of a limited audit, possibly only assessing some of the resources rather than all the areas required, and data resources within the organisation; possibly not applied as appropriate to the theme selected. - little or no demonstration of knowledge and understanding, or references to theory applied. |

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| Task 3 30% | <ul style="list-style-type: none"> - develop an excellent, appropriate and realistic 12-month budget to achieve the objective of the theme, demonstrating excellent understanding of the key objective, and demonstrating a balance between appropriate budgeting elements; demonstrate excellent application of appropriate academic frameworks to justify the budget, realistically applied to the theme selected. - provide an excellently prepared and justified answer which fully evaluates return on marketing investment in relation to the theme and demonstrates excellent insight. -demonstrate an excellent level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - develop a good and appropriate 12-month budget to achieve the objective of the theme, showing good understanding of the key objective, and demonstrating a balance between appropriate budgeting elements. -provide a well- prepared answer, with justification, which evaluates return on marketing investment in relation to the theme, and shows good insight. - demonstrate a good level of knowledge and understanding, justifying the response through references to theory. | <ul style="list-style-type: none"> - develop an adequate and appropriate 12-month budget to achieve the objective of the theme, showing adequate understanding of the key objective, and demonstrating a balance between appropriate budgeting elements. - provide a prepared answer which evaluates return on marketing investment in relation to the theme and shows some insight. - demonstrate an adequate level of knowledge and understanding, supporting the response through references to theory. | <ul style="list-style-type: none"> - development of a budget which would not achieve the objective of the theme; limited understanding of the key objective and appropriate budgeting elements may be demonstrated. - provision of a limited answer which describes return on marketing investment in relation to the theme but is not analytical and does not show insight or address the task. - little or no demonstration of knowledge and understanding, or references to theory applied. |