

## Level 3 Award in Introduction to Business Strategy and Planning



International  
Qualifications from EDI

### Syllabus

Effective from: 1 September 2010



## **INTRODUCTION**

Education Development International (EDI) is a leading international awarding body that was formed through the merger of the London Chamber of Commerce and Industry Examinations Board (LCCI) and a leading online assessment provider GOAL. EDI now delivers LCCI International qualifications (LCCI IQ) through a network of over 5000 registered centres in more than 120 countries worldwide. Our range of business-related qualifications is trusted and valued by employers worldwide and recognised by universities and professional bodies.

### **Level 3 Award in Introduction to Business Strategy and Planning**

#### **Aims**

The aims of the qualification are to develop candidates':

- understanding of the concept of strategy and strategic planning
- understanding and application of the various frameworks and models used in internal and external strategic analysis
- understanding and application of the Ansoff Matrix in strategic choice and decision-making
- understanding of the process of strategic implementation.

The unit within this qualification is accredited on the QCF in the UK; Accreditation Ref: The unit has a credit value of 5.

#### **Target Audience and Candidate Progression**

This qualification is suitable for people who wish to develop a general understanding of strategic planning and the frameworks and models applied in the process in order to broaden their career opportunities and progression. It is particularly suitable for people who currently hold management positions or those aspiring to such positions.

This qualification can be taken as a standalone qualification or as part of the Level 3 Specialised Diploma in Managerial Accounting, Level 3 Specialised Diploma in Accounting and Finance or the Level 3 Specialised Diploma in Cost Accounting.

#### **English requirements**

There are no formal entry requirements for this qualification. However, candidates should have a minimum level of English equivalent to the LCCI Level 2 English for Business or JETSET 4 - (Council of Europe B1/Threshold) to meet the communication requirements for this qualification.

## **Structure of the qualification**

The Level 3 Award in Introduction to Business Strategy and Planning is a single unit qualification which covers the following key areas:

- 1 Strategy and Strategic Planning
- 2 Internal and External Strategic Analysis
- 3 Strategic Choice and Decision-Making - Ansoff Matrix
- 4 Strategic Implementation.

## **Guided Learning Hours**

EDI recommends that 40 - 50 Guided Learning Hours (GLHs) provide a suitable course duration for an 'average' candidate at this level. This figure includes direct contact hours as well as other time when candidates' work is being supervised by teachers. Ultimately, however, it is the responsibility of training centres to determine the appropriate course duration based on their candidates' ability and level of existing knowledge. EDI's experience indicates that the number of GLHs can vary significantly from one training centre to another.

## **ASSESSMENT**

### **Assessment Objectives**

The examination will assess the candidate's ability to:

- demonstrate an understanding of the concept of strategy and strategic planning
- demonstrate understanding of the different frameworks and models used in internal and external strategic analysis
- apply and interpret the different frameworks and models in specific situations and assess their usefulness in strategy development
- demonstrate understanding and application of the Ansoff Matrix
- demonstrate an understanding of the strategic implementation process and the factors affecting the effectiveness of implementation.

### **Assessment Format**

The qualification is assessed by a paper-based multiple-choice test, which consists of 30 questions covering all six areas of the syllabus. The time allowance for the test is 60 minutes. The exam is available on demand.

All multiple-choice tests must be carried out in accordance with the *Examination Guide for LCCI Centres* and the *Examination Regulations*, which is sent to centres with the exam papers.

## Coverage of Key Syllabus Areas in the Examination

The multiple-choice test will cover the key syllabus areas as follows:

<b>Syllabus areas</b>	<b>Approximate weighting of question allocation</b>
1 Strategy and Strategic Planning	10%
2 Internal and External Strategic Analysis	50%
3 Strategic Choice and Decision-Making - Ansoff Matrix	10%
4 Strategic Implementation.	30%

### Answer Format

For each of the 30 multiple-choice questions candidates must mark A, B, C or D on the Candidate Answer Sheet, using a HB pencil. Only one answer must be marked for each question and the answer circle must be completely shaded.

### Mark Allocation

The multiple-choice test is marked objectively and each question is equally weighted. One mark is allocated to each correct answer. EDI rigorously edits all multiple-choice items and test papers to ensure their quality and consistency.

### Certification

Successful candidates will be awarded the Level 3 Award in Introduction to Business Strategy and Planning based on the achievement of the marks and grades below:

Pass	18 – 23 marks
Merit	24 - 27 marks
Distinction	28 > marks

Centres will receive certificates within a maximum of 6 weeks of the receipt of the OMR answer sheets at EDI.

## Recommended Reading List and Support Materials

### Reading List

<b>Title</b>	<b>Authors(s)</b>	<b>Publisher</b>	<b>ISBN Code</b>
Business Studies: A-Level Study Guide	Barry Brindley Martin Buckley	Pearson Education	0-582-43175-1
Business Strategy for A2	D Dyer and P Stimpson	Cambridge University Press	0521003652

### Support Material

Sample multiple-choice questions and answers are available on the qualification page of the website. A Teachers' Toolkit will also be available on the qualification page of the website – centres will need to login before they can access this.

### How to offer this qualification

To offer this qualification you must be an LCCI IQ registered examination centre. To gain centre approval please contact Customer Support on 08700 818008 between the hours of 0830 and 1700 (GMT) Monday to Friday or by email on [centresupport@ediplc.com](mailto:centresupport@ediplc.com).

Alternatively you may contact your Regional LCCI Office or Co-ordinating Authority.

## Level 3 Introduction to Business Strategy and Planning

Learning outcomes	Assessment Criteria	Indicative Content
<p><i>The learner will:</i></p> <p>1. Understand the concept of strategy and strategic planning.</p>	<p><i>The learner can:</i></p> <p>1.1 Explain the purpose of strategic planning.</p> <p>1.2 Explain the difference between 'strategy' and 'tactics'.</p>	
<p>2. Understand the various frameworks and models used in internal and external strategic analysis</p>	<p>2.1 Explain the purpose of strategic analysis in the planning process.</p> <p>2.2 Explain the difference between internal and external strategic analysis.</p> <p>2.3 Describe how each of the following techniques is used in business environment analysis:</p> <ul style="list-style-type: none"> <li>- STEEPLE/PEST</li> <li>- SWOT</li> <li>- Competitor analysis</li> </ul> <p>2.4 Undertake and interpret a STEEPLE/PEST and SWOT analyses in given situations</p> <p>2.5 Describe the elements in Porter's Five Force Analysis.</p> <p>2.6 Explain the usefulness of Porter's Five Forces Analysis in the development of business strategies</p> <p>2.7 Describe the features of Boston Consulting Group (BCG) Matrix</p>	<p><i>STEEPLE = Social; Technological; Environmental; Economical; Political; Legal; Ethical</i></p> <p><i>PEST = Political; Economical; Social; Technological</i></p> <p><i>SWOT= Strengths; Weaknesses; Opportunities; Threats</i></p> <p><i>Five forces: Threat of new industry entrants; threat of substitute products; bargaining power of buyers; bargaining power of suppliers; intensity of rivalry between competitors</i></p> <p><i>Diagram including: Cash cow; problem child/question mark; star; dog</i></p>

	2.8 Explain the usefulness of the Boston Consulting Group Matrix (BCG) in the development of business strategies	
3. Understand how the Ansoff Matrix is used in strategic choice and decision-making.	<p>3.1 Describe the features of the Ansoff's Matrix.</p> <p>3.2 Explain how the Ansoff Matrix analyses the link between business strategy and risk</p> <p>3.3 Use the Ansoff Matrix to evaluate and select different business strategies in given situations.</p>	<i>Diagram including: Market penetration; market development; product development; diversification</i>
4. Understand the process of implementing strategy and the factors affecting the effectiveness of implementation.	<p>4.1 Describe the main components of a business plan.</p> <p>4.2 Explain the importance of mission statements and business objectives in the planning process</p> <p>4.3 Explain the factors that may affect the effectiveness of strategy implementation:</p> <p>4.4 Explain the importance of leading and managing strategic change.</p> <p>4.5 Describe management strategies that may be used to successfully implement and manage strategic change.</p>	<p><i>Components are: Background information; business objectives; market research and marketing plan; resource implications; financial statements and targets</i></p> <p><i>Leadership; organisational structure and culture; motivation; resources</i></p> <p><i>Participative and consultative management; target-setting and monitoring; change agents; decentralisation</i></p>



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