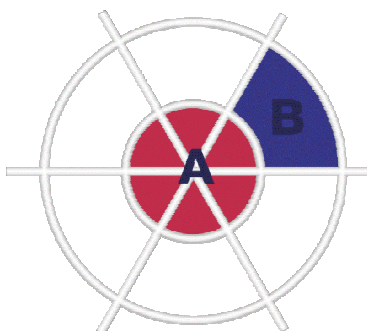




# EBC\*L LEVEL B

## Syllabus

SYL - B - Version 2007-1b



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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

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Upon completing this module you will be able to:

- explain the targets, topics and structure of a business plan
- 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

(39 learning targets)

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## Subject area: Basics according to drawing up a business plan

### Detailed learning targets

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TOPICS	LEARNING TARGETS
<b>1. PURPOSE, CONTENT AND BASIC STRUCTURE OF A BUSINESSPLAN</b>	1.1. Being able to explain the purpose of a business plan and the occasions and scopes for which it is drawn up
	1.2. Being able to structure a business plan and to explain posed questions and topics according to a business plan
	1.3. Being able to explain possible addressees and illustrate their main targets and their interest in a business plan
	1.4. Being able to explain criteria used by decision makers when evaluating the business plan and the basic rules and mistakes when drawing up a business plan
	1.5. Being able to define the term "critical factors for success"
	1.6. Being able to explain the possibilities of creating an attractive and neat design for a business plan
	1.7. Being able to explain bounds and limits according to entrepreneurial planning

## Subject area: ANALYSING AND PLANNING TOOLS

### Detailed learning targets

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TOPICS	LEARNING TARGETS
<b>2. ANALYSING AND PLANNING TOOLS</b>	2.1. Being able to explain the objectives and basic structure of a “strength / weaknesses analysis”
	2.2. Being able to explain objectives and structure of “scenario technique”
	2.3. Being able to explain the objectives and the basic structure of a “portfolio analysis”
	2.4. Being able to explain objectives and structure of an “ABC analysis”
	2.5. Being able to define the objectives and structure of the “life-cycle analysis”
	2.6. Being able to explain the objectives and basic structure of a “SWOT analysis” (acronym for Strengths, Weaknesses, Opportunities and Threats)
	2.7. Being able to explain the term technique of creativity entrepreneurial planning
	2.8. Being able to define the term “brainstorming”

## Subject area: COMPANY'S AND ENVIRONMENT ANALYSIS

### Detailed learning targets

TOPICS	EDUATIONAL OBJECTIVES
<b>3. ANALYSIS OF THE COMPANY</b>	3.1. Being able to explain the terms "business idea", "object of a company" and "strategic business portfolio"
	3.2. Being able to explain the term "Unique Selling Proposition" (abbr. USP)
	3.3. Being able to detect the legal form of an enterprise and to attribute the power of representation as well as the authority for decision making
	3.4. Being able to explain the term "shareholder value"
	3.5. Being able to explain the term "stakeholder value"
	3.6. Being able to explain the terms "corporate principles" and "vision of a company"
	3.7. Being able to state and explain the term "corporate identity"
	3.8. Being able to explain the term "corporate social responsibility" (CSR)
	3.9. Being able to state and explain the strategic objectives of a company
	3.10. Being able to state and explain the financial objectives of a company
	3.11. Being able to explain the difference between absolute and relative financial objectives
	3.12. Being able to explain the concepts of competitive, complementary and neutral targets
	3.13. Being able to explain criteria for goal setting
	3.14. Being able to explain important considerations and characteristic features for a team of entrepreneurs respectively (resp.) for a project team
	3.15. Being able to explain important considerations for analysing local conditions

TOPICS	LEARNING TARGETS
<b>4. BRANCH OF TRADE ANALYSIS AND ANALYSIS OF COMPETITION / COMPETITORS</b>	4.1. Being able to explain important considerations for doing an appropriate branch of trade analysis
	4.2. Being able to state and explain developments and trends a branch of trade might be subject to
	4.3. Being able to explain the terms “monopoly, oligopoly and perfect competition”
	4.4. Being able to explain the terms “size of the market”, “market potential”, “market penetration” and “share in the market”
	4.5. Being able to explain the term “market niche”
	4.6. Being able to explain the term “market entrance barrier”
	4.7. Being able to explain the term “substitute goods”
	4.8. Being able to state and explain important considerations for analysing the competitors
	4.9. Being able to explain objectives, methods and limits according to benchmarking

**SUBJECT AREA**

**MARKETING and SALES**

**Overall learning targets**

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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

(106 learning targets: 80 marketing + 24 sales)

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## Subject area: MARKETING

### Detailed learning targets

TOPICS	LEARNING TARGETS
<b>5. MARKETING BASICS</b>	5.1. Being able to explain the term “marketing” and the objectives of marketing activities
	5.2. Being able to explain the term “external” and “internal marketing”
	5.3. Being able to explain the term “self marketing”
	5.4. Being able to explain the general framework of marketing
	5.5. Being able to explain the structure of a marketing plan
	5.6. Being able to state marketing tools and explain them (general view)
	5.7. Being able to explain the term “marketing mix”
<b>6. CUSTOMERS</b>	6.1. Being able to state and explain customers` purchasing motives
	6.2. Being able to explain the “Maslow´s hierarchy of needs”
	6.3. Being able to explain the difference between the terms “demands” and “needs”
	6.4. Being able to explain the sales - promotive factors
	6.5. Being able to explain customer behaviour and the important considerations for buying decisions
	6.6. Being able to explain the term “cognitive dissonance”
	6.7. Being able to explain the term “segmentation of clients”
	6.8. Being able to explain the possibilities of qualifying customers
	6.9. Being able to explain the term “customer relation management” (CRM)
	6.10. Being able to explain the term “datamining”

TOPICS	LEARNING TARGETS
	<p>6.11. Being able to explain the term “vitreous consumer”</p> <p>6.12. Being able to state and explain instruments to create and increase customer loyalty</p> <p>6.13. Being able to explain the term “complaint management”</p> <p>6.14. Being able to explain the term “cross selling”</p> <p>6.15. Being able to explain the principle “Vollkundenprinzip”</p>
<b>7. MARKET RESEARCH</b>	<p>7.1. Being able to explain objectives of market research</p> <p>7.2. Being able to explain the steps of market research (the process of market research)</p> <p>7.3. Being able to explain the term “primary market research” and “secondary market research” (= desk research)</p> <p>7.4. Being able to explain the methods of primary market research such as “interview”, “monitoring”, and “test”</p> <p>7.5. Being able to explain quality criteria “validity”, “reliability” and “objectiveness” of market research</p> <p>7.6. Being able to explain the term “spot check” (= sample)</p> <p>7.7. Being able to explain the limits and problems of market research</p> <p>7.8. Being able to explain the factors of the “competition analysis” (q.v. learning target 4.8.)</p>
<b>8. PRODUCT STRATEGY</b>	<p>8.1. Being able to explain the term “product policy” and illustrate possible product strategies</p> <p>8.2. Being able to explain the terms “product innovation”, “-variation”, “-differentiation” and “-elimination”</p> <p>8.3. Being able to explain the term “product life cycle” (abbr. PLC)</p> <p>8.4. Being able to explain the term “assortment policy” respectively (res.) and “range of product policy”</p> <p>8.5. Being able to explain the terms “width of the product range” and “depth of the product range”</p>

TOPICS	LEARNING TARGETS
	8.6 Being able to explain a product portfolio analysis
<b>9. PRICING POLICY</b>	9.1. Being able to explain the general framework of pricing policy
	9.2. Being able to explain the price-demand function
	9.3. Being able to explain the “signal function” of the price
	9.4. Being able to state and explain strategies focussing on pricing policy
	9.5. Being able to explain the strategy terms “absorption”, “discounting” and “penetration”
	9.6. Being able to explain the term “price differentiation”
	9.7. Being able to explain the term “price elasticity of demand”
<b>10. CONDITIONS POLICY</b>	10.1. Being able to explain the term “conditions policy” and its instruments
	10.2. Being able to explain the term “allowance” and its different kinds
	10.3. Being able to explain the terms cash discount and default interest
	10.4. Being able to explain delivery conditions such as “free delivery” and “ex factory”
<b>11. SALES POLICY DISTRIBUTION STRATEGY</b>	11.1. Being able to explain the terms “sales policy” and “distribution strategy”
	11.2. Being able to explain direct and indirect channels of distribution and illustrate their advantages and drawbacks
	11.3. Being able to explain the term “franchising”
<b>12. COMMUNICATION STRATEGY</b>	12.1. Being able to explain the term “communication strategy”
	12.2. Being able to explain the term “corporate image” and illustrate its proper meaning
	12.3. Being able to explain the terms “brand”, “logo”, “slogan”

TOPICS	LEARNING TARGETS
	<p>(=catch phrase) and its meaning</p> <p>12.4. Being able to explain the impact of the trademark protection</p> <p>12.5. Being able to explain the term “corporate design”</p> <p>12.6. Being able to explain the term “corporate wording”</p>
<b>13. PRICING POLICY</b>	<p>13.1. Being able to explain the term “advertising” and advertising tools</p> <p>13.2. Being able to state and explain the necessary steps for an appropriate planning of an advertising campaign</p> <p>13.3. Being able to stat and explain advertising objectives</p> <p>13.4. Being able to explain the term means of advertising</p> <p>13.5. Being able to explain the term “advertising media”</p> <p>13.6. Being able to explain and state the basics of advertising psychology</p> <p>13.7. Being able to explain and state the various features of advertising design</p> <p>13.8. Being able to state the cost factors of advertising</p> <p>13.9. Being able to explain the term “contact price per thousands”</p> <p>13.10. Being able to explain the term “ measurement of results in advertising”</p> <p>13.11. Being able to explain the terms “advertising effect” and “recall of commercials”</p> <p>13.12. Being able to explain the term “wastage”</p> <p>13.13. Being able to state the points of criticism and explain them</p>

TOPICS	LEARNING TARGETS
<b>14. PARTICULAR ADVERTISING AND COMMUNICATION STRATEGY TOOLS</b>	14.1. Being able to explain the term “direct mailing”
	14.2. Being able to state and explain the most important guidelines and the frequent mistakes when designing a mailing piece
	14.3. Being able to explain the “AIDA principle” (attention – interest – desire – action)
	14.4. Being able to explain the term “telemarketing”
	14.5. Being able to explain the term “call centre”
	14.6. Being able to explain the term “sales promotion”
	14.7. being able to explain the term “merchandising”
	14.8. Being able to explain the term “sponsoring”
	14.9. Being able to explain the term “event marketing”
	14.10. Being able to explain the term “public relations”
	14.11. Being able to explain the term “internet advertising”

TOPICS	LEARNING TARGETS
<b>15. FUNDAMENTALS AND BASIC RULES FOR SUCCESSFULL SELLING</b>	15.1. Being able to explain why sales is an every-day process relating to business and affecting every individual person
	15.2. Being able to explain the term “sales ethics” (focussing on a reliable and fair way of selling)
	15.3. Being able to explain the term “win-win-situation“
	15.4. Being able to explain the required qualifications and necessary skills for successful selling
<b>16. PHASES OF SALE CONVERSATION</b>	16.1. Being able to state and explain the steps of a sales conversation (= sales talk)
	16.2. Being able to state and explain the important aspects taken into consideration when preparing a sales talk
	16.3. Being able to explain the important aspects of starting a sales conversation
	16.4. Being able to explain the term “positive atmosphere of talks”
	16.5. Being able to explain the terms “low context and high context culture in sales talks”
	16.6. Being able to explain the important aspects of determination of requirements
	16.7. Being able to explain the difference between the terms “demands” and “needs”
	16.8. Being able to state and explain the most important aspects of how to ask the right questions
	16.9. Being able explain the terms “open question” / “closed question”
	16.10. Being able to explain the term “leading question”
	16.11. Being able to explain the term “active listening”
	16.12. Being able to explain the most important aspects according to “sales reasoning”

TOPICS	LEARNING TARGETS
	16.13. Being able to explain the difference between characteristics and benefits of a product or service
	16.14. Being able to explain the term “visualization”
	16.15. Being able to explain the difference between “objection” and “pretence” and illustrate possible reactions relating to them
	16.16. Being able to explain the main aspects of “price reasoning”
	16.17. Being able to state and explain main aspects of successful conclusion of a sales talk (sales conversation)
	16.18. Being able to state and explain the signals of purchasing
<b>17. CORPORATE CUSTOMER SELLING</b>	17.1. Being able to explain particularities you meet when dealing with corporate customers
	17.2. Being able to explain the term “key account management”

## SUBJECT AREAS

# PROJECT PLANNING

### Overall learning targets

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Upon completing this module you will be able to:

- explain the objectives, the structure and the main terms of project planning analysis to serve as a basis of entrepreneurial decision making and to explain it

(9 learning targets)

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### Detailed learning targets

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TOPICS	LEARNING TARGETS
<b>1. PROJECT PLANNING</b>	1.1 Being able to explain the objectives and the structure of a project plan
	1.2 Being able to explain the term “target planning”
	1.3 Being able to explain the term “enterprise resource planning”
	1.4 Being able to explain the term “project team” (q.v. learning target 3.14)
	1.5 Being able to explain the term “milestone”
	1.6 Being able to explain the term “plan of activities”
	1.7 Being able to explain the term “time management”
	1.8 Being able to establish and to explain a project plan in different ways
	1.9 Being able to explain the mistakes when drawing up a project plan



## SUBJECT AREAS

# FINANCIAL PLANNING (BUDGETING), PRE-INVESTMENT ANALYSIS AND EFFICIENCY ANALYSIS

### Overall learning targets

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Upon completing this module you will be able to:

- explain and define the term “profitability”
- explain the objectives and to draw up a pre-investment analysis
- explain the objectives and 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

(41 learning targets)

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## Subject area: PRE-INVESTMENT ANALYSIS

### Detailed learning targets

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TOPICS	LEARNING TARGETS
<b>1. PROFITABILITY BASIC TERMS</b>	1.1 Being able to define and explain the term “profitability” 1.2 Being able to explain the term “opportunity costs” 1.3 Being able to explain the term “marginal costs” and “marginal utility”
<b>2. PRE-INVESTMENT ANALYSIS - FUNDAMENTALS</b>	2.1 Being able to explain the purpose of the pre-investment analysis
	2.2 Being able to explain the limits and problems of the pre-investment analysis
<b>3. STATICAL PRE-INVESTMENT ANALYSIS</b>	3.1. Being able to do a break even point calculation and explain this procedure
	3.2. Being able to do a minimum sales calculation (break even sales) and explain this procedure
	3.3. Being able to do a calculation for the contribution margin ( respectively the contribution ratio) and explain this procedure
	3.4. Being able to do a payback period calculation and explain this procedure
	3.5. Being able to do a comparison of costs calculation and explain this procedure
	3.6. Being able to do a profit comparison calculation and explain this procedure
	3.7. Being able to calculate the ROI (= return on investment) of capital expenditure and explain this procedure
	3.8. Being able to do a profitability comparison calculation and explain this procedure

TOPICS	LEARNING TARGETS
	3.9. Being able to explain the term “variables of pre-investment analysis” and demonstrate the effects of modifying these quantities
4. DYNAMIC PRE-INVESTMENT ANALYSIS	4.1. Being able to explain the differences between static and dynamic pre-investment analysis
	4.2. Being able to explain the fundamentals of net present value method (hint: calculation not required)

## Subject area: FISCAL PLANNING (BUDGETING)

### Detailed learning targets

TOPICS	LEARNING TARGETS
<b>1. FISCAL PLANNING OVERVIEW</b>	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 logical progress of fiscal planning
	1.4. Being able to explain the vital problems within fiscal planning
<b>2. BUDGETED P&amp;L ACCOUNT</b>	2.1. 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)
<b>3. BUDGETED BALANCE SHEET</b>	3.1. 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)
<b>4. BUDGETED MANAGEMENT RATIOS</b>	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.
<b>5. LIQUIDITY PLANNING</b>	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 “incoming payment” and “income”
	5.3. Being able to explain the difference between “paying out” and “expenses”

TOPICS	LEARNING TARGETS
	5.4. Being able to explain the term “cash flow”
	5.5. Being able to explain the terms “debit balance “ and “credit balance” relating to liquidity
<b>6. FINANCING</b>	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 the term ”new stock”
	6.4. Being able to state and explain possibilities of outside financing
	6.5. Being able to explain the term “creditworthiness” and “credit assessment”
	6.6. Being able to explain the term “bank loan”
	6.7. Being able to explain the terms “nominal interest” and “effective rate of interest”
	6.8. Being able to explain the term “loan on overdraft”
	6.9. Being able to explain the term “trade credit”
	6.10. Being able to explain the term “bond issue”
	6.11. Being able to explain the term “leasing”
	6.12. Being able to explain the term “factoring”