



DIPLOMA IN MARKET ADMINISTRATION

2016

**THE NATIONAL ASSOCIATION OF
BRITISH MARKET AUTHORITIES**

IN COMBINATION WITH

**THE INSTITUTE OF PLACE
MANAGEMENT**

**PROGRAMME HANDBOOK and
STUDENT GUIDE**

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WELCOME AND INTRODUCTION

NABMA represents market operators throughout the United Kingdom and is committed to promoting markets on the national stage and offering a wide range of services to its members and the wider markets community.

One of our main priorities is to raise the profile of market officers and provide support to increase the professionalism in markets. At the same we seek to give market officers the opportunity of securing a recognised training qualification.

Working in partnership with the Institute of Place Management we have created this Diploma in Market Administration that covers many aspects of market administration and management.

Being involved in the running of any kind of market produces many different challenges and it is important that market officers are equipped to deal with these challenges effectively. Achieving Diploma status will give market officers greater confidence and knowledge in tackling the challenges that lie ahead.

Graham Wilson OBE
Chief Executive
NABMA

SECTION A – COURSE ORGANISATION

1 GETTING STARTED, KEEPING PACE AND SUCCEEDING

The Diploma in Market Administration programme is demanding for candidates, so getting to know the relevant training and administration personnel is crucial in the process of the smooth progression of your learning experience.

This section deals with the points of contact involved in the programme, external relationships and your Associate Membership with the Institute of Place Management.

1.1 THE PROGRAMME TEAM

Name	Email Address	Responsibility
Professor Cathy Parker	c.parker@mmu.ac.uk	External Examiner
Chris New	chrisnew_nms@hotmail.com	Programme Leader/ Professional Development Consultant, NABMA
Robin Lambert	annlambert1@talktalk.net	Assessor
Rob Nixon	Rob.Nixon@stoke.gov	Assessor
John Walker	John.Walker@calderdale.gov.uk	Assessor
Andy Ward	Andy.Ward@sheffield.gov.uk	Assessor
Graham Wilson	wilsonconsultant@blueyonder.co.uk	Lecturer
Roger Butterfield	roger@butterfield8313.freeserve.co.uk	Lecturer
Patricia Lennon	patricia.lennon@realdealmarkets.co.uk	Lecturer
Gavin Terry	gavin.terry@gmx.com	Lecturer
Nick Rhodes	nick@marketplaceurope.co.uk	Lecturer
Amanda Prosser-Davies	amanda.prosser-davies@birmingham.gov.uk	Lecturer
Steve Pickering	spickering@warrington.gov.uk	Lecturer
Philip Heath	phil@philheath.com	Lecturer
Beth Ward (Tippey Marketing)	beth@tippeymarketing.co.uk	Lecturer

Lecturers have responsibility for delivering courses on agreed subjects to support participants on how best to achieve the learning outcomes for preparation and assessment for their work. Where appropriate, additional or replacement guest lecturers will participate in course delivery. Assignments and assessments are set and marked by NABMA.

1.2 Training Venues

Students will travel to Derby Council House for the six mandatory one-day courses.

1.3 Administration

It is important that any changes to your contact details are communicated to the Programme Leader as soon as they occur to ensure that you receive all the information (including your assignments and emails) you need to progress your studies effectively. All correspondence including assignment responses are by email.

1.4 Emergency Procedures

Emergency procedures will be communicated at the start of all one-day courses.

1.5 Problems Relating to Unit Delivery

The Programme Team is committed to ensuring that participants enjoy an excellent learning experience. We recognise - however - that, very occasionally, participants experience difficulties with the content or relevance of the material, the style of delivery, the level of support received, or their own ability to engage with the subject. When this occurs, there is a process that participants should pursue to ensure a resolution of the difficulties.

- In the first instance, any difficulties should be raised as soon as they arise with the Programme Leader
- If the issue is still not resolved to everyone's satisfaction, then the matter can be taken to the External Examiner.

2 NABMA AND THE IPM

NABMA understands that each person employed in the management of markets is unique, with different aspirations and goals. The DMA will benefit you from the moment you commence the course. Whether you are a participant at the outset of your career, a manager seeking to move up through your organisation or a proven performer in senior management, the DMA will support your personal and professional development.

Your enrolment on this Programme means you immediately receive Associate Membership of the IPM. This complimentary service, via the pursuit of your DMA qualification, allows you to enjoy membership status and access to benefits to support you during your studies and in your future management career. The IPM provides professional support from a single point of contact that has the capacity of impact on your ability to deliver results and continue to develop your place management skills and competencies. Taking advantage of your membership you will have access to the following range of benefits and resources:

- Support for your continued career development from the Institute's on-line *smart* Continuous Professional Development (CPD).
- Electronic access to the IPM management journal, to keep you informed of the latest development in management theory and practice.
- Information and support to upgrade your membership of the IPM.

SECTION B – PROGRAMME MANAGEMENT

1 PROGRAMME MANAGEMENT

The IPM's Assessment Regulations apply to students participating in the Diploma in Market Administration programme, as summarised below.

1.1 Assessment regulations

The programme team will deliver, guide and advise participants on the programme to learn, develop and prepare for assessment, by combining the learning outcomes into five specialist sessions plus a cross-cutting session on reporting and communication skills. The students learning outcomes are assessed by means of four assignments set and marked by NABMA (see Section C for further details).

1.2 Submission of assessed work

You will be issued with a schedule of assessed work submission dates at the beginning of the programme. All assessed work must be submitted to the Programme Leader on or before the due date by email, clearly marking your candidate number on each page. This submission will remain anonymous to the assessors.

You are advised to keep a copy of your completed assignment before you send it for assessment. The copy you submit for assessment will not be returned to you. Your assignment may be kept by NABMA/IPM for quality assurance purposes. Any assignment not kept for quality assurance will be securely disposed of.

Extensions to assessed work submission dates are not generally acceptable. If there are mitigating circumstances surrounding your need to apply for an extension to work submission dates (normal pressures of work are not considered a mitigating circumstance), documented evidence provided by you will be assessed by the Programme Leader whose decision to accept any mitigating circumstances, without penalties, or to reject them, is final.

Feedback on assessed work

Marking of assessed work will result in a PASS, REFER OR FAIL. This will be communicated to the candidate with the assessor's comments and an indication of shortfalls where appropriate.

Only one referral opportunity will be allowed and a defined period allowed for the candidate to resubmit their work.

Notification of the results to the candidate is subject to external verification.

Plagiarism

IPM and NABMA take a very serious view of plagiarism, which essentially means presenting other people's work as your own. You must ensure that all assessed

work is appropriately is credited and referenced. Whilst there is no objection to candidates discussing assessed work with each other in the initial stages of preparation, all submitted work must be unique to each participant, and his/her job role. You must ensure that you properly reference the sources of any published work (texts, journals, papers, etc) and organisational documentation you include, or refer to, in your work. References can be added to your assignment responses and will not count in the 1500 word count required for each response. Cases of plagiarism are rare but where they do occur and are deemed by assessors to be serious this can result in withdrawal from the programme.

1.3 Attendance and Absence

Attendance

The Programme Leader will issue information on the six mandatory one-day courses at the commencement of the programme. Experience shows that irregular attendees usually perform poorly,

You are requested to arrive punctually prior to the time of commencement of the class to avoid disruption to other participants. Subject tutors have the right to refuse admission to late students.

Occasional absence

Should a student who has booked on a training course be unable to attend through circumstances beyond his/her control, he/she must ensure that they inform the Programme Leader in advance by telephoning 0789 0843 112, or by email to *chrisnew_nms@hotmail.com*.

Ongoing medical condition or disability

Students who have an ongoing medical condition or disability during their programme of study that may affect their performance in assessments or their ability to attend venues, must disclose this in advance to the Programme Leader for this to be taken into account. Alternative arrangements will then be made to accommodate study.

1.4 IPM's Professional Code of Conduct

As a member of the IPM you are expected to conform to the requirements of its Code of Conduct.

SECTION C – PROGRAMME STRUCTURE, DELIVERY AND ASSESSMENT

The emphasis of this programme is that of managing markets. Whilst many candidates may be managers, or potential managers, all practitioners need to develop core skills and competencies involved in the effective management, development, marketing and improvement of markets.

Delivery of the session material is via a blended approach within 6 inter-active course lecture days, each of five hours direct contact time, together with ongoing personal research. There is one cross cutting session on reporting and communication skills plus five sessions on specialist subjects, so 30 mandatory hours participation.

Learning outcomes are embodied in the four assignments. To achieve the Diploma award, participants must meet all of the learning outcomes via their responses to the assignments. If one or more of the learning outcomes are not met, the assignment will be 'referred' and guidance will be given on the additional work required.

SESSION 1	INTRODUCTION TO THE DMA PROGRAMME COMMUNICATION SKILLS FOR MARKET MANAGERS
SESSION LEADER (S)	Chris New/Phil Heath
AMOUNT OF STUDENT EFFORT (HRS)	Five hours (mandatory)

SESSION AIMS	<p>An outline of the DMA Programme Assignment/Appraisal Factors</p> <p>Report Writing – How to write Briefing, Cabinet and Assignment Reports</p> <p>An understanding of the various communication methods necessary in the management of markets.</p> <p>The importance of good interpersonal communication and presentational skill in order to achieve your markets goals.</p>
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	<p>At the completion of the course, you will be able to understand the importance of:</p> <ul style="list-style-type: none"> • Assignment response adequacy • Formal Report writing • Building rapport • Managing conflict - role play • Presentational impact methods • Connecting with an audience • Managing emotions.

ASSESSMENT LEARNING OUTCOMES	This session supports the five specialist courses and the four assignments. You will demonstrate your understanding by your responses to the assignments.
INDICATIVE STUDENT LEARNING RESOURCES	PP and Lecture Notes Indicative Reading Research documentation

SESSION 2	PRACTICAL MARKETING FOR MARKET MANAGERS IN A COMPETITIVE RETAILING ENVIRONMENT
SESSION LEADER (S)	Beth Ward (Tippey Marketing)
AMOUNT OF STUDENT EFFORT (HRS)	Five (mandatory)

SESSION AIM	<p>To understand how markets and traders fit within a very competitive retail environment.</p> <p>How effective marketing planning and implementation will support and sustain markets viability.</p>
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	<p>At the completion of the programme, participants will be able to understand:</p> <ul style="list-style-type: none"> • The pressures upon individual traders and markets arising from contemporary retail trends. • The importance of marketing and how limited financial resources can be used to maximize its benefits. • The importance of partnership working to maximise resources for the promotional success of the market. • Basic content of a marketing plan for your market. • Promotion and the branding of the market through advertising. • Having a marketing strategy that fits with corporate and partner goals in ensuring political and commercial support for the service. • Effective use of Social Media to minimize operator and trader costs and maximize marketing effectiveness.
ASSESSMENT LEARNING OUTCOMES	ASSIGNMENT 3 will allow you to demonstrate your understanding of how to develop an advertising campaign or marketing plan for a specific type of market.
INDICATIVE STUDENT LEARNING RESOURCES	<p>Core Reading PP/Lecture Notes</p> <p>Indicative Reading</p> <p>There is a wealth of marketing reference material available.</p>

SESSION 3	MARKETS LAW & THE LAW ON STREET TRADING
SESSION LEADER (S)	Graham Wilson and Roger Butterfield
AMOUNT OF STUDENT EFFORT (HRS)	Five hours (mandatory)

SESSION AIM	<p>To develop an understanding of legal and historical factors in order to contextualise the modern-day significance of Markets and Street Trading.</p> <p>To understand what legal measures can be employed to support the sustainability of Markets and Street Trading.</p>
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	<p>At the completion of the course you will be able to understand the importance of:</p> <ul style="list-style-type: none"> • The legal basis of market rights • The different specialist legislation for street trading in the country and London • The role of the manager in protecting traders and operators from breaching legal requirements. • The place of the law in protecting established markets/the need for market policies • How to manage and ensure compliance of traders with stall letting systems by lease/tenancy/licence agreements and to know their differences. • The importance of good enforcement policies and compliance/complaint systems • European Legislation – it's effect
ASSESSMENT LEARNING OUTCOMES	ASSIGNMENT 1 will allow you to demonstrate your understanding of Markets Law and Street Trading law and how your market meets current legal requirements.
INDICATIVE STUDENT LEARNING RESOURCES	<p>Core Reading Lecturer Notes and PPs</p> <p>Indicative Reading Nabma and Governmental downloads (More in-depth reading is available if desired via Pease & Chitty's Law of Markets & Fairs)</p>

SESSION 4	TRADING STANDARDS KNOWLEDGE FOR MARKET MANAGERS
SESSION LEADER (S)	Gavin Terry - Lead Officer (IP), Chartered Trading Standards Institute Patricia Lennon (Real Deal Campaign Director) Amanda Prosser-Davies (Birmingham Markets Manager and food hygiene specialist)
AMOUNT OF STUDENT EFFORT (HRS)	Five (mandatory)

SESSION AIM	To understand what trading standards and food hygiene legislation there is for market traders and market managers to comply with. The types of controls available to ensure the protection of the public and the reputation of the market. The session will have a focus on the “Real Deal Campaign for Fake Free Markets” and measures to prevent the sale of counterfeit goods on markets.
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	At the completion of the course you will be able to understand: <ul style="list-style-type: none"> • The importance of compliance with retailing legislation by management and traders to ensure that markets present professional customer services. • The importance of partnership working by markets management with other specialist services and inspectorates • The development of good working practices with traders/customers.

ASSESSMENT LEARNING OUTCOMES	You will be able to demonstrate your understanding of relevant legislation and how it impacts upon the operation, sustainability and reputation of your market.
INDICATIVE STUDENT LEARNING RESOURCES	Core Reading Lecture Notes and PP Indicative Reading Specific legislation - online

SESSION 5	ASSESSING SAFETY RISKS IN MARKETS: HASAW
SESSION LEADER (S)	Phil Heath
AMOUNT OF STUDENT EFFORT (HRS)	Five hours (mandatory)

SESSION AIM	To understand the importance of HASAW management in operational markets and how risk assessments can be carried out to mitigate risk for customers, traders and the Council/Markets Operator
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	<p>At the completion of the course you will be able to understand:</p> <ul style="list-style-type: none"> • The importance of compliance with safety legislation by management and traders to ensure that markets are - as far as practically possible - a risk free environment for customers and stakeholders. • Through practical exercises and interactivity candidates you will gain an appreciation of actual physical risk situations • Thinking ahead – planning risk out • How to deal with safety issues. • How to write basic risk assessments

ASSESSMENT LEARNING OUTCOMES	Assignment 2 will demonstrate your understanding of the legislation and how you would obviate or mitigate risks within a busy market operational environment.
INDICATIVE STUDENT LEARNING RESOURCES	<p>Core Reading Lecture Notes and PP</p> <p>Indicative Reading Research documentation</p>

SESSION 6	MARKET TECHNICAL OPERATIONS & EFFECTIVE USE OF MARKET RESOURCES
SESSION LEADER (S)	Nick Rhodes (Chief Executive – Market Place) and Steve Pickering (Warrington Market Manager)
AMOUNT OF STUDENT EFFORT (HRS)	Five hours (mandatory)

SESSION AIM	To understand: <ul style="list-style-type: none"> • The essential resource mechanisms that support front-line markets service operations – Finance, Staff and Asset Management • The benefits of Team Working • The benefits of Partnership Working • The elements of Project Planning in Market Operations
SESSION UNDERSTANDING and PERSONAL/PROFESSIONAL DEVELOPMENT	At the completion of the session, participants will be able to understand: <ul style="list-style-type: none"> • Principles and practices of resource management • Basic performance monitoring. • Team Working • Project planning • The Changing Nature of open market/street market operations • Open market design, layout, sizing and site scale planning

ASSESSMENT LEARNING OUTCOMES	ASSIGNMENT 4 will allow you to demonstrate and report your understanding of how a practical market problem or market business opportunity can be carried through via project team planning, resource management and deployment.
INDICATIVE STUDENT LEARNING RESOURCES	Core Reading Lecture Notes & PP Personal Research

SECTION D – ASSIGNMENTS AND SESSIONS – SUPPORT INFORMATION

ONE-DAY COURSE SESSIONS: DATES

Session	Title	Date	Status
1	INTRODUCTION TO THE DMA COMMUNICATION SKILLS AND REPORT WRITING FOR MARKET MANAGERS	Wednesday 10 th February 2016	Mandatory
2*	PRACTICAL MARKETING FOR MARKET MANAGERS IN A COMPETITIVE RETAIL ENVIRONMENT	Wednesday 2 nd March 2016	Mandatory
3*	MARKET LAW & THE LAW ON STREET TRADING	Wednesday 23 rd March 2016	Mandatory
4	TRADING STANDARDS KNOWLEDGE FOR MARKET MANAGERS	Wednesday 13 th April 2016	Mandatory
5*	ASSESSING SAFETY RISKS IN MARKETS - HASAW	Wednesday 4 th May 2016	Mandatory
6*	MARKETS TECHNICAL OPERATIONS & EFFECTIVE USE OF MARKET RESOURCES IN PRACTICAL PROBLEM SOLVING	Wednesday 1 st June 2016	Mandatory

*These four sessions will be specific to specialist assignments to be taken by candidates.

ASSIGNMENTS – KEY DATES

Candidates need to be aware and comply with the following **key dates**:

Assignment	(Reference to Sessions)	Programme Leader's Hand-out Date	Candidate Hand-in Date to Programme Leader
1	2 & 1	2nd March 2016	26 st March 2016
2	3 & 1	23 rd March 2016	20 th April 2016
3	5 & 1	4th May 2016	3 rd June 2016
4	6 & 1	1st June 2016	30 th June 2016

ASSIGNMENT CONTENT

The candidates need to ensure that they fully participate in the interaction process during the one-day courses, carry out personal research and that in their responses to the assignments they demonstrate an understanding of the course subject matter within the assignment task set.

The content of each candidate's assignment response should:

- Be in a report format as advised within the course
- Contain no appendices
- Have adequate referencing to source material.
- References should be additional to the word count of the response.
- Be of the indicated number of words required (normally 1500 +/- 10%)
- Show the word count
- Be sent to the Programme Leader in the manner prescribed

Please note that due to operational factors arising during the course of the year, some of the information contained in this Handbook may change.

SECTION E

COURSE EVALUATION BY CANDIDATES

The Programme Team would appreciate your evaluation of the course when it concludes. Please complete and send the following survey form to the Programme Leader. Thank you.

DMA PROGRAMME	Definitely Agree	Mostly Agree	Neither Agree nor Disagree	Mostly Disagree	Definitely Disagree	Does not Apply
Lecturers are good at explaining things						
Lecturers made the subject interesting						
Lecturers are enthusiastic about what they are teaching						
The course is intellectually stimulating						
The criteria used in marking has been clear in advance						
Assessment arrangements and marking has been fair						
Feedback on my work has helped me to clarify things I did not understand						
I have received sufficient advice and support.						
The timetable works efficiently.						
Changes to the programme have been communicated effectively.						
The course has been well organized and has run smoothly.						
My communication and presentational skills have improved						
I am more confident in tackling unfamiliar problems						
Overall, I am satisfied with the quality of the course.						

Looking back on the course, are there any particular positive or negative comments you would like to highlight?	
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