

## Module Specification:

### Global Marketing Decisions

Global Marketing Decisions is a 20-credit mandatory module which sits within the suite of Level 7 modules.



To gain the CIM Level 7 Postgraduate Diploma in Professional Marketing a pass in all **THREE** mandatory modules is required. However, each module can be taken as a standalone module to gain a module award.

### Aim of the module

A key element of the role of senior marketing managers working within a global marketing environment is to assess and develop future marketing strategies to ensure the organisation can effectively meet the challenges posed by a dynamic and diverse global marketplace. The overall purpose of the module is to prepare the learner to undertake a strategic audit of a global organisation and assess its capability and capacity to deliver across a range of business and marketing strategies before making recommendations, based upon a full critical evaluation of the various options available. Candidates will be required to apply a range of financial and risk assessment models to support decision making in relation to achieving the organisations vision, mission, and strategic business and marketing objectives.

### Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of a written examination in a controlled environment, comprising compulsory tasks based on a pre-seen case study. Preparatory work will be required for this examination.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Global Marketing Decisions module content which follows.

# CIM Level 7 Postgraduate Diploma in Professional Marketing Qualification Specification

Please refer to the CIM Level 7 Postgraduate Diploma in Professional Marketing Qualification Specification for all other information relating to the CIM Level 7 Postgraduate Diploma in Professional Marketing including:

- CIM Professional Marketing Competencies
- The Level 7 qualification structure
- Who it's for?
- Entry requirements
- The Modular Pathway
- Credits and Total Qualification Time (TQT)
- Modes of study
- How it's assessed – assessment methodology
- How the assessments are delivered and when
- How it's graded
- When are results issued?
- Module specifications
- What we mean by command words

## Module content: Global Marketing Decisions (mandatory)

Level 7	Credit value: 20	Total Qualification Time: 200 hours
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### **Purpose statement**

A key element of the role of senior marketing managers within a global marketing environment for is to assess and develop future marketing strategies to ensure the organisation can effectively meet the challenges posed by a dynamic and diverse global marketplace. The overall purpose of the module is to prepare the learner to undertake a strategic audit of a global organisation and assess its capability and capacity to deliver across a range of business and marketing strategies before making recommendations based upon a full critical evaluation of the various options available. Candidates will be required to apply a range of financial and risk assessment models to support decision making in relation to achieving the organisations vision, mission, and strategic business and marketing objectives.

### **Assessment**

Examination based on a pre-seen case study, preparatory work required

### **Overarching learning outcomes**

By the end of this module learners should be able to:

#### **Strategic Audit**

- Develop an audit of the external marketing environment
- Develop an audit of the internal marketing environment

#### **Strategic Options**

- Critically assess strategic marketing decisions
- Appraise strategic options available to a growing global organisation

#### **Making Strategic Marketing Decisions**

- Critically assess and justify strategic marketing decisions, including financial assessment
- Evaluate corporate and reputational risk of strategic marketing decisions

## Unit 1: Strategic Audit

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
1. Develop an audit of the external marketing environment	1.1 Critically assess the external marketing environment for the organisational sector	<ul style="list-style-type: none"> <li>• PESTEL</li> <li>• Porter's five forces analysis</li> <li>• Competitor analysis</li> <li>• SWOT</li> </ul>
	1.2 Critically evaluate a global organisation's strategic position within the market place	<ul style="list-style-type: none"> <li>• Competitive positioning</li> <li>• Benchmarking</li> <li>• Segmental analysis</li> <li>• Value proposition</li> </ul>
	1.3 Utilising a range of tools, critically evaluate a global organisation's ability to understand its current customer base and their buying behaviour	<ul style="list-style-type: none"> <li>• Cultural needs and values impacting customer behaviour</li> <li>• Consumer profiling</li> <li>• Value chain analysis</li> <li>• Strategic account analysis</li> <li>• Scenario construction</li> </ul>
	1.4 Assess the potential for strategic uncertainty in the external market and its impact upon a global organisation	<ul style="list-style-type: none"> <li>• Trends around assessing market stability and attractiveness</li> <li>• Competitive advantage and value creation</li> <li>• Market sensing</li> <li>• Forecasting techniques</li> </ul>
2. Develop an audit of the internal marketing environment	2.1 Critically assess the internal environment of a selected organisation	<ul style="list-style-type: none"> <li>• Mintzberg's organisational structures</li> <li>• Portfolio analysis and resource utilisation</li> <li>• Technology and innovation audit</li> <li>• Cost efficiency</li> <li>• Product life-cycle</li> <li>• Stakeholder analysis</li> <li>• Relationship portfolios</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	2.2 Critically evaluate the resource-based view of a global organisation to deliver a global organisation's vision and mission	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Resource and competency audit.</li> <li>• Organisational purpose and focus</li> <li>• Vision, mission and values</li> <li>• Competitive advantage</li> <li>• Value creation using resources, financial and non-financial assets</li> </ul>
	2.3 Critically evaluate the fit between a global organisation's culture and its current strategic intent and strategy	<ul style="list-style-type: none"> <li>• Organisational culture and styles</li> <li>• Strategic intent</li> <li>• Customer and market orientation</li> <li>• Environmental influences on culture</li> <li>• Corporate social responsibility and ethical approaches</li> </ul>
	2.4 Critically appraise a global organisation's strengths and weaknesses to assess its readiness for development	<ul style="list-style-type: none"> <li>• Organisational knowledge, capabilities and flexibility</li> <li>• Value proposition</li> <li>• Opportunism versus strategic drift</li> </ul>

## Unit 2: Strategic Options

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
3. Critically assess strategic marketing decisions	3.1 Critically evaluate the determinants of strategic options and choices	<ul style="list-style-type: none"> <li>• Past and current organisational marketing strategies</li> <li>• Product-market opportunities</li> <li>• E-commerce, digital and social media strategic opportunities</li> <li>• Alignment of options with customers and to differentiate from competitors</li> <li>• Link to values and culture of a global organisation</li> </ul>
	3.2 Critically evaluate how strategic options can be developed for an organisation operating within current capabilities and constraints	<ul style="list-style-type: none"> <li>• Business strategy and strategic options</li> <li>• Sources of competitive advantage (Porter and others)</li> <li>• Warfare analogies in strategy (Kotler)</li> <li>• Business function strategies</li> <li>• Financial capabilities and constraints</li> </ul>
	3.3 Critically evaluate the appropriateness of developing an international marketing strategy	<ul style="list-style-type: none"> <li>• Functional strategies and sustainability</li> <li>• Access to low cost materials, labour and economies of scale</li> <li>• Avoiding or bypassing trade barriers</li> <li>• Access to national/regional incentives (eg, government funding, gateways to strategic markets)</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	3.4 Critically evaluate the global organisation's brand contribution towards increasing the organisation's value and brand equity.	<ul style="list-style-type: none"> <li>• Corporate identity and image</li> <li>• Brand equity and value associations</li> <li>• Brand proposition and promise</li> <li>• Branding strategies in global contexts</li> <li>• Alignment with global organisation's corporate social responsibility, reputation, sustainability and ethics</li> </ul>
4. Critically appraise strategic options available to a growing organisation	4.1 Critically evaluate the role of innovation management and NPD within a global organisation	<ul style="list-style-type: none"> <li>• New product development in marketing</li> <li>• Managing new products and new innovations in a global context</li> <li>• Incremental growth, significant growth and the concept of big ideas</li> <li>• Customisation</li> </ul>
	4.2 Critically evaluate a range of market entry strategies and how they may be implemented to achieve the global organisation's objectives	<ul style="list-style-type: none"> <li>• Types of strategic alliances</li> <li>• Motives for strategic alliances</li> <li>• Factors impacting global marketing decisions aligned to organisational goals</li> </ul>
	4.3 Assess the relevance to a global organisation of mergers, acquisitions and strategic alliances	<ul style="list-style-type: none"> <li>• Long term orientation versus transactional marketing</li> <li>• Competitive potential for alliances, mergers and acquisitions</li> <li>• Milk, harvest, divest, liquidate and consolidate</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	4.4 Critically evaluate how customer relationship management can support growth in global context	<ul style="list-style-type: none"> <li>• Customer relationship management: partnering, keeping of promises and developing mutual trust</li> <li>• Share of customer's wallet versus market share</li> <li>• Customer loyalty and retention in global markets</li> </ul>



## Unit 3: Making Strategic Marketing Decisions

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
5. Assess and justify strategic marketing decisions, including financial assessment	5.1 Critically assess a range of scenarios for determining strategic decisions for a global organisation	<ul style="list-style-type: none"> <li>• Scenario planning</li> <li>• Stability versus uncertainty</li> <li>• Competitive advantage</li> <li>• Strategic importance of the market</li> <li>• Position of competitors internationally</li> <li>• Cost effectiveness</li> <li>• Feasibility and viability</li> <li>• Barriers to trade</li> </ul>
	5.2 Assess the financial benefits and risks for a global organisation across a range of strategic options	<ul style="list-style-type: none"> <li>• Resource capacity and capability</li> <li>• Ratios (INITIAL Financial Descriptors)</li> <li>• Return on Investment (ROI)</li> <li>• Investment Appraisal Techniques</li> <li>• Net Present Value (NPV)</li> <li>• Discounted Cash Flows (DCF)</li> <li>• Internal Rate of Return (IRR)</li> <li>• Cost of capital</li> </ul>
	5.3 Critically evaluate the range of sustainable funding sources and approaches to implementing strategic marketing decisions	<ul style="list-style-type: none"> <li>• Sustainable funding approaches</li> <li>• The concept of the cost of capital</li> <li>• Capital Asset Pricing Model (CAPM)</li> <li>• Weighted Average Cost of Capital (WACC)</li> <li>• Optimal capital structure</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	5.4 Assess the impact on economic and shareholder value of a global organisation arising from specific decisions on expenditures/cash flows	<ul style="list-style-type: none"> <li>• Shareholder value-added concept</li> <li>• Economic value added concept</li> <li>• Cash flow based valuation methods</li> <li>• Financial value drivers</li> <li>• Timing and sustainability</li> <li>• Risk factors in financial valuation</li> </ul>
6. Evaluate the corporate and reputational risk of strategic marketing decisions, including impact analysis	6.1 Assess the strategic risks facing a global organisation in the selection of strategic alternatives	<ul style="list-style-type: none"> <li>• Strategic uncertainty</li> <li>• Diverting from core business</li> <li>• Changing technology and capability</li> <li>• Reputation visibility and vulnerability risks</li> <li>• Financial risk: shareholder value, investment, liability and loss</li> </ul>
	6.2 Assess the potential for organisational constraints to limit a global organisation's success in using any given strategic choice	<ul style="list-style-type: none"> <li>• Impact of changing strategic direction</li> <li>• Internal structures, capital and investment capability</li> <li>• Margins and cost structures</li> <li>• Regulation</li> </ul>
	6.3 Critically analyse the impact of the decisions for the organisation's shareholders/owners	<ul style="list-style-type: none"> <li>• Stakeholder/shareholder engagement and involvement and competitor activity</li> <li>• Proliferation of the product and/or brand</li> <li>• Management of share-shifting and focus on customers</li> </ul>
	6.4 Recommend a range of mitigation strategies designed to reduce risks	<ul style="list-style-type: none"> <li>• Changing approach/direction</li> <li>• Avoidance strategies</li> <li>• Forecasting and scenario planning</li> </ul>



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