

Unit Title:	Develop a business strategy
OCR unit number:	4
Level:	7
Credit value:	6
Guided learning hours:	41
Unit reference number:	Y/506/2071

Unit aim and purpose

This unit aims to develop the knowledge and skills required to develop a business strategy and introduces learners to the key principles underpinning the development of a business strategy. Upon completion of this unit, learners will be able to evaluate an organisation's operating environment, develop a strategic vision, and develop a business strategy.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles underpinning the development of a business strategy	The Learner can: 1.1 Analyse the components and scope of strategy and its links with other aspects of business 1.2 Evaluate the use of environmental scanning techniques and scenario planning models 1.3 Assess the use of economic forecasting data for strategy development purposes	Components and scope may include: <ul style="list-style-type: none"> • Strategic business units (SBUs) • Business functions • National / international Environmental scanning techniques and scenario planning models may include: <ul style="list-style-type: none"> • Identifying weak and strong signals through STEEPLE analysis • Intelligence gathering on competitors and markets • Event strings to identify what could arise • Metaphors to look at the future state of an organisation

Learning Outcomes	Assessment Criteria	Additional Guidance
	<p>1.4 Analyse the use of decision making tools and techniques</p> <p>1.5 Evaluate a range of perspectives and approaches to business strategy development</p> <p>1.6 Analyse the usefulness of strategic planning tools and theories</p> <p>1.7 Assess the relationship between strategy analysis and strategic choice</p> <p>1.8 Analyse the value of variable pricing strategies at different stages of an organisation's lifecycle</p>	<p>Decision making tools and techniques may include:</p> <ul style="list-style-type: none"> • Decision trees • The Pugh matrix • Attribute trade off models • Quality Functional Deployment(QFD) process • Perceived user value curves (PUV) curves • Decision action cycles • Root cause analysis • Ishikawa diagrams <p>Range of perspectives may include:</p> <ul style="list-style-type: none"> • Deliberate strategies • Emergent strategies • The resource based view of the firm • Scenario planning
<p>2 Be able to evaluate an organisation's operating environment</p>	<p>2.1 Evaluate the impact of political, economic, social, technological, legal, ethical and environmental factors on an organisation and its markets</p> <p>2.2 Analyse competitor activity, their products and/or services</p> <p>2.3 Characterise the scope and nature of stakeholders' interests</p> <p>2.4 Identify and assess market value and potential in existing and potential markets</p> <p>2.5 Model a range of scenarios relating to an organisation's intended market position</p>	

Learning Outcomes	Assessment Criteria	Additional Guidance
3 Be able to develop a strategic vision	3.1 Formulate a strategic vision that takes account of the operating environment and stakeholders' expectations 3.2 Take action to ensure the strategic vision is consistent with the organisation's purpose, its values and long term goals 3.3 Specify stakeholders' roles and responsibilities in strategy development 3.4 Articulate the strategic vision and its practical application to business across the organisation	
4 Be able to develop a business strategy	4.1 Benchmark the organisation's place in the market and in its lifecycle 4.2 Identify an organisation's competitive edge(s) 4.3 Develop a strategy that is viable and is consistent with the organisation's strategic vision, mission and values 4.4 Evaluate a range of models to deliver the strategy 4.5 Evaluate the extent to which existing organisational structures and processes are capable of delivering the strategy	

Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

Guidance on assessment

Skills CFA Assessment Strategy Competence units (S/NVQ)

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Management & Leadership (2012) National Occupational Standards:	CFAM&LBA4 CFAM&LBA5	<ul style="list-style-type: none"> • Evaluate your organisation's operating environment • Develop your organisation's vision and strategy

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850) on the OCR website www.ocr.org.uk .