

Learning outcomes and assessment criteria

To pass this unit, the learner needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria outline the requirements the learner is expected to meet to achieve the unit.

Learning outcomes	Assessment criteria
<p>1 Understand the principles of strategic planning</p>	<p>1.1 Evaluate a range of strategic planning models</p> <p>1.2 Evaluate the advantages and limitations of a range of analytical techniques</p> <p>1.3 Analyse a range of perspectives of and approaches to business strategy</p>
<p>2 Be able to analyse the factors affecting the development of strategic plans</p>	<p>2.1 Evaluate political, economic, social, technological, legal and ethical factors affecting the development of strategic plans</p> <p>2.2 Evaluate the market factors that may influence strategic planning decisions</p> <p>2.3 Evaluate the application of scanning tools to strategy development</p>
<p>3 Be able to make a contribution to a strategic plan</p>	<p>3.1 Analyse the relationship between strategic intentions, strategic choice and strategy formulation</p> <p>3.2 Make viable contributions that are consistent with strategic objectives and resource constraints</p> <p>3.3 Evaluate the impact of a proposed strategy on a business</p>

Unit amplification

AC 1.1 Evaluate a range of strategic planning models

- *Strategic planning:*
 - models, e.g. mechanistic planning; goal-based planning; issues-based planning; alignment planning; scenario planning; organic planning; real-time planning
 - strategy hierarchy and consistency between corporate strategy and subsidiary strategies

AC 1.2 Evaluate the advantages and limitations of a range of analytical techniques

- *Environmental analysis techniques:*
 - external to include political, economic, social, technological, legal and ethical (PESTLE) analysis, environmental scanning, horizon scanning
 - internal to include strengths, weaknesses, opportunities threats (SWOT) analysis, mission, objectives, strategies, tactics (MOST) analysis
- Business environments that businesses need to consider for analysis to include macro-environment, meso-environment and micro-environment
- *Advantages:*
 - understanding of business environments and developments in the business environments
 - identification of opportunities for business development such as growth and re-organisation
 - identification of factors that threaten business development such as competitor activities and legislative change
 - ensuring optimal use of business resources
 - provision of an empirical basis for decision making by reducing uncertainty
- *Limitations:*
 - resource requirements and their associated costs
 - biases in the use of techniques and in the data gathered
 - incomplete and/or misidentification of potentially relevant factors
 - empirical evidence is open to differing interpretations

AC 1.3 Analyse a range of perspectives of and approaches to business strategy

- *Perspectives:* industrial/economic; human resources/sociological; social responsibility; sustainability; cultural, e.g. national, business; balanced score card
- *Approaches:* price based; growth based; product differentiation; technological leadership; market leadership; competitive strategy; hybrid strategies

Information for tutors

Suggested resources

Books

Johnson, G., Scholes, K. and Whittington, R. – *Exploring Corporate Strategy: Text and Cases*, 8th edition, (FT Prentice Hall, 2007) ISBN 978-1405887328

Websites

www.managementhelp.org – The Free Management Library, information on strategic planning subjects

www.managers.org.uk – Chartered Institute of Management, practical advice on management issues with a range of online resources on management topics. Membership is required to access the materials

Other

The Bottom Line Podcasts and Downloads chaired by Evan Davies and Stephanie Flanders. The podcasts bring together practitioners to discuss current business matters. Many podcasts touch on topics relevant to the unit, for example the podcasts on transformation and planning for the future that consider aspects of strategic planning. They are available at:
www.bbc.co.uk/podcasts/series/bottomline/all.

The Economist (The Economist Newspaper Ltd) – has a business section and occasional articles on business strategy and planning

Management Today (Haymarket Media Group Ltd) – has articles on management topics, including business strategy and planning

Assessment

To pass this unit the evidence that the learner presents for assessment must demonstrate that they have met the required standard specified in the learning outcomes and assessment criteria and the requirements of the Assessment Strategy.

To ensure that the assessment tasks and activities enable learners to produce valid, sufficient, authentic and appropriate evidence that meets the assessment criteria, centres should apply the Unit Assessment guidance and the requirements of the Assessment Strategy below.

Wherever possible, centres should adopt a holistic approach to assessing the units in the qualification. This gives the assessment process greater rigour and minimises repetition, time and the burden of assessment on all parties involved in the process.

Unit assessment requirements

This unit must be assessed in the workplace in accordance with the Skills CFA Assessment Strategy for Business Administration, Customer Service and Management and Leadership, in *Annexe A*. Simulation is not allowed for this unit. All evidence of occupational competence should be generated through performance under workplace conditions; this includes evidence of achievement for knowledge-based learning outcomes and associated assessment criteria.

Unit assessment guidance

This guidance supports assessors in making decisions about how best to assess each unit and the evidence needed to meet the assessment requirements of the unit. Centres can adapt the guidance for learners and the particular assessment context, as appropriate.

Assessment is based on performance at work in an area that requires the learner to be involved in developing strategic plans.

Sources of evidence for demonstrating achievement of learning outcome 1 could include a learner log or a reflective journal, witness statements or work products, such as strategic plans. These sources of evidence should show clearly how and why the learner made their choices and decisions in relation to developing and contributing to strategic plans. For the practical aspect of this unit in learning outcomes 2 and 3, the learner should maintain a learning journal to reflect on the approach adopted and on lessons learned from putting theory into practice.

For learning outcome 2, work products, such as the results of horizon scans and market analyses, could evidence the achievement of AC2.1 and AC2.2 along with the use of a witness statement or a professional discussion. For demonstrating achievement of AC2.3, a log or reflective journal could be a source of evidence, allowing the learner to discuss the usefulness of scanning tools in developing strategy that exploits benefits and overcomes disadvantages.

For learning outcome 3, work products could evidence the achievement of all the assessment criteria. In addition to this for AC3.1, a log or reflective journal could be used to consider the factors that contribute to strategy formulation and their relative importance. For AC3.2 a witness statement identifying the learner's contribution to strategic plans, could evidence achievement. For AC3.3, a professional discussion could allow the learner to explain the potential impacts of strategic planning proposals on the business.

Evidence of Recognition of Prior Learning (RPL) can also be used within the unit to confirm competence. Wherever possible, the learning outcomes in this unit should be assessed holistically across the qualification.