



# EBC\*L LEVEL B

## Catalogue of learning objectives

2008/ 07



© EBC\*L International, Vienna – examined by the  
Council Business Competence for Europe e.V.



# STRUCTURE OF THE CATALOGUE OF LEARNING OBJECTIVES

The EBC\*L Level B catalogue of learning objectives comprises the following general topics:

- Goals, methods and instruments of business plan design
- Marketing and sales
- Investment analysis and financial planning

The learning targets frequently use the expression “**explain**”, which implies that one should be able to

- define technical terms and point to their possible causes and consequences and the contexts in which they occur.
- demonstrate comprehension of technical terms by referring to realistic business cases and situations.

In other words, one should be able to apply acquired knowledge and not just repeat what has been memorized.

Example:

*Specific learning target: Being able to explain an enterprise's strategic goals.*

*Related test question: Explain four possible strategic goals of a vegetarian restaurant.*

**Important information:** The contents of the EBC\*L Level A catalogue of learning objectives are considered basic knowledge and will not be explicitly repeated at Level B.

(The technical term ‘depreciation’, for example, is not explained in detail in the chapter on ‘budgeted profit and loss account’ but is still relevant for the Level B exam.)

Please refer to the available **sample exams** for the types of questions that are asked in Level B exams.

## TOPIC

# GOALS, METHODS AND INSTRUMENTS OF BUSINESS PLAN DESIGN

### General Learning Objectives

---

- Being able to explain the goals, contents and structure of a business plan.
  - Being able to explain analytical and planning instruments of business management and give examples of how they are applied.
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. Basics of business plan design</b>	1.1. Being able to explain the goals of a business plan and identify occasions and situations for which business plans need to be designed
	1.2. Being able to identify potential business plan users, their interests and goals
	1.3. Being able to explain questions and issues that arise and explain the fundamental structure and design of a business plan
	1.4. Being able to explain the criteria which decision makers use in assessing business plans and the rules to be followed and the potential mistakes in business plan design
	1.5. Being able to explain the term “critical success factors”
	1.6. Being able to explain how to draw up a clear and attractive business plan
	1.7. Being able to explain the difficulties in and limits to entrepreneurial planning

<b>2. Analytical and planning instruments</b>	2.1. Being able to explain the goals and structure of a strengths / weaknesses analysis
	2.2. Being able to explain the goals and structure of an opportunities / threats analysis
	2.3. Being able to explain the goals and structure of a SWOT analysis
	2.4. Being able to explain the goals and structure of a scenario analysis
	2.5. Being able to explain the goals and structure of a portfolio analysis
	2.6. Being able to explain the goals and structure of a life cycle analysis
	2.7. Being able to explain the goals and structure of an ABC analysis
	2.8. Being able to explain the term “creativity technique”
	2.9. Being able to explain the term “brainstorming”

## TOPIC

# PROJECT PLANNING

### General learning objectives

---

- Being able to explain the goals and structure of a project plan as well as the key terms of project planning.
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. Basics</b>	1.1. Being able to explain the goals and structure of a project plan
<b>2. Steps in project planning</b>	2.1. Being able to explain the term “target planning”
	2.2. Being able to explain the term “resource planning”
	2.3. Being able to explain the term “project team” (See also: Actual analysis – learning target 1.12)
	2.4. Being able to explain the term “project realization planning”
	2.5. Being able to explain the term “milestones”
	2.6. Being able to explain the term “project activities planning”
	2.7. Being able to explain the term “(project) time planning”
	2.8. Being able to explain methods of project plan presentation
<b>3. Mistakes in project planning</b>	3.1. Being able to explain what mistakes may be made in project plan design

## TOPIC

# ACTUAL ANALYSIS

### General learning objectives

---

- Being able to explain and analyse one's current situation as a starting point of a business plan.
  - Being able to explain the goals and methods pertaining to a company analysis.
  - Being able to explain the goals and methods pertaining to an analysis of the external business environment including industry analysis and competitive analysis (also: competition or competitor analysis).
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. Company analysis</b>	1.1. Being able to explain the business idea and strategic business areas of an enterprise
	1.2. Being able to explain the term "USP (unique selling proposition)"
	1.3. Being able to explain the term "corporate identity"
	1.4. Being able to explain the term "corporate vision"
	1.5. Being able to name and explain strategic goals of an enterprise
	1.6. Being able to name and explain financial goals of an enterprise
	1.7. Being able to explain the criteria to be observed when setting goals
	1.8. Being able to explain the term "shareholder value"

	1.9. Being able to explain the term “stakeholder value”
	1.10. Being able to explain the term “corporate social responsibility (CSR)”
	1.11. Being able to identify the different legal forms of business organisations and the parties who have the power of representation and rights to make business decisions
	1.12. Being able to name and explain factors relevant for the description of entrepreneurial teams and project teams
	1.13. Being able to name and explain factors relevant for location analysis
<b>2. Industry analysis</b>	2.1. Being able to name and explain developments and trends to which an industry can be exposed
	2.2. Being able to name and explain factors relevant for an industry analysis
	2.3. Being able to explain the terms “market potential”, “market volume”, “market penetration” and “market share”
	2.4. Being able to explain the term “market niche”
	2.5. Being able to explain the term “market entry barrier”
	2.6. Being able to explain the term “substitute product”
<b>3. Competitive analysis</b>	3.1. Being able to explain the terms monopoly, oligopoly and polypoly
	3.2. Being able to name and explain factors relevant for a competitive analysis
	3.3. Being able to explain goals and methods of and limitations to benchmarking

## TOPIC

# MARKETING

### General learning objectives

---

- Being able to explain the term “marketing” and the significance of marketing for an enterprise, a project, a product or a service, as well as for a private person.
  - Being able to explain the basic conditions marketing activities depend on (customers, competition, costs).
  - Being able to explain and apply the instruments of marketing.
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. Basics of marketing</b>	1.1. Being able to explain the term “marketing” and the goals of marketing
	1.2. Being able to name and explain the tools of marketing (Overview)
	1.3. Being able to distinguish between “external marketing” and “internal marketing”
	1.4. Being able to explain the term “self-marketing”
	1.5. Being able to explain the term “marketing mix”
	1.6. Being able to explain the structure and design of a marketing plan
<b>2. Customers</b>	2.1. Being able to name and explain customers’ buying motives
	2.2. Being able to explain Maslow’s hierarchy of needs



TOPICS	LEARNING TARGETS
	2.3. Being able to explain the terms “need” and “demand”
	2.4. Being able to explain the different stages in a buyer’s decision-making process
	2.5. Being able to explain the term “cognitive dissonance”
	2.6. Being able to explain the term “customer segmentation”
	2.7. Being able to explain the criteria according to which customers can be categorized
	2.8. Being able to explain the term “customer relationship management (CRM)”
	2.9. Being able to explain the term “glass consumer”
	2.10. Being able to explain the term “data mining”
	2.11. Being able to name and explain tools of customer retention
	2.12. Being able to explain the term “complaints management”
	2.13. Being able to explain the term “cross-selling”
	2.14. Being able to explain the term “full-range customer”
<b>3. Market research</b>	3.1. Being able to explain the goals of market research
	3.2. Being able to explain the quality criteria of validity, reliability and objectivity in market research
	3.3. Being able to explain the term “sample” / “sampling”
	3.4. Being able to explain the different phases of the market research process
	3.5. Being able to explain the terms “primary market research” and “secondary market research”
	3.6. Being able to explain the primary market research methods of survey, observation and market test

TOPICS	LEARNING TARGETS
	3.7. Being able to explain the problems of and limitations to market research
	3.8. Being able to explain the factors pertaining to a competitive analysis (See also: Actual analysis – learning target 3.2)
<b>4. Product policy</b>	4.1. Being able to explain the term “product policy” and possible product policy strategies
	4.2. Being able to explain the term “product life cycle”
	4.3. Being able to explain the terms “product mix policy”, “product mix width”, and “product mix depth”
	4.4. Being able to explain the terms “product innovation”, “product variation”, “product diversification”, and “product elimination”
	4.5. Being able to explain a product portfolio analysis (See also: Business plan – learning target 2.5)
<b>5. Pricing policy</b>	5.1. Being able to explain the basic conditions for an enterprise’s pricing policy
	5.2. Being able to explain the term “price-demand curve” (or function)
	5.3. Being able to explain the term “signalling effect of prices”
	5.4. Being able to explain the term “price elasticity of demand” and calculate it
	5.5. Being able to explain different strategies of pricing policy
	5.6. Being able to explain the terms “skimming strategy” and “discount or penetration strategy”
	5.7. Being able to explain the term “price differentiation”
<b>6. Terms and conditions policy</b>	6.1. Being able to explain the term ‘terms and conditions policy’
	6.2. Being able to explain the term “discount” and name and explain different types of discounts

TOPICS	LEARNING TARGETS
	6.3. Being able to explain the term “cash discount”
	6.4. Being able to explain the term “default interest”
	6.5. Being able to explain the terms of delivery ‘free of charge to address of buyer’ and ‘ex works’
<b>7. Distribution policy</b>	7.1. Being able to explain the term “distribution policy”
	7.2. Being able to explain the term “direct selling”, methods of direct selling as well as its advantages and drawbacks
	7.3. Being able to explain the term “indirect selling”, methods of indirect selling as well as its advantages and drawbacks
	7.4. Being able to explain the term “franchising”
<b>8. Communications policy</b>	8.1. Being able to explain the term “communications policy”
	8.2. Being able to explain the term “corporate image”
	8.3. Being able to explain the terms “brand”, “logo” and “slogan” and their role in a company’s communications policy
	8.4. Being able to explain the term “corporate design”
<b>9. Advertising</b>	9.1. Being able to explain the term “advertising” and its tools
	9.2. Being able to name and explain the different steps of an advertising campaign
	9.3. Being able to name and explain advertising goals
	9.4. Being able to explain the terms “advertising budget” and “cost factors of advertising”
	9.5. Being able to explain the terms “advertising tool or vehicle” and “advertising media”
	9.6. Being able to explain the significance of advertising expense per customer
	9.7. Being able to explain the term “losses from non-

TOPICS	LEARNING TARGETS
	<p>selective advertising”</p> <p>9.8. Being able to explain the significance of measuring promotional success</p> <p>9.9. Being able to explain the terms “advertising effectiveness” and “reminder advertising”</p> <p>9.10. Being able to explain basics of advertising psychology</p> <p>9.11. Being able to name and explain strategies of advertising design</p> <p>9.12. Being able to name and explain points of advertising criticism</p>
<p><b>10. Specific methods and instruments of communications policy</b></p>	<p>10.1. Being able to explain the term “direct mail marketing”</p>
	<p>10.2. Being able to name and explain the basic rules for and the most frequent mistakes made in direct mail design</p> <p>10.3. Being able to explain the AIDA formula</p> <p>10.4. Being able to explain the term “telephone marketing”</p> <p>10.5. Being able to explain the term “call centre”</p> <p>10.6. Being able to explain the term “sales promotion”</p> <p>10.7. Being able to explain the term “event marketing”</p> <p>10.8. Being able to explain the term “public relations” (PR)</p> <p>10.9. Being able to explain the term “sponsoring”</p> <p>10.10. Being able to explain the term “on-line or internet advertising”</p> <p>10.11. Being able to explain the term “merchandising”</p>

## TOPIC

# SALES

### General learning objectives

---

- Being able to explain the most significant basic rules for success in selling projects, products and services.
- 

### Specific learning targets

TOPICS	LEARNING TARGETS
<b>1. Basics of sale success</b>	1.1. Being able to explain sales activity as an everyday business process that concerns every individual
	1.2. Being able to explain the term “sales ethics”
	1.3. Being able to explain the term “win-win situation”
	1.4. Being able to name and explain the requirements and competencies that are needed for selling
<b>2. Phases of the sales communication process</b>	2.1. Being able to name and explain the different phases of the sales communication process
	2.2. Being able to name and explain important steps in preparing the sales communication process
	2.3. Being able to explain significant aspects pertaining to opening the sales communication
	2.4. Being able to explain the difference between communication on a personal level and on a business level
	2.5. Being able to name and explain significant aspects of customer needs survey

TOPICS	LEARNING TARGETS
<b>Phases of the sales negotiation process</b>	2.6. Being able to explain the difference between “need” and “demand” (See also learning goal 6.3)
	2.7. Being able to name and explain significant aspects pertaining to questioning or interview techniques
	2.8. Being able to explain the terms “open” and “closed questions”
	2.9. Being able to explain the term “leading question”
	2.10. Being able to explain the term “active listening”
	2.11. Being able to explain significant aspects of sales argumentation
	2.12. Being able to explain the difference between product features or characteristics and product benefits
	2.13. Being able to explain the term “visualization”
	2.14. Being able to explain the difference between objection and pretext and describe how to react properly to each one
	2.15. Being able to explain significant aspects of price argumentation
	2.16. Being able to name and explain significant aspects pertaining to closing the sale
2.17. Being able to name and explain buying signals	
<b>3. Sales to corporate customers</b>	3.1. Being able to explain specific criteria pertaining to sales to corporate customers
	3.2. Being able to explain the term “key account management”

## TOPIC

# INVESTMENT ANALYSIS

### General learning objectives

---

- Being able to explain the objectives of investment analysis and draw up concrete analyses.
  - Being able to explain the limitations of investment analysis.
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. Basics</b>	1.1. Being able to explain the purpose of investment analysis
	1.2. Being able to explain the principal methods of investment analysis (overview)
<b>2. Investment analysis methods</b>	2.1. Being able to perform a break-even calculation and explain it
	2.2. Being able to work out a pay-back calculation and explain it
	2.3. Being able to calculate break-even sales and explain the calculation method
	2.4. Being able to explain the terms “contribution margin” and “contribution margin percentage” and calculate them
	2.5. Being able to perform and explain a cost comparison calculation for new investments and replacement investments
	2.6. Being able to perform and explain a profit comparison calculation
	2.7. Being able to calculate the return on investment (ROI) and explain the calculation method
	2.8. Being able to perform a profitability analysis and explain it

	2.9. Being able to explain the term “input variables of an investment analysis“ and explain the effects of modifications of the variables
	2.10. Being able to explain the difference between static and dynamic investment calculation methods
<b>3. Limitations and problems of investment analysis</b>	3.1. Being able to explain the limitations and problems of investment analysis
	3.2. Being able to explain the term “opportunity costs”



## TOPIC

# FINANCIAL PLANNING

### General learning objectives

---

- Being able to explain the objectives, the structure and the instruments of financial planning or budgeting.
  - Being able to explain the objectives and the layout of the budgeted profit and loss account, the budgeted balance sheet and the liquidity plan.
  - Being able to calculate target ratios regarding profitability, liquidity and productivity and derive conclusions from these ratios.
- 

### Specific learning targets

---

TOPICS	LEARNING TARGETS
<b>1. FINANCIAL PLANNING OVERVIEW</b>	1.1. Being able to explain the purpose of financial planning or budgeting
	1.2. Being able to explain the difference between statutory financial accounting, cost accounting and company-internal financial planning
	1.3. Being able to explain the logical procedure of financial planning
	1.4. Being able to explain the major problems of financial planning
<b>2. FINANCIAL PLANNING INSTRUMENTS</b>	2.1. Being able to explain the purpose, the structure and the key terms of a budgeted profit and loss account (based on the knowledge specified in the Catalogue of Learning Objectives EBC*L Level A)
	2.2. Being able to explain the purpose, the structure and the key terms of a budgeted balance sheet (based on the knowledge specified in the Catalogue of Learning Objectives EBC*L Level A)
	2.3. Being able to calculate and explain the key financial ratios listed in the Catalogue of Learning Objectives EBC*L Level A on the basis of a budgeted balance sheet and a

	budgeted profit and loss account (target ratios)
	2.4. Being able to explain the purpose, the structure and the key terms of liquidity planning
	2.5. Being able to explain the difference between income (revenues) and inflows of funds
	2.6. Being able to explain the difference between expenses and outflows of funds
	2.7. Being able to explain the term “cash flow”
	2.8. Being able to explain the terms excess liquidity and funding gap (or liquidity bottleneck) within the context of liquidity planning

## TOPIC

# FINANCING

---

### General Learning Objectives

---

- Being able to explain the different possibilities of corporate financing.
- 

### Specific Learning Targets

---

TOPICS	LEARNING TARGETS
<b>1. FINANCING - BASICS</b>	1.1. Being able to explain the basic difference between equity and debt financing
<b>2. EQUITY FINANCING</b>	2.1. Being able to name and explain different equity financing options
	2.2. Being able to explain the terms “shares” and “new shares”
	2.3. Being able to explain the term “undisclosed partnership”
	2.4. Being able to name and explain different debt financing options
<b>3. DEBT FINANCING</b>	3.1. Being able to explain the terms “creditworthiness/credit rating” and “credit assessment”
	3.2. Being able to explain the term “bank loan”
	3.3. Being able to explain the terms “nominal rate of interest” and “effective rate of interest”
	3.4. Being able to explain the term “overdraft facility”
	3.5. Being able to explain the term “supplier credit”
	3.6. Being able to explain the term “bond”
	3.7. Being able to explain the term “leasing”

---

	3.8. Being able to explain the term “factoring”
--	---