



## 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

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### **AC1.1: Evaluate a range of strategic planning models**

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

### **AC1.2: Evaluate the advantages and limitations of a range of analytical techniques**

- *Environmental analysis techniques:*
  - o external to include political, economic, social, technological, legal and ethical (PESTLE) analysis, environmental scanning, horizon scanning
  - o 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:*
  - o understanding of business environments and developments in the business environments
  - o identification of opportunities for business development such as growth and re-organisation
  - o identification of factors that threaten business development such as competitor activities and legislative change
  - o ensuring optimal use of business resources
  - o provision of an empirical basis for decision making by reducing uncertainty
- *Limitations:*
  - o resource requirements and their associated costs
  - o biases in the use of techniques and in the data gathered
  - o incomplete and/or misidentification of potentially relevant factors
  - o empirical evidence is open to differing interpretations

### **AC1.3: 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