



**The Managing & Marketing Sales Association  
Examination Board**

**SYLLABUS**

**Marketing Strategy & Management**

**FORWARD**

The MAMSA Diploma in Marketing Strategy & Management is a professional marketing qualification geared to today's industrial and commercial needs.

It's Syllabus takes the student through a complete study of modern Marketing Theory, with an emphasis on the practical application of such theory to modern business problems.

The main objective of the MAMSA Examination Board is to create a standard of examination which tests candidates' practical Marketing ability. The Award of the Diploma is an indication that the holder is capable of carrying out useful Marketing duties within a company organisation. This has proved invaluable to employers who seek marketing Graduates with practical, usable skills, based on up-to-date theory.

In deciding the style and content of the Syllabus for the Diploma in Marketing Strategy & Management, much advice and help has been given to the MAMSA Examination Committee by centres of education, industry and commerce. In addition, the needs of present MAMSA Diploma Holders have been researched and accommodated.

The Syllabus demands a type of tuition in which the student is taught to apply each principle and facet of marketing to practical situations. It is the student's skill to do so which will provide an ability to pass the Examinations for this Diploma.

**Executive Council**

## **MARKETING STRATEGY & MANAGEMENT**

**OR “the policies and tactics of marketing practice.”**

Whereas it is important to know the historical process which led to present day marketing concepts, it is essential to be able to practise the modern marketing techniques that have evolved. In the highly competitive area of business management, marketing strategy plays an increasingly important role which no manager can afford to ignore.

Marketing is fundamentally about people: the people who buy the products and services they want and the people who are involved in supplying them. People are the targets for manufacturing companies, creative businesses or services. Marketing Strategy & Management is aimed at formulating and directing planned business activities which will create maximum demand for a product or service but under optimum conditions.

When it is almost too late, some businesses realise that marketing must be an integral part of their organisation. However, it is never too late to:

**Have the right product  
In the right place  
At the right price**

At the right time

It is the knowledge needed to do this successfully that must be studied and understood.

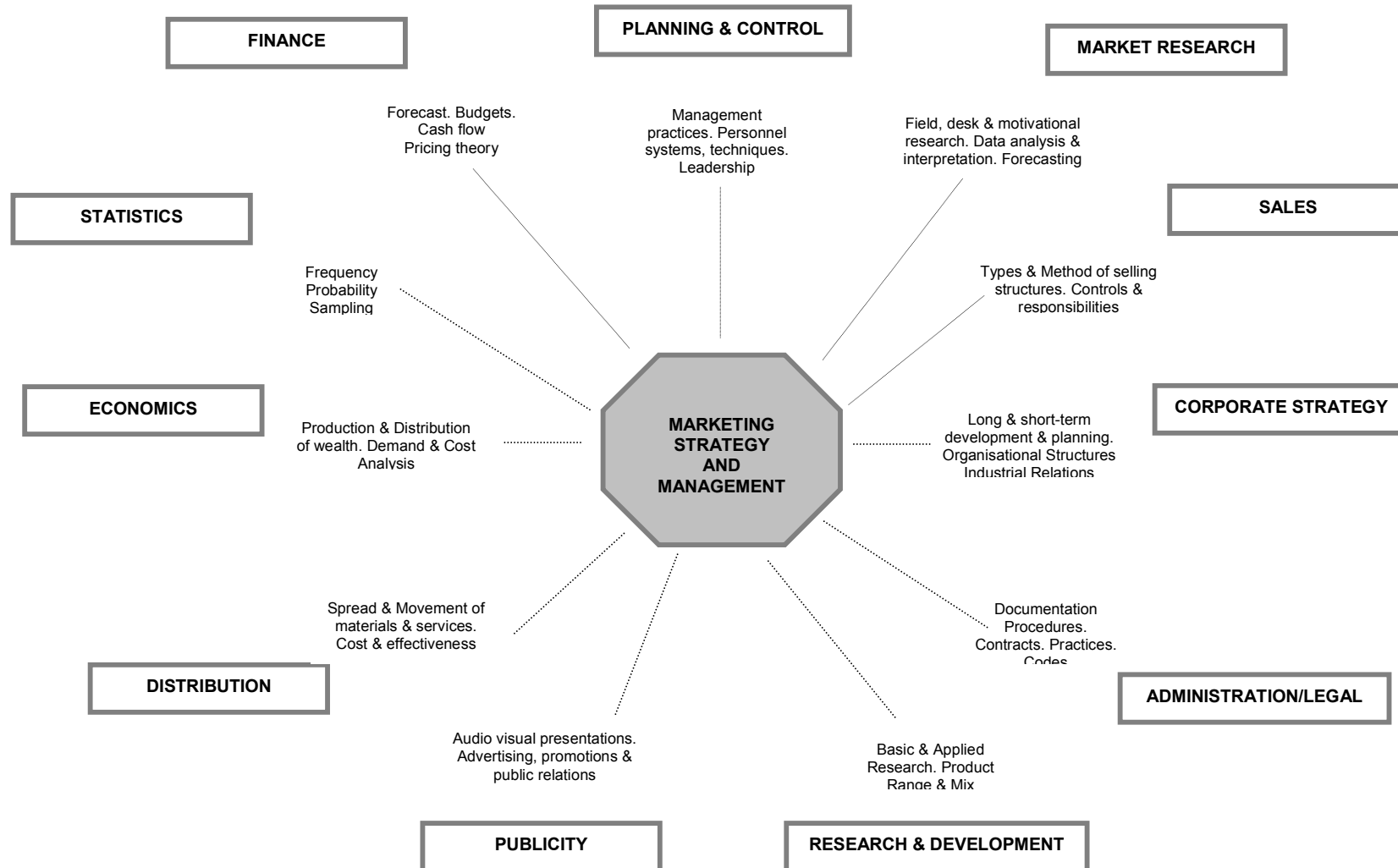
There are two ways of viewing the experience needed by a marketing manager. The first aspect of necessary experience is his assessment and evaluation of the observations and options of busy people involved in the marketing mix. Their down-to-earth knowledge is based on a realistic and practical experience of the markets and the problems of marketing which comes from their day-to-day work experiences. The second aspect of necessary experience comes from the marketing educationalist who, having analysed the subject of marketing from an academic point of view, is able to state a set of rules or principles to govern the practice of the profession. For efficient marketing management it is important to follow the rules established by the educationalist but use them creatively in the real, practical world of business – to create plans resulting in satisfied customers and profitable companies.

Just as in selling, where the most successful salesman is not necessarily the one with the most practical or theoretical knowledge but needs a balanced combination of the two, the marketing executive must learn how to put theory into practice.

Marketing is a fascinating set of activities, all of which have their base in the study and understanding of human behaviour. The ‘market’ of the marketing executive is a mass of humanity, sensitively aware of its ‘needs’ and ‘wants’ and capable of ‘responding’ to the planned marketing creations of business organisations. The marketing manager has the power to stimulate and motivate the public into particular buying actions. However, he must only use this power with a full awareness of moral and ethical codes of conduct and the ‘laws of the land’.

The student of marketing requires a complete understanding of the fundamental principles and practices. This enables the formulation of a marketing ‘policy’ and strategic plans to achieve his company’s goals. The following chart shows the elements of knowledge which the marketing executive must have.

## ELEMENTS OF KNOWLEDGE FOR THE MARKETING EXECUTIVE





Each element has to be studied and an outline syllabus should contain:

1. The environment of marketing with its links to economics, social, legal and political aspects and technological innovations.
2. Numeracy of marketing involving the knowledge of statistics, accounting and budgeting within the financial structure. Computing as a service to the executive function.
3. The principles, practices and communications of marketing covering research and forecasting, product planning and pricing, distribution and all aspects of advertising and promotion.
4. The skills of marketing and man-management. The sanctioning, implementation and control of the marketing plan by using management principles to motivate the human elements involved in policy-making, customer contact and administrative services.
5. International marketing. The knowledge required to create and satisfy a market influenced by cultural, social, political and legal constraints which differ from the home market.
6. Management of sales. The marketing plan does not function effectively until the product or service is recognised and purchased by the customer or consumer.
7. Marketing management or working within company policy and with the co-operation of other sections and functions of the company. By strategic planning and operational control to contain a management position of constant measurement, interpretation and accountability.
8. Communications as an integral part of marketing, for it is what customers, consumers and the public hear, see and feel which can influence their decision to act. Through the processes of advertising, promotion and packaging, an appeal is made to the basic senses of sight, sound, taste, smell and touch.
9. Marketing disciplines, mechanics and dynamics relates to the facets of marketing or the principles of the marketing mix (disciplines) and how, by analysis, planning and organisation (mechanics), the management aspects of communication, co-ordination and controlling (dynamics) will produce effective results.

## INTRODUCTION

Marketing is a term which is used internationally with several variations of definition. These variations are related to the functions and trading position of a company, the economic, political and financial policies of a country and the long and short-term investment plans of industries.

Marketing is an activity within the policy of a company (industry, enterprise, organisation). It assists in the formulation of the policy and in the effective implementation of the policy. Whereas marketing has been generally defined as "researching, creating and satisfying needs for products and services" to this must now be added "within financial restraints". The emphasis is to research and create a continuing demand for existing products and services whilst carrying out realistic and profitable ways of presenting new and future products and services.

The marketing executive of today and the future has to be realistic when asking his company to invest in his ideas. His ideas must be related to facts, figures and reality, and he must have the skill to put into practice the theory of his plan.

Students of marketing, whether they are already employed in a sales or marketing occupation or, as true students, still in the academic environment, need a practical syllabus which prepares them to become immediately involved in the practice of marketing, not just gaining a knowledge of the theory.

The present method of teaching marketing, apart from Degree courses, is either to use the theoretical syllabus of a diploma course or to attend specialised courses run by consultancies and colleges. The latter, because of the short duration of the course, can only cover certain aspects of marketing, whilst some existing syllabuses of diploma courses involve a student in the total theory of marketing with little application which can truly be called practical.

The purpose of the examinations of professional bodies, whether in accountancy, banking, sales or marketing, is to assist the 'student' in performing his present tasks and to prepare him for new tasks to enhance his career development. It is for this reason that MAMSA has researched and developed an 'action approach' to a syllabus for a Marketing Diploma. The whole emphasis is to allow the student to apply the knowledge he gains at each stage of the course through a simulated 'practical' expertise.

## DIPLOMA STRUCTURE

*The Diploma consists of three parts:-*

### **PART I consists of:-**

Section 1	Elements of Marketing
Section 2	Numeracy of Marketing
Section 3	Principles, Practices & Communication of Marketing
Section 4	Marketing skills

### **PART II consists of:-**

Section 5	International Marketing
Section 6	Management of Sales
Section 7	Marketing Management
Section 8	Marketing communication

(resulting in a student being able to gain the '**Certificate in Marketing Strategy**')

### **PART III consists of:-**

#### **Marketing disciplines, mechanics and dynamics**

1	Communications within management
2	Strategic planning
3	Operational control
4	Forecasting
5	Budgeting and financial control
6	Personnel control and motivation

(resulting in the student being able to gain the '**Diploma in Marketing Strategy & Management**')

Each Section of Part I and II is examined by the 'case study method' but the Examination for Part III is in the form of a 'creative' thesis.

The syllabus content puts great emphasis on the teaching of management principles, especially Sales Management and Marketing Management. There must be a continuous awareness of 'money matters' and 'effective communication' for students to succeed in Marketing.

## **STUDENT REGISTRATION**

All students must have completed a registration form and have had this confirmed by the Board before an examination entry form can be accepted.

In the case of students who hold a current registration number with MAMSA and already have the necessary entry requirements (see Entry Requirements for registration), they may submit an examination entry form.

The Registration form must be completed in detail and returned to the Board, together with:-

- 1 Registration Fee
- 2 Copies of all educational qualifications (originals must be sent by registered post)

The Registration fee covers a period of two years. Within this time the student will be expected to have completed his/her examinations. He/she can extend the registration period by payment of a further proportional fee.

Student registration automatically ceases on completion of the diploma examinations and thesis and Full Membership is thereafter available.

Students may register at any time and it is advisable to submit registration forms well in advance of examination entry form, bearing in mind that the registration has to be acceptable to the Board.

## **ENTRY REQUIREMENTS**

1. To show evidence of five GCE passes (or equivalent overseas qualifications) with at least one pass at Advanced level. Passes to include the study of the English Language and Mathematics.
2. Or, BEC (ONC or OND) awards in Business Studies
3. Or, either of the following:
  - (a) MAMSA Diploma in Sales Marketing
  - (b) MAMSA Diploma in Sales Management
4. Or, an applicant is over 21 years and can produce authenticated documentation by an employer or educationalist of three years full-time marketing/management/business administration work experience.
5. All candidates must be aged 18 years at the time of application for registration.



## EXAMINATION ENTRANCE

Entry to examinations is only available to students who have received confirmation of their registration application.

All examination entries must be submitted on the official entry form and must be accompanied by the current fees.

Entries must be received by the Board by the **28<sup>th</sup> February**, for the **May** examination session. Only registered students who wish to re-sit an examination may apply for the **November** session by the **10<sup>th</sup> September**. (Students cannot sit an examination **for the first time** at the November session).

Any entry received after the closing dates of February 28<sup>th</sup> or September 10<sup>th</sup>, will have their fees retained and entry made for the next correct session, i.e. **May for the first time sitting and resit and November for resits only**. Students who wish to change examination dates after submitting the entry form will be charged an additional administrative fee.

## EXEMPTIONS

Applicants who wish to claim exemption from specific examinations should obtain the exemption claim form from MAMSA. This form must be submitted to the Board well in advance of the examination entry form and must be accompanied by the fees detailed on the form.

## FEEES

The current fees for registration, examination and exemptions are printed on the appropriate forms. Local invigilation fees may be required..

## EXAMINATION CENTRES

Designated Colleges and Institutions.

## METHOD OF EXAMINATION

All examinations for the "Certificate" are based on the case study method. The Diploma is by thesis

The "Case Study" is sent to all applicants when they are notified of their examination centre – this occurs approximately two weeks prior to the examination wherever possible, depending on international communication.

Each examination lasts for 3 hours.

## **RESULTS**

Candidate's results will be sent from the UK in August and January. The MAMSA officials and the Board of Examiners are forbidden to enter into any form of correspondence with a candidate on the results of his/her Examination. The decision of the Examination Board must be accepted as final.

## **DESIGNATORY LETTERS**

A holder of the "Diploma in Marketing Strategy & Management" is entitled to use the letters. Dip.MSM.

## **EXAMINING METHOD AND CONTROL**

The Examination Board will base all case study material and questions on prevalent practices of marketing in the UK. The UK legal system and international trading involving EEC regulations are used where appropriate.

A candidate may base his answers on the economy and practice of another country where the syllabus content makes it a practical proposition. Candidates should always state the name of the country and that their answers are based on an economy other than the UK.

## **PART I - YEAR I**

### **SECTION 1**

#### **ENVIRONMENT OF MARKETING - General**

This area of the syllabus will ensure that the candidate will have acquired a knowledge of the essential elements of the maxims of marketing. It contains those elements which affect, influence and lay the guidelines of the marketing function, looking at facts of economics, statistics, legal and political overtones and technological change.

This part will necessitate the candidate studying:-

1. The origins of the marketing concept within the theory of supply and demand.
2. The growth of international markets, existing markets and emerging markets.
3. The constant changes of social aspects affecting the outlook and standards applied to tastes, attitudes and structures.
4. How national and international interpretation of requirements influence presentation and acceptance and how regulations influence the creative attitude of new and existing commercial and industrial organisations.

5. The application of change to a product brought about by technological innovation requiring new attitudes to electronic and mechanical processes. The implication of human attitudes to change and appreciation of social appraisal.

## **ENVIRONMENT OF MARKETING - Detailed**

The development and changes which are taking place nationally and internationally. The patterns of economic activity and emergent systems. Macro economics (the study of total income and employment) to Micro economics (determination of individual prices of goods and resources). The business organisation and its structures. Capital structures and nationalised and mixed structures. Populations and the structure and organisation of the labour market, wages and productivity. Associations, organisations and trade unions, their influences and pressures. Sources of capital and financial institutions.

National income, inflation, economic growth. The total market and factors affecting demand for industries and firms. Distribution and transport as a part of supply and demand. Price and output relating to the market and profit. Direction of growth, monopolies, multi-national independents, mergers and takeovers, small operators. Material usage, new processes, innovations, energy sources, electronic and mechanical influences on systems and communications. The social aspects of education, utilisation of the labour market, living standards, lifespan and behavioural patterns.

National and international balance of payments, foreign exchanges and the developing countries, revaluation and devaluation.

## **SECTION 2**

### **NUMERACY OF MARKETING - General**

Relating to those areas of marketing where there is a need to produce facts and figures which form a basis of reference, projection or recording of facts. It is, therefore, necessary to gain a knowledge of statistical processes and the techniques used to calculate distribution, correlation, profitability and sampling. Projecting from known factors or forecasting on possibilities to set estimates for budgets and to record and relate actuals.

The study should therefore cover:-

1. The mathematical techniques and process of statistics.
2. Accounting to enable an understanding of the system leading to balance sheets and profit and loss accounts. The use of ratios, cost accounting and credit control
3. In all numerical calculations, electronic and mechanical aids are used, therefore, an understanding is necessary of computers, their operation, capabilities and restrictions.
4. Financial budgeting to evaluate marketing processes within the firms or company operations.

## **NUMERACY OF MARKETING - Detailed**

This is the study of words or symbols which say how many and how much. The marketing person is continually using these expressions and it is vital that marketing personnel know what is involved in the production of numbers (figures), how to use them, when to use them, the relationship between figures and presentation of numbers and figures which communicate. This also involves the study of cybernetics.

Decision-making cannot be based on intuition alone but on the best possible information. We develop means of describing quite complicated situations by means of a few key indicators and of making comparisons between one period and another or one market and another. A starting point is required, a method of equating, calculating and recording leading to results for decision-making. An understanding and working knowledge is needed of:-

1. The understanding of information in numerical form – statistics – this includes the basic idea and meaning of statistics, collecting and presenting of figures to form a basis for analysis, ways of setting up collections of figures to illustrate a single feature, methods and techniques of examining relationships between two sources of figures, theory of probability, sampling theory, index numbers and time series.
2. Numbers in accounting – concepts, mechanics of basic accounting, balance sheets, presentation of profit and loss accounts, types of cost, break-even point, budgeting and budgetary control and credit control.
3. Systems and numbers – the computer in marketing and its uses. How it works, processing, memory, storage, input, output. Computer languages. Compatibility of systems and programs.

### **SECTION 3**

## **PRINCIPLES, PRACTICES & COMMUNICATION OF MARKETING - General**

A major part of the whole syllabus is encompassed in this section since several headings and practices are inter-related. The introduction of a new product requires decisions to be made which are based on sound information related to existing market conditions and customer/consumer behaviour, the mode of pricing, method of distribution and extent, deviation and method of promotion/advertising.

It requires the candidate to have knowledge of marketing records, product planning and pricing, distribution, advertising and promotion. This knowledge is of the principles and practices involved to enable the candidate to know how to evaluate methods of marketing records, sources of information, defining objectives and the dual responsibilities of agency and client. What objectives and organisations are required to test market and criterion for evaluation.

A study of the principles of product planning utilising understanding of resources, availability for new products, variations and innovations in line with product life cycle and planned obsolescence. What factors are involved in pricing structures and which pattern and channels of distribution are available. The purpose of advertising and sales promotion, the role within the marketing function by knowing how to operate above the line and/or below the line either as a company function or through an agency.

## **PRINCIPLES, PRACTICES & COMMUNICATION OF MARKETING - Detailed**

The objectives to be achieved in this section are for the candidate to be able to identify the operations of continuous evaluation of costing and potential customers/consumers attitudes and behaviour affected by socio-economic, regional, ethnic factors etc., as a basis for marketing and company planning. Internal and external sources of information and data, types of research enabling qualified and unqualified data to guide product planning and forecasting. An awareness of distribution in having the right product in the right place at the right time. The physical aspects and specialised requirements in relation to new technology. To understand the process of advertising and sales promotion, their roles related to product and market situations. To be able to appreciate budgeting and appropriation for advertising. How to define the role and working application of client/agency co-ordination.

The results of the study should provide information on:-

1. Principles and practices of assessing whether a new product(s) should be launched at a specific time.
2. Assessing factors which enable a retail price to be suggested.
3. The financial rewards for distributors/ dealers/ wholesalers/ retailers/ agencies/ representatives.
4. The factors required to be considered to provide effective distribution.
5. The announcement and continuing presentation by advertising/sales promotion of the product(s) within a specified budget.

### **SECTION 4**

#### **MARKETING SKILLS AND TASKS - General**

No marketing system is complete without the understanding of the selling function with all its variations to suit product, company and market situations. The way in which the selling operation fits into the present market situation and economic and environmental circumstances which demand change. The elements which make up the processes of selling (industrial, retail, wholesale), together with the processes involved in direct sales and merchandising. The formation of a sales force from recruitment through training, including remuneration, incentives and motivation factor to territory allocation. The controls of the selling function involving targeting, budgeting and reporting.

In all marketing enterprises a constant need exists for information on which to plan new operations and to evaluate existing sources. Skill is required in documentation collection, storage and retrieval. It is a knowledge of the systems and their operation which is necessary.

Marketing is a senior partner of the overall company management structure and it must be aware and have a working knowledge of all management practices, techniques, structures and organisations.

## MARKETING SKILLS AND TASKS - Detailed

By calling this section 'Skills and Tasks' the endeavour is to produce a practical ability and a knowledge of the undertaking by the individual involved in marketing. The spectrum of marketing is very broad and the individual employed within it may have to put his hand to any part at any time. It is, therefore, essential that if he is to take part in, or take control, that he is in full knowledge of how it operates, why it operates, for what purposes and when and how to control it.

The candidate should be aware of and understand the practical applications of:-

1. **The selling function**  
Organisation of time and territory, call frequency, call ratios, prospecting, techniques or the principles of sales presentations, reporting and recording.
2. **Sales force organisations**  
Types of selling, targeting, budgeting, recruitment and training
3. **Administration**  
Processing of information, invoicing, documentation, storage and retrieval.
4. **Management practices**  
Systems and structures. Organisational responsibilities and leadership.

## PART II - YEAR 2

### INTRODUCTION

The second part (or the second year) of the Certificate syllabus requires the candidate to study further aspects of marketing such as:-

International Marketing  
Sales Management  
Marketing Management  
Marketing Communication

Within each of these sections the candidate will find areas already discussed, in principle, in sections of Part I

In Part II, the candidate will now be asked to further study the principles but also to learn the decision-making processes in applying principles to practical situations. Part II therefore needs the candidate to elevate his thinking process from task oriented to management decision-making and responsibility acceptance.

It is during the study period time allowed for Part II that the candidate will also have put his thesis hypothesis to the Examination Board for acceptance. Following its acceptance the candidate will commence work on the thesis and because of the timing will be able to utilise his tutor's guidance.

(The candidate is under an obligation to declare that the thesis is his own work and should use his tutor for guidance, not as an instructor, telling him what to do. The assessment of the thesis will be put alongside the candidates' answer scripts to the Case Study examination for comparison purposes).

## SECTION 5

### INTERNATIONAL MARKETING - General

As the lines of communication shorten and technological development makes education available to a greater percentage of the world's population, the products, services and materials are being made available to new markets. The demand for knowledge of these markets and the skills needed to service them efficiently is requiring a greater time to be spent in studying the expertise required.

The marketing view must be adapted to suit the new environment. Each country, and often each region of a country, has its own environment. The factors which influence those environments are:

1. **Economic growth and development**  
The slow growth area still dependant on agriculture to contain and sustain its population, to the heavy industrial economics of Europe/America.
2. **Technological development**  
Areas where manpower is cheap or where new technology is replacing and supplementing human labour.
3. **Social and Cultural aspects**  
Adapting to religious attitudes to trade, local customs, beliefs and "ways of life".
4. **Political combined with legal**  
Influences brought to bear on trade by governments and sudden changes in government. Grouping of countries in trade pacts etc.

### INTERNATIONAL MARKETING - Detailed

Within the marketing framework greater demands are being made on the specialist knowledge of overseas marketing and exporting. The term 'specialist knowledge' means the ability to adapt the principles of the marketing view to satisfy a particular environment.

The areas that require study to enable an overseas market to be satisfied include:-

1. International marketing concept – covering aspects of economic development, social and cultural influences, technological development and political views of governments, combined with legal requirements. The methods of business practices and mode of operation of institutions and banking, together with activities of competitors in these areas.
2. Strategic decisions in determination of the market and planning method of entering market. The organisational structure required to implement decisions. The needs and benefits of preparing and operating exhibitions and attending trade shows.
3. Research and product policy – defining extent and limitations of market. Research suitability of product(s) for market and preservation of protection of trademarks. The specialised needs of consumer packaging and labelling and needs of protection during distribution. The provision of servicing facilities and satisfying demand and need for terms of reference.

4. Modes of trading – formation of overseas companies, joint companies, export houses, agencies, distributors and stocks. The establishment of direct sales.
5. Pricing strategies – complying with government legislation, import/export licences, custom and excise including value added tax. Costs, demand, competition appertaining to pricing policies. Foreign currencies, transfer, credit guarantees and cash recovery. Barter trading.
6. International communications – appreciation of languages, translations, use of and meaning of words, expressions and phrases in a new environment. Types and channels of communication – time factor, addressing, telephone, telex, facsimile, e-mail. Restrictions on promotions and advertising. Living overseas and employing staff overseas.

## **SECTION 6**

### **MANAGEMENT OF SALES - General**

The practical application of management to a sales force is an important part of marketing. The planned motivation and control of the sales function contains principles and practices of management which are applicable to all parts of marketing, especially if sections such as advertising are operated as separate cost centres. It is within sales management that results of the endeavours of individuals can be identified, the consequences of policy implementation and the qualities of leadership can be appraised.

In learning the practices of operating a sales function efficiently and effectively, many skills have to be studied but, foremost, is the skill of providing an atmosphere where individuals and groups of people present a service to potential customers resulting in profitable orders. To prove the marketing policy and to provide the company with a desired return on its investment, the customer/consumer has to agree to purchase the product/service.

A company will forecast the extent of the market share it expects to obtain. It will have a product and pricing policy in line with the forecasts. Advertising and promotion will bring the policy to the eyes and ears of the potential market, which leaves the companies who operate sales forces with the task of persuading the individuals who make up their market section to buy and, having bought once, to agree that the product/service satisfied their wants and needs and to buy again and, possibly, continue on a repeat business basis.

There is an immediate response to the effectiveness of sales management from the orders taken and the sales figures. For this reason the planning of management is built round a number of control areas – each of which will indicate its strengths and weaknesses.

### **MANAGEMENT OF SALES - Detailed**

The aim is to have a full understanding of the extent of the duties and responsibilities of a practising Sales Manager and to know the depth of knowledge and skills required to fulfil the management function.

This section of the syllabus is set out showing the purpose of sales management as a separate area of work or tasks and alongside these the aspects of knowledge required.



### PURPOSE OF SALES MANAGEMENT

To achieve profitable results by leading, motivating, training and controlling the sales function

AREAS OF WORK/TASKS	KNOWLEDGE
1. To appoint field staff, train them and ensure continuous field development	<b>Company personnel policy, interviewing techniques, product knowledge, sales techniques, training techniques, motivation and management development</b>
2. To produce annual sales forecasts in co-operation with marketing department	<b>Company procedure, short-term forecasting, total market potential, economic trends, sources of information, competitors' activities</b>
3. To prepare annual budget and control company's selling activities within the agreed sales budget.	<b>Company policy, cost per salesman, salary, bonus, car expenses and general expenses, budgetary control</b>
4. To set targets, both financial and by products for field staff to meet sales budget	<b>Customer location and potential, products purchased, visit frequency, target setting, strength of competition in areas, other external influences on trade, channels of distribution</b>
5. To determine salesmen's geographical territories, and number of calls he should make in journey cycle.	<b>Number of customers and potential customers, travelling time involved</b>
6. To maintain customer contact and be directly responsible for major customers	<b>Ability to organise personal schedule to include customer visits with representatives</b>
7. To arrange and conduct field staff meetings. Ensure that the staff are aware of company's sales policy, advertising and promotion activities. Encourage suggestions from salesmen and inform them of current sales situations.	<b>Procedures for conducting meetings. Company's marketing policy. How to develop team spirit</b>
8. To control salesmen and record salesmen's actual sales variances	<b>Reporting procedures, budgetary and statistical control</b>
9. To co-operate with marketing department in determining price levels and discount structures; also credit periods with financial department	<b>Costing, competitors' prices, market trends generally accepted discounts, customers' credit ratings</b>
10. To be responsible for sales office administration and issuing up-to-date price lists and conditions of sales etc.	<b>Sales Office Administration and procedure. Ability to arrange for feedback to the marketing Department of market intelligence from field staff. The provisions of the Offices, Shops and Railway Premises Act 1963</b>
11. To give immediate attention to any complaint and decide on action to be taken according to company policy.	<b>Product Knowledge, Company Policy on allowances</b>
12. To be aware of and, if necessary, participate in trade exhibitions	<b>Exhibition dates and venues, attendances, assessment of value to Company</b>
13. To attend management meetings	<b>Company procedures, current sales situation.</b>

## SECTION 7

### MARKETING MANAGEMENT - General

Management has as many different definitions as there are types of managers, but there is something in common – namely a manager is a person for getting things done through other people. The Manager has objectives to achieve so he directs human resources, combined with other available resources, to achieve results. To do this management has to plan and organise.

The syllabus will deal with the working of management, not the detailed study of historical thoughts and concepts of the pioneers. To do this, time must be given to studying human resources or industrial psychology, manpower planning, performances, training, promotion, evaluation and legal requirements. The other resources involve the knowledge and working applications of office systems and electronic equipment, how these can be applied to the functions of management. Planning and organisation needs consideration given to techniques of management and the value of time.

### MARKETING MANAGEMENT - Detailed

At this stage in the syllabus the candidate extends his knowledge of how to lead the marketing team by his understanding of how to create a working environment which allows the individual to excel and develop to organise working groups to achieve objectives by planning and control.

The study period shown covers the following guide headings:-

1. **Industrial psychology**  
Motivation and work, the learning process, appreciating the individual, group behaviour, attitudes. Physical aspects of work and the work environment. Interviewing and assessment. Effective communication and technological change.
2. **Manpower management**  
The planning of manpower, job description and specification, recruitment, selection, promotion, training and development, records and statistics.
3. **Legal obligations**  
Remuneration, incentives, job security, retirement, dismissals, conditions of employment.
4. **Planning**  
Analysis and decision-making
5. **Organisation**  
Management techniques. Leadership, motivation and control.

## SECTION 8

### MARKETING COMMUNICATIONS - General

The real understanding of this subject starts by studying the basics of what is communication, communicating with words, communicating without words, perception and group communication.

The syllabus requires the study of emergence of the mass market (population growths), mass media (literacy), mass production (technological advances). This is followed by the use of the media and personal selling to inform the market of product availability and benefits. Competitive markets and creation of product/brand identities. Identification of target market, definitions of

advertising content. The spread of communications through promotion mixes. The growth, identities and effective use of agencies, increase in customer communication and public images. Budgeting and cost effectiveness.

## **MARKETING COMMUNICATIONS - Details**

The aim is to know how communication is the key to bring about an awareness and acceptance of company products and services by the market: the market being those sections or the total extent of the population/business who are evaluated to be potential users/buyers or can bring influence to bear.

The combining of all of these aspects of the marketing mix which bring about a stimulating awareness of “the message” by those human beings for whom it is intended. The study should include the five senses of sight, sound, touch, taste and smell.

It involves factors of intuition, superstition, associations, experience, likes and dislikes, preferences, prejudices etc. Selecting format of “the message” and presenting it. Selecting the process of creating and distributing the message. Monitoring and controlling. Managing its effectiveness with financial control.

Communication skills – words, actions, deeds, events, experiences, perception, reception, as single units and as groups. Influences of society, politics and religion on meanings of words and actions. The living language, slang and jargon.

Market growths – mass market, mass media, mass production – market criteria, brand image.

Advertising – criteria and objectives. The purpose, availability and selection of agencies. Media evaluation. Cost effective/evaluation. Ethics/codes.

Promotion mix – presentations, merchandising, packaging, direct mail, promotions, incentives.

Public relations – creation of goodwill, image to public, customers, shareholders, suppliers and employees. The company communications with banking, governments, environmentalists, trade associations and unions.

## **PART III**

### **SECTION 9**

#### **MARKETING DISCIPLINES, MECHANICS AND DYNAMICS - General**

The study of the theories of the facets of marketing has given an understanding of knowledge required when a marketing concept has to be put into practice.

Just as a child has to be taught how to balance on two legs, then to walk and run and to extend the co-ordination of brain and muscle to compete in the various skills required in different sports, so too, does the marketing student have to learn to practice the skills of using his knowledge.

The extent to which the student becomes skilled in applying his knowledge is the purpose of this part of the syllabus.

The word **Disciplines** as used in the title of this part, can be described as either “training that produces orderliness” or “system of rules”.

**Mechanics** is the working part of marketing involving planning, investigation, research and forecasting and organisation.

**Dynamics** is the force of motion or operation – putting into effect the result of the mechanics of marketing. Dynamics include communicating, co-ordinating and controlling, and the intangible factor known as leadership.

The disciplines of marketing to be considered are:-

1. Finding out who and where are the potential purchasers (users) and what are the factors which influence their purchasing decision.
2. Examining market trends and forecasting future demands.
3. Determining what products/services should be produced, in what quantities and at what selling price.
4. Planning the most suitable channels of distribution.
5. Creating a demand for the product/service by planning an effective combination of advertising, promotion, packaging and personal calling.
6. Organising and controlling the operations required for selling, distribution, merchandising and invoicing.

Within each discipline there are numerous areas requiring planning, organising, control and motivation (leadership). Each area can influence the total effectiveness of the marketing policy. Skills and expertise are involved at each stage, requiring co-ordination to achieve and implement a corporate objective.

## **MARKETING DISCIPLINES, MECHANICS AND DYNAMICS - Detailed**

The aim of this final section of the syllabus is to stimulate the candidate to demonstrate creative ability, to put into ‘practice’ what he has learned in Parts I and II of the syllabus.

During the period of final revision for Part II of the Certificate, each candidate for the Diploma must select a subject and present it as an **HYPOTHESIS** to the MAMSA Examination Board. The Hypothesis is intended to be the subject for a full **THESIS**, in which a candidate will be given six months to prepare and submit to the MAMSA Examination Board.

Candidates should ensure that they fully understand the meaning of ‘hypothesis’ and ‘thesis’..

### **HYPOTHESIS**

*“An assumed or known situation presented as a topic for reasoning, analysis and conclusion.”*

### **THESIS**

*“An original paper in which the Hypothesis (topic) is reasoned, analysed and conclusions given.”*

The **Hypothesis** is simply the 'topic' and must be written in a few words to be used later as the 'subject' of the thesis. All candidates must send their Hypothesis to MAMSA for approval as a suitable subject for a THESIS. The Board may reject any Hypothesis not considered suitable but will, in doing so, provide guidance.

Candidates are advised to select their Hypothesis with care. It should be a subject about which they have sufficient understanding to enable them to write a Thesis. Candidates must not include any technical or academic material they are not qualified to understand.

The Hypothesis must, in its subject matter, relate to a **MARKETING** environment. It may cover a specific or broad view of a marketing element of a typical business situation, a national or international situation, or any known or observed phenomena where the forces of marketing come into play.

The typical Hypothesis is seen in the form of a statement which offers a view and a counter-view, opening up questions to be considered and answered in the Thesis. The following are some examples of Hypotheses which have already been approved by MAMSA as suitable for Thesis work.

1. "Generic consumer marketing will/will not replace own brand marketing."
2. "Direct mail advertising will/will not replace media advertising."
3. "The motorist, when purchasing a new car is not influenced by the make of tyre fitted, but when replacing a tyre is influenced by brand image."
4. "Discount trading has/has not changed the marketing methods used by manufacturers."
5. "Oil production can/cannot be increased by consumer marketing."

**The Thesis**, based on the Hypothesis, must contain not less than 3,000 words or more than 10,000 words. It must take the Hypothesis as its title, then reason and analysis to arrive at the candidate's own conclusions.

The six month period given for completion of the Thesis enables the candidate to conduct a full research into the subject chosen, which is essential if the paper is to be considered by MAMSA as a serious study of the subject and of sufficiently high standard to be considered for evaluation at Diploma level.

During the six months, the candidate must:-

- Collect, analyse, interpret and organise all researched data, in preparation for the writing of the Thesis.

When writing the finished Thesis the candidate should include:-

- Qualitative and quantitative analytical processes and models used and their reason for the choice.
- Illustrate and evaluate any decisions arrived at.
- Identify any reference material used which is not of the candidate's creation.

The minimum of 3,000 and maximum of 10,000 words is intended to cover the subject title, introduction, research material, main body and conclusions in the Thesis. Any reference material referred to must be identified if used in the Thesis. This should be quoted in an appendix attached

to the Thesis. Any other research material used to verify facts given in the main body should also be quoted in attached appendices. Appendices will not be included in the minimum 3,000 to maximum 10,000 words.

Any graphs, maps, charts, diagrams etc., in which words are included, will have such words considered as part of the main body of the Thesis and, as such, added to the minimum of 3,000 words.

Whatever the Hypothesis subject, the THESIS should show the candidate's understanding of the following principle Marketing Management areas:-

1. Communications (within management)
2. Strategic planning
3. Operational control
4. Forecasting
5. Budgeting & Financial control
6. Personnel control & motivation.

## **DIPLOMA AWARDS**

The MAMSA Examiners will study each candidate's Thesis, making an evaluation and assessment on which an awarding of the Diploma will depend. The Examiners' decision will be final and irreversible.

The Diploma is awarded at three levels of attainment:

Honours                  Grade I                  Grade II

A further Grade: Grade III, will require a candidate to revise and re-present his Thesis for fresh evaluation before being considered for the Award of the Diploma.

### **IMPORTANT NOTICE**

1. Candidates must submit their Hypothesis to the MAMSA Examination Board to arrive during one of the following periods:-
  - (a) between 1<sup>st</sup> December – 31<sup>st</sup> January
  - or
  - (b) between 1<sup>st</sup> June – 31<sup>st</sup> July
2. Once candidates have submitted an Hypothesis they must await the approval by MAMSA of the subject BEFORE COMMENCING A THESIS
3. All Hypotheses submitted must be accompanied by the appropriate and properly completed Entry Form and the correct fees.

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