



EBC*L LEVEL B

Competence Standard

SYL - B - Version 2007-1
Austria



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Vital advice: This document is an advance information given by the author and the authorised institutions. Subjects to change without notice: Vienna, Paderborn

STRUCTURE OF THE SYLLABUS

The syllabus of the EBC*L Level B covers the following subject areas:

- objectives, methods and tools for drawing up a businessplan
- marketing and sales
- fiscal planning (budgeting), pre-investment and efficiency analysis

Within the learning targets the term “**to explain**” is very often used. In this content “explain” stands for:

- ✓ being able to define and to specify important factors and to itemise details
- ✓ being able to prove one’s ability acquired by fulfilling tasks or by stating examples

In other words: Being able to read back the attained knowledge is not the main target to be hit but to put the achieved skills into practice.

Example: Explain the most important objectives of a company

A possible corresponding exam question: Explain four possible strategic goals related to a vegetarian restaurant.

Important advice: All the topics of the syllabus of the EBC*L Level A are assumed to be basics and thus they are not explicitly repeated.

As an example: Regarding to the P&L account the term “depreciation” is not listed again among the detailed learning targets, but is also relevant to the exam.

Within the provided **sample exams** the way of posing questions should be made clear.

Subject area

OBJECTIVES, METHODS and TOOLS for drawing up a BUSINESSPLAN

Overall learning targets

Upon completing this module you will be able to:

- explain the purpose, topics and tenor of a businessplan
- explain the objectives and methods according to a company's and an environment analysis
- explain management analysis and planning tools and put them into practice by giving examples
- explain objectives, methods and basic structure of project planning

(52 learning targets)

Subject area: Basics according to drawing up a businessplan

Detailed learning targets

TOPICS	LEARNING TARGETS
1. PURPOSE, CONTENT AND BASIC STRUCTURE OF A BUSINESSPLAN	1.1. Being able to explain the purpose of a businessplan
	1.2. Being able to state and explain occasions and scopes for which businessplans are drawn up
	1.3. Being able to explain the differences between strategic and operative planning
	1.4. Being able to explain possible addressees and illustrate their main targets and their interest in a businessplan
	1.5. Being able to explain posed questions and topics according to a businessplan
	1.6. Being able to explain the basic structure of a businessplan
	1.7. Being able to explain criteria used by decision makers when evaluating the businessplan
	1.8. Being able to define the term "critical factors for success"
	1.9. Being able to explain an attractive and neat design for a businessplan
	1.10. Being able to explain vital guidelines and decisively mistakes occurring by drawing up a businessplan
	1.11. Being able to explain bounds and limits according to entrepreneurial planning

Subject area: COMPANY'S AND ENVIRONMENT ANALYSIS

Detailed learning targets

TOPICS	EDUATIONAL OBJECTIVES
2. ANALYSIS OF THE COMPANY	2.1. Being able to explain the terms “business idea”, “object of a company” and “strategic business portfolio”
	2.2. Being able to attribute agent’s authority and authority to decide to a legal form of organisation
	2.3. Being able to explain the term “shareholder value”
	2.4. Being able to explain the term “stakeholder value”
	2.5. Being able to explain the terms “corporate identity”, “vision” and “mission of a company”
	2.6. Being able to state and explain financial objectives of a company
	2.7. Being able to state and explain strategic objectives of a company
	2.8. Being able to explain the variety of possible objectives of a company
	2.9. Being able to explain and state the main factors of success within a company
	2.10. Being able to explain the term “Unique Selling Proposition” (abbr. USP)
	2.11. Being able to explain important considerations and characteristic features for a team of entrepreneurs respectively (resp.) for a project team
	2.12. Being able to explain important considerations for analysing local conditions

TOPICS	LEARNING TARGETS
3. BRANCH OF TRADE ANALYSIS	3.1. Being able to explain the term “branch of trade”
	3.2. Being able to state and explain developments and trends a branch of trade might be subject to
	3.3. Being able to explain important considerations for doing an appropriate branch of trade analysis
	3.4. Being able to explain the terms “monopoly, oligopoly and perfect competition”
	3.5. Being able to explain the terms “size of the market”, “market potential”, “market penetration” and “share in the market”
	3.6. Being able to explain the term “market niche”
	3.7. Being able to explain the term “market entrance barrier”
	3.8. Being able to explain the term “substitute goods”
4. ANALYSIS OF COMPETITION / COMPETITORS	4.1. Being able to state and explain important considerations for analysing the competitors
	4.2. Being able to explain objectives, methods and limits according to benchmarking

Subject area: ANALYSING AND PLANNING TOOLS

Detailed learning targets

TOPICS	LEARNING TARGETS
5. ANALYSING TOOLS	5.1. Being able to explain the objectives and basic structure of a “ strength / weaknesses analysis ”
	5.2. Being able to explain the objectives and basic structure of a “ SWOT analysis ” (acronym for Strengths, Weaknesses, Opportunities and Threats)
	5.3. Being able to explain the objectives and the basic structure of a “ portfolio analysis ”
	5.4. Being able to explain objectives and structure of an “ ABC analysis ”
6. RISK MANAGEMENT	6.1. Being able to explain objectives and structure of “ risk management ”
	6.2. Being able to explain objectives and structure of “ scenario technique ”
	6.3. Being able to explain objectives and structure of a “ risk matrix ”
7. PROJECT PLANNING	7.1. Being able to explain the structure of a project plan
	7.2. Being able to explain the term “ target budgeting ”
	7.3. Being able to explain the term “ activities planning ”
	7.4. Being able to explain the term “ milestones ”
	7.5. Being able to explain the term “ time management ”
	7.6. Being able to explain the term “ resource planning ”
	7.7. Being able to explain the possibilities of presenting a project schedule
	7.8. Being able to explain guidelines and mistakes occurring by drawing up a project schedule
8. CREATIVITY TECHNIQUES	8.1. Being able to explain the term technique of creativity
	8.2. Being able to define the term “ brainstorming ”

SUBJECT AREA

MARKETING and SALES

Overall learning targets

Upon completing this module you will be able to:

- explain the term “marketing” and to illustrate the impact of marketing to a company, a project, a product or a service as well as to yourself
- explain the general framework of marketing (customers, competitors, costs)
- explain marketing tools and to put them into practice
- explain the basic guidelines of most importance for successful selling of projects, products and services

(97 learning targets: 74 marketing + 23 sales)

Subject area: MARKETING

Detailed learning targets

TOPICS	LEARNING TARGETS
1. MARKETING BASICS	1.1. Being able to explain the term “marketing”
	1.2. Being able to explain the term “external” and “internal marketing”
	1.3. Being able to explain the term “self marketing”
	1.4. Being able to explain the general framework of marketing
	1.5. Being able to explain the structure of a marketing plan
	1.6. Being able to state marketing tools and explain them (general view)
	1.7. Being able to explain the term “marketing mix”
	1.8. Being able to explain the term “Unique Selling Proposition” (abbr. USP)
2. CUSTOMERS	2.1. Being able to state and explain customers` purchasing motives
	2.2. Being able to explain the term “Maslov`s pyramid of needs”
	2.3. Being able to explain the terms “demands” and “needs”
	2.4. Being able to explain the terms “benefits” and “external economies”
	2.5. Being able to explain and state important considerations for buying decisions
	2.6. Being able to explain the variety of customers` behaviour and their decision making process
	2.7. Being able to explain the term “cognitive dissonance”
	2.8. Being able to explain the term “segmentation of clients”
	2.9. Being able to explain the possibilities of qualifying customers

TOPICS	LEARNING TARGETS
	2.10. Being able to explain the term “Customer Relationship Management” (abbr. CRM)
3. COMPETITION	3.1. Being able to explain and state important considerations for analysing competition
4. MARKET RESEARCH	4.1. Being able to explain objectives of market research
	4.2. Being able to explain the various scopes of market research
	4.3. Being able to explain the steps of market research (the process of market research)
	4.4. Being able to explain the market research methods such as “survey”, “monitoring”, and “test”
	4.5. Being able to explain quality criterions of market research
	4.6. Being able to explain the term “validity”
	4.7. Being able to explain the term “reliability”
	4.8. Being able to explain the term “spot check” (= sample)
	4.9. Being able to explain the term “primary market research” and “secondary market research” (= desk research)
	4.10. Being able to explain problems and difficulties showing up by doing market research
5. PRODUCT STRATEGY	5.1. Being able to explain the term “product policy” and illustrate possible product strategies
	5.2. Being able to explain the terms “product innovation”, “-variation”, “-differentiation” and “-elimination”
	5.3. Being able to explain the term “product life cycle” (abbr. PLC)
	5.4. Being able to explain the term “assortment policy” respectively (res.) and “range of product policy”
	5.5. Being able to explain the terms “width of the product range” and “depth of the product range”
	5.6. Being able to explain a product portfolio analysis

TOPICS	LEARNING TARGETS
6. PRICING POLICY	6.1. Being able to explain the general framework of pricing policy
	6.2. Being able to state and explain strategies focussing on pricing policy
	6.3. Being able to explain the strategy terms “absorption”, “discounting” and “penetration”
	6.4. Being able to explain the term “price differentiation”
	6.5. Being able to explain the term “price elasticity of demand”
7. CONDITIONS POLICY	7.1. Being able to explain the term “conditions policy”
	7.2. Being able to state and explain tools of condition policy
	7.3. Being able to explain and state terms of payment and delivery
	7.4. Being able to explain the terms “allowance” and “(cash) discount”
8. SALES POLICY DISTRIBUTION STRATEGY	8.1. Being able to explain the terms “sales policy” and “distribution strategy”
	8.2. Being able to explain direct and indirect channels of distribution and illustrate their advantages and drawbacks
	8.3. Being able to explain the term “franchising”
9. COMMUNICATION STRATEGY	9.1. Being able to explain the term “communication strategy”
	9.2. Being able to explain the term “image” and illustrate its properly meaning
	9.3. Being able to explain the terms “brand”, “logo”, “slogan” (= catch phrase) and its meaning
	9.4. Being able to explain the impact of protection of trade marks
	9.5. Being able to explain the term “corporate design”
	9.6. Being able to explain the term “corporate wording”

TOPICS	LEARNING TARGETS
10. ADVERTISING	10.1. Being able to explain the term “advertising” and exemplify advertising tools
	10.2. Being able to state and explain the necessary steps for an appropriate planning of an advertising campaign
	10.3. Being able to state and explain advertising objectives
	10.4. Being able to explain the term “means of advertising”
	10.5. Being able to explain the term ”advertising media”
	10.6. Being able to explain and state the basics of advertising psychology
	10.7. Being able to explain and state the various features of advertising design
	10.8. Being able to estimate the approximately costs incurred by the various kinds of advertising
	10.9. Being able to explain the term “contact price per thousands” within the scope of “ad impression and click through rate”
	10.10. Being able to explain the term “advertising effectiveness analysis” and to point out the problems that might occur
	10.11. Being able to state the points of criticism and explain them
11. PARTICULAR ADVERTISING AND COMMUNICATION STRATEGY TOOLS	11.1. Being able to explain the term “merchandising” / “sales promotion”
	11.2. Being able to explain the term “direct mailing”
	11.3. Being able to explain the most important guidelines and the bad mistakes very often made by designing a mailing piece
	11.4. Being able to explain the “AIDA principle” (attention – interest – desire – action)
	11.5. Being able to explain the term “Internet for promotion purpose”

TOPICS	LEARNING TARGETS
11. PARTICULAR ADVERTISING AND COMMUNICATION STRATEGY TOOLS (CONTINUATION)	11.6. Being able to explain the term “telemarketing”
	11.7. Being able to explain the term “sponsoring”
	11.8. Being able to explain the term “event marketing”
	11.9. Being able to explain the term “public relations” (abbr. PR)

Subject area: SALES

Detailed learning targets

TOPICS	LEARNING TARGETS
12. FUNDAMENTALS AND BASIC RULES FOR SUCCESSFULL SELLING	12.1. Being able to explain why sales is an every-day process relating to business and affecting every individual person
	12.2. Being able to explain the term “sales ethics” (focussing on a reliable and fair way of selling)
	12.3. Being able to explain the term “win-win-situation“
	12.4. Being able to explain the required qualifications and necessary skills for successful selling
13. STEPS OF SALE CONVERSATION	13.1. Being able to state and explain the steps of a sales conversation (= sales talk)
	13.2. Being able to state and explain the important aspects taken into consideration when preparing a sales talk
	13.3. Being able to explain the important aspects relating to the opening gambit in a sales conversation
	13.4. Being able to explain the important aspects of determination of requirements
	13.5. Being able to explain the terms “requirement – desire – motive”
	13.6. Being able to state and explain important aspects of the various techniques of how to pose a question
	13.7. Being able explain the terms “open question” / “closed question”
	13.8. Being able to explain the term “leading question”
	13.9. Being able to explain the term “active listening”
	13.10. Being able to explain the most important aspects according to “sales reasoning”
	13.11. Being able to explain the difference between characteristics and benefits

TOPICS	LEARNING TARGETS
13. STEPS OF SALE CONVERSATION (CONTINUATION)	13.12. Being able to explain the possibilities of presenting and conclusively arguing
	13.13. Being able to explain the difference between “objection” and “pretence” and illustrate possible reactions relating to them
	13.14. Being able to state and explain main aspects of successful conclusion of a sales talk (sales conversation)
	13.15. Being able to state and explain the signals of purchasing
14. CORPORATE CUSTOMER SELLING	14.1. Being able to explain particularities you meet when dealing with corporate customers
	14.2. Being able to explain the term “key account management”
15. PROFOUND ECONOMICALLY LINE OF ARGUMENT	15.1. Being able to put the main objectives into practices focussing on the sales talk with corporate customers

SUBJECT AREAS

FISCAL PLANNING (BUDGETING), PRE-INVESTMENT ANALYSIS AND EFFICIENCY ANALYSIS

Overall learning targets

Upon completing this module you will be able to:

- explain the objectives, the structure and the tools of fiscal planning
- explain the objectives and the structure of a budgeted balance sheet, of a budgeted P&L account and of liquidity planning
- explain the possibilities of financing a company
- calculate planning key figures (management ratios) related to earning power, liquidity and productivity and to draw your first conclusions
- explain characteristics related to fiscal planning (budgeting) within larger companies
- explain the objectives and to draw up a pre-investment analysis
- draw up the outline of an efficiency analysis to serve as a basis of entrepreneurial decision making and to explain it

(52 learning targets)

Subject area: FISCAL PLANNING (BUDGETING)

Detailed learning targets

TOPICS	LEARNING TARGETS
1. FISCAL PLANNING OVERVIEW	1.1. Being able to explain the purpose of fiscal planning
	1.2. Being able to explain the differences between financial accounting, cost accounting and internal fiscal planning
	1.3. Being able to explain the progress of fiscal planning
	1.4. Being able to explain the vital problems within fiscal planning
2. BUDGETED BALANCE SHEET	2.1. Being able to explain the purpose, the main structure and relevant terms of a budgeted balance sheet (based on profound knowledge of the syllabus of EBC*L Level A)
3. BUDGETED P&L ACCOUNT	3.1. Being able to explain the purpose, the main structure and relevant terms of a budgeted P&L account (based on profound knowledge of the syllabus of EBC*L Level A)
	3.2. Being able to exemplify fiscal planning focussing on personnel costs, cost of sales and input
	3.3. Being able to explain the term “gross yield”
	3.4. Being able to explain an “ABC analysis” focussing on the costs
4. BUDGETED MANAGEMENT RATIOS	4.1. Being able to calculate and explain all the budgeted management ratios (focussing on the ratios listed in the EBC*L syllabus Level A) based on the budget balance sheet and budgeted P&L account.
5. LIQUIDITY PLANNING	5.1. Being able to explain the purpose, the structure and relevant terms of liquidity planning
	5.2. Being able to explain the difference between “in payment” and “income”
	5.3. Being able to explain the difference between “paying out” and “expenses”

TOPICS	LEARNING TARGETS
5. LIQUIDITY PLANING (CONTINUATION)	5.4. Being able to explain the terms “deficient cover” and “over cover” related to liquidity planning
	5.5. Being able to state and explain all the problems occurring in liquidity planning
	5.6. Being able to explain the term “deficiency of accounts receivables”
	5.7. Being able to explain the term “dunning process”
6. FINANCING	6.1. Being able to explain the basic differences between “internal” and “outside financing”
	6.2. Being able to state and explain possibilities of internal financing
	6.3. Being able to explain what it means if something is financed with generated cash flow
	6.4. Being able to explain the term “increase of stock”
	6.5. Being able to explain the term “venture capital”
	6.6. Being able to state and explain possibilities of outside financing
	6.7. Being able to explain the term “loan on overdraft”
	6.8. Being able to explain the term “trade credit”
	6.9. Being able to explain the term “bond issue”
	6.10. Being able to explain the term “leasing”
	6.11. Being able to explain the term “factoring”
7. FISCAL PLANNING (BUDGETING) IN LARGE COMPANIES	7.1. Being able to explain the fiscal planning process (= budgeting) in large companies
	7.2. Being able to explain the term “bottom up - budgeting” and “top down - budgeting”

Subject area: PRE-INVESTMENT ANALYSIS

Detailed learning targets

TOPICS	LEARNING TARGETS
8. PRE-INVESTMENT ANALYSIS BASICS	8.1. Being able to explain the term “pre-investment analysis”
	8.2. Being able to explain the term “alternative planning”
	8.3. Being able to explain the term “opportunity costs”
	8.4. Being able to state and explain limits and problems in pre-investment analysis
9. STATIC PRE-INVESTMENT ANALYSIS	9.1. Being able to do a break even point calculation and explain this procedure
	9.2. Being able to do a minimum sales calculation and explain this procedure
	9.3. Being able to do a payback period calculation and explain this procedure
	9.4. Being able to do a comparison of costs calculation and explain this procedure
	9.5. Being able to do a profit comparison calculation and explain this procedure
	9.6. Being able to calculate the ROI (= return on investment) of capital expenditure and explain this procedure
	9.7. Being able to use an average return method and explain this procedure
	9.8. Being able to explain the term “variables of pre-investment analysis” and demonstrate the effects of modifying these quantities
10. DYNAMIC PRE-INVESTMENT ANALYSIS	10.1. Being able to explain the differences between static and dynamic pre-investment analysis
	10.2. Being able to explain the fundamentals of net present value method (hint: calculation not required)

Subject area: EFFICIENCY ANALYSIS

Detailed learning targets

TOPICS	LEARNING TARGETS
11. EFFICIENCY ANALYSIS BASICS	11.1. Being able to explain the concept “contribution margin” as the focus of an “efficiency analysis”
	11.2. Being able to explain the term “bottleneck factor”
	11.3. Being able to define and explain the term “absolute“ and “relative contribution margin”
12. ANALYSING THE CONTRIBUTION MARGIN (IN BOTTLENECK SITUATION)	12.1. Being able to analyse products / range of products / orders / customers on the basis of relative contribution margin calculation
	12.2. Being able to explain the term “make-or-buy-decision“
	12.3. Being able to explain possibilities to increase contribution margin