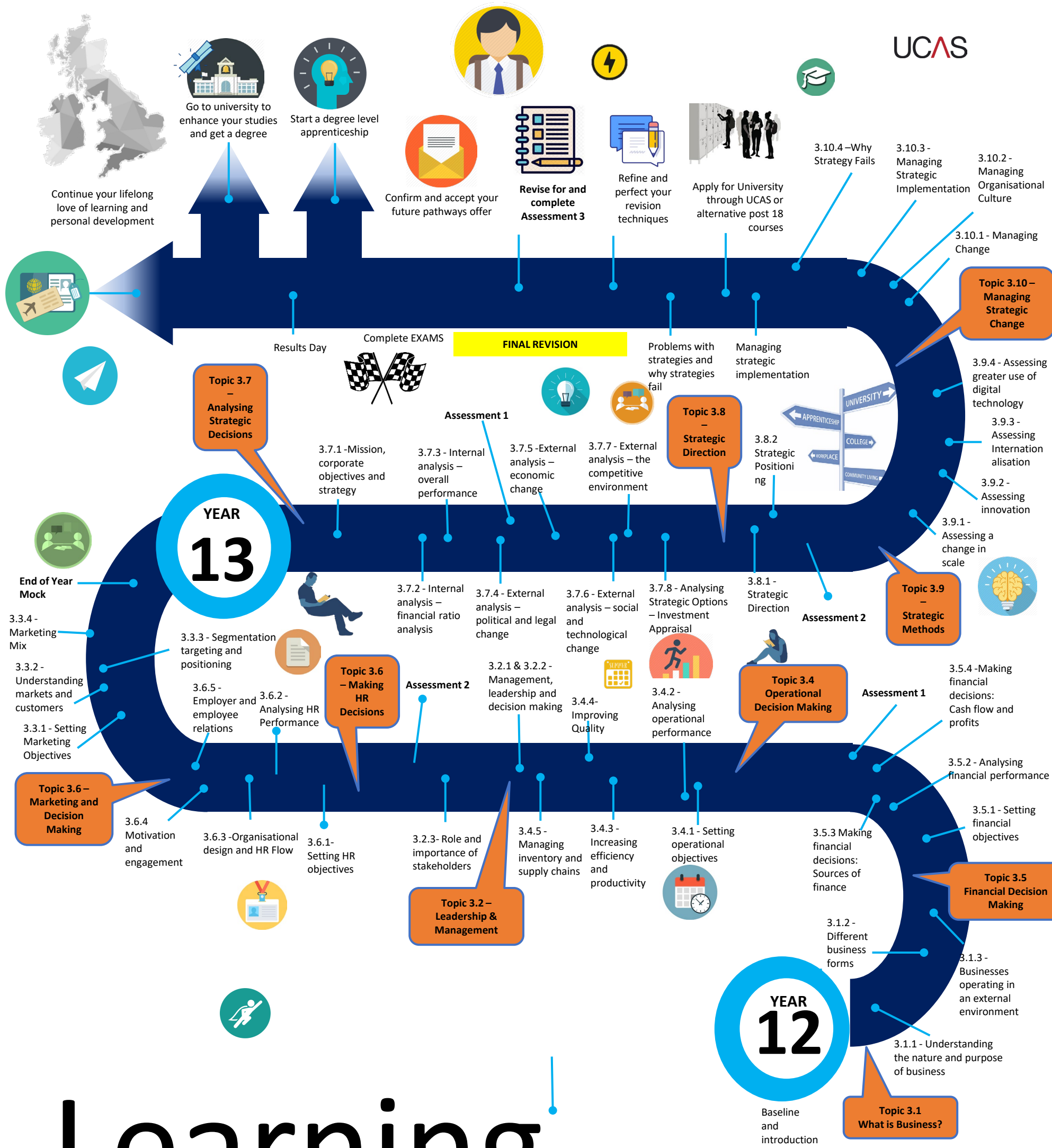


# A – Level Business



# Learning Journey

**Intent-** Students will work through topics 3.1 – 3.6. Students will build up a knowledge of why businesses exist and what it takes to start one, they will develop an understanding of the influences of management and leadership on business's decision-making processes along with how the main functional areas of businesses these being: marketing, operations, finance and human resources all contribute to improving performance..

**Topic 3.1 – What is Business** – Want to know why businesses exist and what it takes to start one? Well this unit will show you all of this and more, from stakeholders and how they affect day to day trading and decision making to the competition and how you go about being a formidable competitor. Fancy yourself as a budding Entrepreneur or just see yourself working in a business environment, this section will give you the strong foundations

**Topic 3.5 – Decision making to improve financial performance** – Money, money, money! It's what makes the world go round and is most certainly the main focus for nearly all businesses. This section focuses on the purpose of the finance function, its role within business and how it influences business activity

**Topic 3.4 – Decision making to improve operational performance** – How is that made? This unit looks at methods of production, how to get the best efficiency from your staff and production process, how much should you involve staff in the operational decisions? How to reduce waste and how to choose the right supplier as that could be make or break! Is the business using enough of its capacity? Is it using too much?

**Topic 3.2 – Leadership & Management** – This unit focuses on what influences a business's decision-making process. Does the personality of the leader affect the decisions being made? How are organisations organised and how does that affect the decision-making process and is there any more scientific way of making decisions using mathematical concepts rather than just using intuition

**Topic 3.6 – Decision making to improve human resource performance** – The most valuable resource a business has is its staff! This section looks deeper at what motivates staff and the value of rewarding staff financially and non-financially

**Topic 3.3 – Decision making to improve marketing performance** – How can you meet a customer need if you don't know what it is? How can you make marketing mix decisions if you don't know what your price elasticity is? This section focuses on customers and market research methods and will show you exactly how to spot that gap in the market and make a profit!

**Implementation:**

- Students will work through the 6 topic areas, reflecting regularly on their knowledge and understanding throughout.
- Each topic provides opportunities to build up skills through practical and theoretical activities.) Students will firstly study 3.1 & 3.5, depending on the teaching model will be taught one after the other (one teacher) or side by side (two teachers), this will be followed by an assessment. Students will then study 3.4 & 3.2 again delivery will differ depending on the teaching model (as explained above) this will be followed by the second assessment. Students will then study 3.6 & 3.3 (delivery again depending on the teacher model) which will be followed up by assessment 3. All these assessments will be cumulative leading into assessment 4 which will be a full end of year mock
- A key focus will be made on understanding key terminology and command verbs, along with regular opportunities to challenge student's ability to apply knowledge to extended answer questions.
- Directing students to re-visiting prior knowledge will formulate home learning alongside the completion of numerous case studies over the year.

**Key Summative Assessments:**

Four assessments cumulative in nature culminating in a full end year mock

Live marking and low stakes quizzing

**Autumn Term Assessments**

Assessment 1 – 3.1 & 3.6

**Spring Term Assessments**

Assessment 2 – 3.4 & 3.2 (including 3.1 & 3.5)

**Summer term Assessments**

Assessment 3 – 3.6 & 3.3 (including 3.1, 3.6, 3.1 & 3.5)

Assessment 4 – 3.1 – 3.6

**Impact** - Pupils are expected to be able to talk and write knowledgeably about business, leadership & management, the external influences such as the economy on the main four functional areas (finance, marketing, operations and human resources) using subject specific language accurately and confidently. They will be able to develop and apply quantitative and qualitative data relevant to business, including using and interpreting data alongside analysing real business opportunities and issues, to construct well-evidenced, balanced and structured discussions, demonstrating their depth and breadth of business acumen.

Content/Units	Skills	Knowledge	Prior Learning	Future Learning
<p><b>Topic 3.1</b> What is Business</p> <p><b>3.1.1 – Why businesses exist</b></p> <p><b>3.1.2 – Understanding different business forms</b></p> <p><b>3.1.3 – The external environment</b></p>	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>• Key terminology</li> <li>• Student discussion</li> <li>• Students presentation</li> <li>• Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>• Business Calculations including: Variable Costs, Total Costs, Revenue, Profit, Index Numbers, Market Capitalisation</li> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>• Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business Specific Skills</b></p> <p><b>3.1.1 - Why businesses exist</b></p> <ul style="list-style-type: none"> <li>➔ Analyse the importance of profit. This includes calculating: revenue, total costs and profit</li> </ul> <p><b>3.1.2 - Understanding different business forms</b></p> <ul style="list-style-type: none"> <li>➔ Analyse reasons for choosing different forms of business and for changing business form</li> <li>➔ Investigate Issues with different forms of business including unlimited and limited liability, ordinary share capital, market capitalisation and dividends.</li> <li>➔ Analyse the influences on share price and the significance of share price changes</li> <li>➔ Analyse the effects of ownership on mission, objectives, decisions, and performance</li> </ul> <p><b>3.1.3 - Understanding that businesses operate within an external environment</b></p> <ul style="list-style-type: none"> <li>➔ Investigate how the external environment can affect costs and demand of different businesses/markets/sectors.</li> </ul>	<p><b>3.1.1 - Why businesses exist</b> Identify business objectives such as profit, growth, survival, cash flow, social and ethical objectives:</p> <p><b>3.1.1 – Understand:</b></p> <ul style="list-style-type: none"> <li>➔ Common business objectives</li> <li>➔ Why businesses set objectives</li> <li>➔ The relationship between mission and objectives</li> <li>➔ Know the formulae for the various financial calculations (see numeracy skills)</li> </ul> <p><b>3.1.2 – Understanding different business forms</b></p> <ul style="list-style-type: none"> <li>➔ Identify different forms of business (as well as their advantages and disadvantages) including: sole traders, private limited companies and public limited companies, private sector and public sector organisations, non-profit organisations such as charities and mutual.</li> <li>➔ Understand the role of shareholders and why they invest</li> </ul> <p><b>3.1.3 Understanding that businesses operate within an external environment</b></p> <ul style="list-style-type: none"> <li>➔ Identify elements of the external environment that can impact on both demand and costs. Factors influencing costs and</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• <b>1.3.1</b> – Business aims and objectives</li> <li>• <b>1.4.1</b> – options for start-up businesses</li> <li>• <b>1.5</b> – understanding external influences on business</li> </ul> <p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>• <b>2.1.1</b> – Business Growth</li> <li>• <b>2.1.2</b> – changes in aims and objectives</li> <li>• <b>2.1.4</b> – Ethics, the environment and business</li> <li>• <b>1.5</b> – understanding external influences on business</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>• <b>LO5</b> – Understand factors for consideration for a start-up business</li> </ul>	<ul style="list-style-type: none"> <li>• This section underpins all future learning in Business studies</li> <li>• Links to the starting point of any business degree</li> </ul> <p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>• <b>3.7.4</b> – Political and legal change</li> <li>• <b>3.7.5</b> – Economic change</li> <li>• <b>3.7.6</b> – Social and technological change</li> <li>• <b>3.7.7</b> – The competitive environment</li> </ul>

		demand to include the effect of: competition, market conditions, incomes, interest rates, demographic factors, environmental, issues and fair trade.		
<b>Topic 3.5</b> Decision making to improve financial performance	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>➔ Key terminology</li> <li>➔ Student discussion</li> <li>➔ Students presentation</li> <li>➔ Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>➔ Business Calculations including: Break Even, Margin of Safety, Interest, Net Cash Flow, Opening and Closing Balances. Profit margins. Marketing calculation including: sales growth, market share &amp; size and market growth. Operations calculations including: labour productivity, unit costs, capacity, capacity utilisation. Human resource calculation including: labour turnover and productivity, employee costs as a percentage of turnover, labour cost per unit</li> <li>➔ Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>➔ Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business specific skills</b></p> <p><b>3.5.2 - Analysing financial performance</b></p> <ul style="list-style-type: none"> <li>➔ Investigate how the external environment can affect costs and demand of different businesses/markets/sectors</li> <li>➔ How to construct and analyse budgets and cash flow forecasts</li> <li>➔ Analysing budgets should include variance analysis and adverse and favourable variances</li> <li>➔ How to construct and interpret breakeven charts Break-even analysis should include: break-even output, margin of safety, contribution per unit, total contribution.</li> </ul>	<p><b>3.5.1 Setting financial objectives</b> Identify Financial objectives including: the concept of:</p> <ul style="list-style-type: none"> <li>➔ A return on investment and capital structure.</li> <li>➔ Cash flow and profit objectives (distinguishing between their difference)</li> <li>➔ Capital structure objectives</li> <li>➔ External and internal influences on financial objectives and decisions</li> </ul> <p><b>3.5.2 Analysing financial performance</b></p> <ul style="list-style-type: none"> <li>➔ Understanding the value of budgeting</li> <li>➔ Understand the value of break-even analysis</li> <li>➔ Know the formulae for the various financial calculations (see numeracy skills)</li> </ul> <p><b>3.5.3 Making financial decisions:</b></p> <ul style="list-style-type: none"> <li>➔ Identify Internal and external sources of finance Sources of finance should include: debt factoring, overdrafts, retained profits, share capital, loans, venture capital.</li> </ul> <p><b>3.5.4 Making financial decisions:</b></p> <ul style="list-style-type: none"> <li>➔ Identify methods of improving cash flow and profit Students should be able</li> <li>➔ Understand the difficulties of improving cash flow and profit</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• <b>1.3.2</b> – Business revenues, costs and profits.</li> <li>• <b>1.3.3</b> – cash and cash flow</li> <li>• <b>1.3.4</b> – sources of finance</li> </ul> <p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>• <b>2.1.1</b> – Business Growth</li> <li>• <b>2.4.1</b> – Business Calculations</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>• <b>LO2</b> – Understand what makes a product or service financially viable</li> <li>• <b>LO6</b> – Understand different functional activities needed to support a business start-up</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO65</b></p> <ul style="list-style-type: none"> <li>• <b>LO4</b> – Be able to review whether a business proposal is viable</li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>• <b>3.1.1</b> – Why businesses exist (link to functional objectives – Financial objectives)</li> </ul>	<p>Strong connection to mathematics in this section</p> <p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>• <b>3.7.3</b> – Financial ratio analysis</li> <li>• <b>3.7.4</b> – Overall business performance</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>• Accountant, Financial Analyst, Corporate investment banker, Insurance underwriter.</li> </ul> <p><b>Other Future learning:</b></p> <ul style="list-style-type: none"> <li>• Degree in Business Management or related disciplines.</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p> <ul style="list-style-type: none"> <li>• business administration, marketing, <b>finance</b>, logistics, human resources</li> </ul>

	<ul style="list-style-type: none"> <li>➔ How to calculate and illustrate on a break-even chart the effects of changes in price, output and cost</li> <li>➔ How to analyse profitability, analysing profitability should include the following ratio analysis: gross profit, profit from operations, profit for the year.</li> <li>➔ How to analyse timings of cash inflows and outflows</li> <li>➔ Analysing timings of cash flow should include an understanding of payables and receivables.</li> <li>➔ Able to use of data for financial decision making and planning</li> </ul> <p><b>3.5.3 - Making financial decisions: Sources of finance</b></p> <ul style="list-style-type: none"> <li>➔ Analyse the advantages and disadvantages of different sources of finance for short and long-term uses</li> <li>➔ Evaluate the appropriateness of different sources of finance in varying business contexts</li> </ul> <p><b>3.5.4 - Making financial decisions: Improvement of cash flow and profit</b></p> <ul style="list-style-type: none"> <li>➔ Critically assess methods of improving both cash flow and profit</li> </ul>			
<p><b>Topic 3.4</b> Decision making to improve operational performance</p>	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>• Key terminology</li> <li>• Student discussion</li> <li>• Students presentation</li> <li>• Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>• Operations calculations including: labour productivity, unit costs, capacity, capacity utilisation.</li> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>• Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>3.4.2 - Analysing operational performance</b></p> <ul style="list-style-type: none"> <li>➔ Interpretation of operations data</li> <li>➔ Calculation of operations data Students should be able to calculate: labour productivity, unit costs, capacity, capacity utilisation.</li> <li>➔ The use of data in operational decision making and planning</li> </ul>	<p><b>3.4.1 The value of setting operational objectives</b></p> <ul style="list-style-type: none"> <li>➔ Identify operational objectives include: costs, quality, speed of response and flexibility, dependability, environmental objectives and added value.</li> <li>➔ Understand the external and internal influences on operational objectives and decisions</li> </ul> <p><b>3.4.2 Analysing operational performance</b></p> <ul style="list-style-type: none"> <li>➔ Know the formulae for the various operation calculations (see numeracy skills)</li> </ul> <p><b>3.4.3 Making operational decisions to improve performance:</b></p> <ul style="list-style-type: none"> <li>➔ Understand the importance of increasing efficiency and productivity.</li> <li>➔ Understand the importance of capacity</li> </ul>	<p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>• <b>2.3.1</b> – Business Operations</li> <li>• <b>2.3.2</b> – Working with Suppliers</li> <li>• <b>2.3.3</b> – Managing Quality</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>• <b>LO6</b> – Understand different functional activities needed to support a business start-up</li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>• <b>3.1.1</b> – Why businesses exist (link to functional objectives – Operational objectives)</li> </ul>	<p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>• <b>3.7.4</b> – Overall business performance</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>• Supply chain manager</li> </ul> <p><b>Other Future learning:</b></p> <ul style="list-style-type: none"> <li>• Degree in Business Management or related disciplines,</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p> <ul style="list-style-type: none"> <li>• business administration, marketing, finance, <b>logistics</b>, human resources</li> </ul>

	<p><b>3.4.3 - Making operational decisions to improve performance:</b></p> <ul style="list-style-type: none"> <li>➔ Analyse methods how businesses increase efficiency and labour productivity</li> <li>➔ Analyse the difficulties increasing efficiency and labour productivity</li> <li>➔ How to choose the optimal mix of resources. The mix of resources should include an understanding of labour and capital intensive processes.</li> <li>➔ How to utilise capacity efficiently.</li> <li>➔ How to use technology to improve operational efficiency</li> </ul> <p><b>3.4.4 - Making operational decisions to improve performance: Quality</b></p> <ul style="list-style-type: none"> <li>➔ Analyse the methods of improving quality/ Methods of improving quality should include quality assurance</li> <li>➔ Analyse the benefits and difficulties of improving quality</li> </ul> <p><b>3.4.5 Making operational decisions to improve performance;</b></p> <ul style="list-style-type: none"> <li>➔ Investigate how businesses manage supply to match demand and the value of doing so</li> <li>➔ Analyse ways of matching supply to demand include: outsourcing, use of temporary and part time employees, producing to order.</li> <li>➔ Interpreting inventory control charts, lead time, re-order levels, buffer level of inventory, re-order quantities</li> <li>➔ Analyse how to manage the supply chain effectively and efficiently and the value of this</li> </ul>	<ul style="list-style-type: none"> <li>➔ Understand the benefits and difficulties of lean production. Lean production should include 'Just in Time' operations.</li> </ul> <p><b>3.4.4 Making operational decisions to improve performance:</b></p> <ul style="list-style-type: none"> <li>➔ Understand the importance of quality</li> <li>➔ Understand the consequences of poor quality</li> </ul> <p><b>3.4.5 Making operational decisions to improve performance: managing inventory and supply chains:</b></p> <ul style="list-style-type: none"> <li>➔ Identify ways and value of improving flexibility, speed of response and dependability</li> <li>➔ Understanding the concept of mass customisation.</li> <li>➔ Understand Influences on the amount of inventory held Inventory control.</li> <li>➔ Identify the Influences on the choice of suppliers</li> <li>➔ Understand the value of outsourcing</li> </ul>		
<p><b>Topic 3.2</b> Managers, leadership, and decision making</p>	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>• Key terminology</li> <li>• Student discussion</li> <li>• Students presentation</li> <li>• Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>• Calculate expected values and net gains within decision trees</li> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> </ul>	<p><b>3.2.1 Understanding management, leadership and decision making</b></p> <ul style="list-style-type: none"> <li>➔ Understand what managers do. The role of managers should: setting objectives, analysing, leading, making decisions, reviewing.</li> <li>➔ Understand yypes of management and leadership styles and influences on these</li> </ul> <p><b>3.2.2 Understanding management decision making</b></p> <ul style="list-style-type: none"> <li>➔ Understand the value of decision making based on data (scientific decision making) and on intuition</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• 1.5.1 – Business Stakeholders</li> </ul>	<p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>• 3.8.1 – Strategic Direction</li> <li>• 3.8.8 – Investment Appraisal</li> <li>• 3.10 – Managing Strategic Change</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>• Project manager, Business development manage, Risk manager.</li> </ul> <p><b>Other Future learning:</b></p>

	<ul style="list-style-type: none"> <li>Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business specific skills:</b></p> <p><b>3.2.1 Making operational decisions to improve performance;</b></p> <ul style="list-style-type: none"> <li>Investigate how businesses manage supply to match demand and the value of doing so</li> <li>Be able to apply theories of management and leadership style including: the Tannenbaum Schmidt continuum, the Blake Mouton grid.</li> <li>Analyse the effectiveness of different styles of management and leadership within different business contexts</li> </ul> <p><b>3.2.2 - Understanding management decision making</b></p> <ul style="list-style-type: none"> <li>Interpreting decision trees and calculating expected value and net gains.</li> <li>Justify the use and value of decision trees in decision making</li> </ul> <p><b>3.2.3 Understanding the role and importance of stakeholders</b></p> <ul style="list-style-type: none"> <li>Be able to use stakeholder mapping when analysing stakeholder power and interest</li> <li>Analyse how to manage the relationship with different stakeholders through communication and consultation</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of: risks, rewards, uncertainty, opportunity cost.</li> <li>Understanding of influences on decision making to include: mission, objectives, ethics, the external environment including competition, resource constraints.</li> </ul> <p><b>3.2.3 Understanding the role and importance of stakeholders</b></p> <ul style="list-style-type: none"> <li>Understand the need to consider stakeholder needs when making decisions</li> <li>Understand stakeholder needs and the possible overlap and conflict of these needs</li> <li>Understand influences on the relationship with stakeholders</li> </ul>		<ul style="list-style-type: none"> <li>Degree in Business Management or related disciplines,</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p> <ul style="list-style-type: none"> <li>business administration, marketing, finance, logistics, human resources</li> </ul>
<p><b>Topic 3.6</b> Decision making to improve Human Resource Performance</p>	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>Key terminology</li> <li>Student discussion</li> <li>Students presentation</li> <li>Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>Calculate and interpret: labour turnover and retention rates, labour productivity, employee costs as percentage of turnover, labour cost per unit.</li> <li>Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business Specific Skills</b></p>	<p><b>3.6.1 Setting human resource objectives</b></p> <ul style="list-style-type: none"> <li>Understand the value of setting human resource objectives</li> <li>Identify human resource objectives including: employee engagement and involvement, talent development, training, diversity, alignment of values, number, skills and location of employees.</li> <li>Understand external influences on human resource objectives and decisions</li> </ul> <p><b>3.6.2 Analysing human resource performance</b></p> <ul style="list-style-type: none"> <li>Know the formulae for the various human resource calculations (see numeracy skills)</li> </ul> <p><b>3.6.3 Making human resource decisions: Improving organisational</b></p>	<p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>2.5 – Managing Human Resource Decisions</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>LO6 – Understand different functional activities needed to support a business start-up</li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>3.1.1 – Why businesses exist (link to functional objectives – Human resource objectives)</li> <li>3.4.2 – Analysing operational performance</li> </ul>	<p><b>PSHE Links</b></p> <ul style="list-style-type: none"> <li>An understanding of the importance of identifying and combating discrimination</li> </ul> <p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>3.7.4 – Overall business performance</li> <li>3.10.1 – Managing change</li> <li>3.10.2 – Managing organisational culture</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>Human Resources Advisor/Manager</li> </ul> <p><b>Other Future learning:</b></p>

	<p><b>3.6.1 Setting human resource objectives</b></p> <ul style="list-style-type: none"> <li>➔ Analyse Influences on human resource objectives such as soft and hard Human Resource Management (HRM) approaches</li> </ul> <p><b>3.6.2 Analysing human resource performance</b></p> <ul style="list-style-type: none"> <li>➔ Calculating and interpreting human resource data. Students should be able to calculate and interpret: labour turnover and retention rates, labour productivity, employee costs as percentage of turnover, labour cost per unit.</li> <li>➔ The use of data for human resource decision making and planning</li> </ul> <p><b>3.6.3 Making human resource decisions: Improving organisational design and managing the human resource flow</b></p> <ul style="list-style-type: none"> <li>➔ Analyse Influences on job design using Hackman and Oldham’s model.</li> <li>➔ Analyse Influences on delegation, centralisation and decentralisation</li> <li>➔ Analyse how managing the human resource flow helps meet human resource objectives</li> </ul> <p><b>3.6.4 Making human resource decisions: Improving motivation and engagement</b></p> <ul style="list-style-type: none"> <li>➔ Apply theories of motivation including Taylor, Maslow and Herzberg.</li> <li>➔ Justify the value of theories of motivation</li> <li>➔ Analyse influences on the choice and assessment of the effectiveness of financial and non-financial reward systems</li> </ul> <p><b>3.6.5 Making human resource decisions: Improving employer-employee relations</b></p> <ul style="list-style-type: none"> <li>➔ Analyse how to manage and improve employer-employee communications and relations</li> </ul>	<p><b>design and managing the human resource flow</b></p> <ul style="list-style-type: none"> <li>➔ Understand decisions relating to organisational design include: authority, span, hierarchy, delegation, centralisation and decentralisation. #</li> <li>➔ Understand the value of changing job and organisational design</li> <li>➔ Understand human resource flow including the importance of: human resource plan, recruitment, training, redeployment, redundancy.</li> </ul> <p><b>3.6.4 Making human resource decisions: Improving motivation and engagement</b></p> <ul style="list-style-type: none"> <li>➔ Understand the benefits of motivated and engaged employees</li> <li>➔ Understand financial methods of motivation should include: piece rate, commission, salary schemes, performance-related pay.</li> </ul> <p><b>3.6.5 Making human resource decisions: Improving employer-employee relations</b></p> <ul style="list-style-type: none"> <li>➔ Understand methods of employee involvement in decision making</li> <li>➔ Understand employee representation methods including trade unions and works councils.</li> <li>➔ Understand the value of good employer-employee relations</li> </ul>		<ul style="list-style-type: none"> <li>• Degree in Business Management or related disciplines</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p> <ul style="list-style-type: none"> <li>• business administration, marketing, finance, logistics, human resources</li> </ul>
<p><b>Topic 3.3</b> Decision making to</p>	<p><b>Reading</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p>	<p><b>3.3.1 Setting marketing objectives</b></p> <ul style="list-style-type: none"> <li>➔ Understand the value of setting marketing objectives.</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• 1.4.3 – The Marketing Mix</li> <li>•</li> </ul>	<p><b>A-level Business</b></p> <ul style="list-style-type: none"> <li>• 3.7.4 – Overall business performance</li> </ul>



<p>improve Marketing performance</p>	<p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>➔ Key terminology</li> <li>➔ Student discussion</li> <li>➔ Students presentation</li> <li>➔ Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>➔ Marketing Calculations including: Market and sales growth, market share and size</li>   <li>➔ Generic Calculations including: Percentage and Percentage Changes, Averages.</li>   <li>➔ Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business Specific Skills</b></p> <p><b>3.3.2 Understanding markets and customers</b></p> <ul style="list-style-type: none"> <li>➔ You should be able to calculate market and sales growth, market share and size.</li> <li>➔ The interpretation of marketing data. Interpretation of marketing data should include: positive and negative correlation and an understanding of the strength of the relationship, understanding the concept of confidence intervals, understanding extrapolation.</li> <li>➔ Interpret price and income elasticity of demand data and be able to analyse the impact of changes in price and income on revenue</li> <li>➔ Use of data in marketing decision making and planning</li> </ul> <p><b>3.3.4 Making marketing decisions: using the marketing mix</b></p> <ul style="list-style-type: none"> <li>➔ Justify product decisions. Product decisions should include: the value of product portfolio analysis and the Boston Matrix, the value of the product life cycle model including extension strategies, influences on and the value of new product development.</li> <li>➔ Justify pricing decisions Pricing decisions should include penetration and price skimming.</li> <li>➔ Justify decisions about the promotional mix. Promotional decisions should include the value of branding.</li> <li>➔ Justify distribution (place) decisions Distribution decisions should include multichannel distribution.</li> <li>➔ Justify decisions relating to other elements of the marketing mix: people, process and physical environment</li> <li>➔ Analyse influences on an integrated marketing mix Influences on an integrated marketing mix include: the position in the product life cycle, the</li> </ul>	<ul style="list-style-type: none"> <li>➔ Understand different marketing objectives including: sales volume and sales value, market size, market and sales growth, market share, brand loyalty.</li> <li>➔ Understand the external and internal influences on marketing objectives and decisions</li> </ul> <p><b>3.3.2 Understanding markets and customers</b></p> <ul style="list-style-type: none"> <li>➔ Know the formulae for the various marketing calculations (see numeracy skills)</li> <li>➔ Understand the value of primary and secondary marketing research. Marketing research should include: qualitative and quantitative data, market mapping.</li> <li>➔ Understand the value of sampling</li> <li>➔ Understand the value of technology in gathering and analysing data for marketing decision making.</li> <li>➔ Understand what is meant by PED and YED</li> </ul> <p><b>3.3.3 Making marketing decisions: segmentation, targeting, positioning</b></p> <ul style="list-style-type: none"> <li>➔ Understand the process and value of segmentation, targeting and positioning. Segmentation methods include: demographic, geographic, income, behavioural segmentation. Influences on choosing a target market and positioning Targeting may include niche and mass marketing.</li> </ul> <p><b>3.3.4 Making marketing decisions: using the marketing mix</b></p>	<p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>• <b>2.2</b> – Making Marketing Decisions</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>• <b>LO1</b> – Understand how to target a market</li> <li>• <b>LO3</b> – Understand product development</li> <li>• <b>LO4</b> – Understand how to attract and retain customers</li> <li>• <b>LO6</b> – Understand different functional activities needed to support a business start-up</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO65</b></p> <ul style="list-style-type: none"> <li>• <b>LO1</b> – Be able to identify the customer profile for a business challenge</li> <li>• <b>LO2</b> – Be able to complete market research to aid decisions relating to a business challenge</li> <li>• <b>LO3</b> – Produce a design for a business challenge and develop a proposal for a business challenge</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO66</b></p> <ul style="list-style-type: none"> <li>• <b>LO1</b> – Develop a brand identity and promotional plan to target your customer profile.</li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>• <b>3.1.1</b> – Why businesses exist (link to functional objectives – Marketing objectives)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3.7.6</b> – Social &amp; Technological environment</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>• Social Media Manager, Data analyst.</li> </ul> <p><b>Other Future learning:</b></p> <ul style="list-style-type: none"> <li>• Degree in Business Management or related disciplines</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p> <ul style="list-style-type: none"> <li>• business administration, <b>marketing</b>, finance, logistics, human resources</li> </ul>
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	<p>Boston Matrix, the type of product, marketing objectives, the target market, competition. positioning.</p>	<ul style="list-style-type: none"><li>➔ Identify the elements of the marketing mix (7Ps)</li><li>➔ Understand the influences on and effects of changes in the elements of the marketing mix The marketing mix should be considered for goods and services, both industrial and consumer</li><li>➔ Understand types of consumer goods considered should include convenience, shopping and specialty products.</li><li>➔ Understand the value of digital marketing and e - commerce</li></ul>		
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**Intent-** Students will work through topics 3.7 – 3.10 building and supplementing their knowledge from the year 12 programme of study. Students will develop their knowledge of how businesses analyse their strategic position in relation to their internal & external environment before deciding on their strategic direction. They will understand the strategic methods businesses use to pursue strategies before finally analysing how businesses manage strategic change process.

**Topic 3.7 – Analysing the strategic position of a business** – Businesses to be the best need to self-reflect just like we do. A top athlete will not win any Olympic gold medals if they don't study their own performance and try to get better each time they perform. Businesses must do the same and this unit will show students how in the real world a business will go about this very task, looking at financial and non-financial key performance indicators. Looking at their own performance historically as well as comparing themselves to their competitors

**Topic 3.8 – Choosing strategic direction** – If a business is going to be successful, it must make smart choices about what markets to operate in, domestically, nationally and globally. It must be keeping its finger on the pulse of societies needs and wants to ensure the goods and services it offers meet the needs of its target market. In business it's not enough to make your customers interested. Interested doesn't pay the bills, action pays the bills, the action of making the sale. Getting this section right will ensure that happens!

**Topic 3.9 - Strategic methods: how to pursue strategies & Topic 3.10 – Managing strategic change** - Businesses are like living people and if they are incorporated in the eyes of the law they are! Just like people businesses grow and develop, they learn, they gain experience, and they can become successful or they can fail. These 2 units help students understand this process and the challenges it can bring. It also looks into deeper psychological and social issues of the people inside an organisation, how they react, and either be a force for or a barrier to change.

#### Implementation

- Students will work through the 4 topic areas, reflecting regularly on their knowledge and understanding throughout.
- Each topic provides opportunities to build up skills through practical and theoretical activities. Students will study the units as they appear in the specification as this is the most logical order where each topic follows on from the previous one.
- A key focus will be made on understanding key terminology and command verbs, along with regular opportunities to challenge student's ability to apply knowledge to extended answer questions.
- Directing students to re-visiting prior knowledge will formulate alongside the completion of numerous case studies over the year

#### Key Summative Assessments:

Four main assessments will be completed

Live marking and low stakes quizzing

#### Autumn Term Assessments

Assessment 1 – 3.7.1 – 3.7.4 (including elements of 3.1 – 3.6)

#### Spring Term Assessments

Mock 1 – Paper 1 – 3.1 – 3.8  
Mock 2 – Paper 2 – 3.1 – 3.8

#### Summer term Assessments

Mock 3 – Paper 3 – 3.1 – 3.10

**Impact** - Pupils are expected to be able to talk and write knowledgeably about how businesses: analyse their strategic position before deciding on their strategic direction, decide on strategic methods and manage strategic change using subject specific language accurately and confidently. They will be able to develop and apply quantitative and qualitative data relevant to business, alongside analysing real business opportunities and issues, to construct well-evidenced, balanced and structured discussions, demonstrating their depth and breadth of business acumen.

Content/Units	Skills	Knowledge	Prior Learning	Future Learning
<p><b>Topic 3.7</b> Analysing the strategic position of a business</p>	<p><b>Reading:</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>• Key terminology</li> <li>• Student discussion</li> <li>• Students presentation</li> <li>• Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>• Business Calculations including: Profit margins, Ratios including: ROCE, Current, Gearing, Stock turnover, Receivable &amp; Payables Days. Investment appraisal calculation including: Payback, ARR and NPV. Completion of critical path diagrams</li> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>• Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>Business Specific Skills</b></p> <p><b>3.7.1 - Mission, corporate objectives and strategy</b></p> <ul style="list-style-type: none"> <li>• Analyse the impact of strategic decision making on functional decision making</li> <li>• Justify the use and value of SWOT analysis</li> </ul> <p><b>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses</b></p> <ul style="list-style-type: none"> <li>• Assess the financial performance of a business using balance sheets, income statements and financial ratios Financial ratio analysis to include: profitability (return on capital employed), liquidity (current ratio), gearing, efficiency ratios: payables days, receivables days, inventory turnover.</li> <li>• Justify the value of financial ratios when assessing performance Data may be analysed over time or in comparison with other businesses</li> </ul>	<p><b>3.7.1 - Mission, corporate objectives and strategy</b></p> <ul style="list-style-type: none"> <li>• Understand Influences on the mission of a business.</li> <li>• Identify Internal and external influences on corporate objectives and decisions. Influences on corporate objectives should include the pressures for short termism, business ownership, the external and internal environment.</li> <li>• Understand the distinction between strategy and tactics</li> <li>• Understand the links between mission, corporate objectives and strategy</li> </ul> <p><b>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses</b></p> <ul style="list-style-type: none"> <li>• Know the formulae to calculate relevant ratios (see numeracy skills)</li> </ul> <p><b>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Understand the importance of core competences</li> <li>• Understand the difference between assessing short and long-term performance.</li> <li>• Understand the value of different measures of assessing business performance</li> <li>• Know the triple bottom line and balance scorecard models</li> </ul> <p><b>3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change:</b></p> <ul style="list-style-type: none"> <li>• Understand the scope and effects of UK and EU law related to competition, the labour market and environmental legislation. The impact of UK and EU Government policy related to enterprise,</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• <b>1.2.4</b> – The competitive environment</li> <li>• <b>1.3.1</b> – Business aims and objectives</li> <li>• <b>1.5</b> – understanding external influences on business</li> </ul> <p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li>• <b>2.1.3</b> – Business and Globalisation</li> <li>• <b>2.1.4</b> – Ethics, the environment and business</li> <li>• <b>2.4.1</b> – Business calculations</li> </ul> <p><b>CNAT – Enterprise &amp; Marketing – RO64</b></p> <ul style="list-style-type: none"> <li>• <b>LO3</b> – Understand product developments (focus on legal factors)</li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>• <b>3.1.1</b> – why businesses exist (business objectives)</li> <li>• <b>3.1.3</b> – Understanding that businesses operate within an external environment</li> <li>• <b>3.2.2</b> - Understanding management decision making (decision tree links to investment appraisal)</li> </ul>	<p><b>PSHE Links</b></p> <ul style="list-style-type: none"> <li>• An understanding of the importance of identifying and combating discrimination</li> </ul> <p><b>Connections to future pathways Careers:</b></p> <ul style="list-style-type: none"> <li>• Accountant, Management Consultant, Social Media Manager, Financial Analyst, Business Teacher, Business Reporter, Actuarial analyst, Business adviser, Business analyst, Business development manager, Corporate investment banker, Data analyst, Data scientist, Forensic accountant, Insurance underwriter, Management consultant, Project manager, Risk manager, Stockbroker, Supply chain manager.</li> </ul> <p><b>Future learning:</b></p> <ul style="list-style-type: none"> <li>• Degree in Business Management or related disciplines,</li> </ul> <p><b>Apprenticeship in numerous fields such as:</b></p>

	<p><b>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses:</b></p> <ul style="list-style-type: none"> <li>Analyse data other than financial statements to assess the strengths and weaknesses of a business. Data other than financial statements should include operations, human resource and marketing data. Data may be analysed over time or in comparison with other businesses.</li> <li>Assess overall business performance using Kaplan and Norton's Balanced Scorecard model and Elkington's Triple Bottom Line (Profit, People, Planet).</li> </ul> <p><b>3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change:</b></p> <ul style="list-style-type: none"> <li>Analyse the impact of changes in the political and legal environment on strategic and functional decision making</li> </ul> <p><b>3.7.5 Analysing the external environment to assess opportunities and threats: economic change</b></p> <ul style="list-style-type: none"> <li>Analyse the impact of changes in the UK and the global economic environment on strategic and functional decision making</li> <li>Interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business.</li> <li>Analyse the importance of globalisation and emerging economies for business</li> </ul> <p><b>3.7.6 Analysing the external environment to assess opportunities and threats: social and technological:</b></p> <ul style="list-style-type: none"> <li>Analyse the impact of the social and technological environment on strategic and functional decision making</li> <li>Analyse the importance Corporate Social Responsibility (CSR) and: the reasons for and against (CSR), the difference between the stakeholder v shareholder concept, applying Carroll's Corporate Social Responsibility pyramid.</li> </ul> <p><b>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</b></p> <ul style="list-style-type: none"> <li>Use Porter's five forces in order to analyse the impact of the competition.</li> <li>Justify the impact of the forces on both strategic and functional decision making, profits and competitive strategy</li> </ul> <p><b>3.7.8 Analysing strategic options: investment appraisal</b></p> <ul style="list-style-type: none"> <li>Calculation and interpretation of payback, average rate of return and net present value.</li> </ul>	<p>the role of regulators, infrastructure, the environment and international trade.</p> <p><b>3.7.5 Analysing the external environment to assess opportunities and threats: economic change</b></p> <ul style="list-style-type: none"> <li>Understand Economic factors to including: GDP, taxation, exchange rates, inflation, fiscal and monetary policy, more open trade v protectionism.</li> <li>Understand economic data</li> <li>Understand reasons for greater globalisation of business</li> </ul> <p><b>3.7.6 Analysing the external environment to assess opportunities and threats: social and technological:</b></p> <ul style="list-style-type: none"> <li>Understand social changes to including demographic changes and population movements such as: urbanisation and migration, changes in consumer lifestyle and buying behaviour, the growth of online businesses.</li> <li>Know Carroll's corporate social responsibility pyramid</li> <li>Understand the pressures for socially responsible behaviour</li> </ul> <p><b>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</b></p> <ul style="list-style-type: none"> <li>Understand Porters five forces to including: entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat.</li> </ul> <p><b>3.7.8 Analysing strategic options: investment appraisal</b></p> <ul style="list-style-type: none"> <li>Understand the concept of payback, average rate of return and net present value.</li> <li>Understand factors influencing investment decisions Factors to include investment criteria, nonfinancial factors, risk and uncertainty.</li> </ul>	<ul style="list-style-type: none"> <li><b>3.5.2</b> – Analysing financial performance</li> <li><b>3.5.4</b> – Making financial decisions</li> </ul>	<ul style="list-style-type: none"> <li>business administration, marketing, finance, logistics, human resources</li> </ul>
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		<ul style="list-style-type: none"> <li>Understand the value of sensitivity analysis</li> </ul>	
<p><b>Topic 3.8</b> Choosing strategic direction</p>	<p><b>Reading:</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>Key terminology</li> <li>Student discussion</li> <li>Students presentation</li> <li>Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</b></p> <ul style="list-style-type: none"> <li>Apply Ansoff's matrix to investigate how businesses decide on their strategic direction</li> <li>Analyse the reasons for choosing and value of different options for strategic direction</li> </ul> <p><b>3.8.2 Strategic positioning: choosing how to compete</b></p> <ul style="list-style-type: none"> <li>Apply strategic positioning models including: Porter's low cost, differentiation and focus strategies, Bowman's strategic clock.</li> <li>Analyse the difficulties of maintaining a competitive advantage</li> </ul>	<p><b>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</b></p> <ul style="list-style-type: none"> <li>Understand factors influencing which markets to compete in and which products to offer</li> <li>Understand Ansoff matrix and value of: market penetration, market development, new product development, diversification.</li> </ul> <p><b>3.8.2 Strategic positioning: choosing how to compete</b></p> <ul style="list-style-type: none"> <li>Understand how to compete in terms of benefits and price</li> <li>Understand Influences on the choice of a positioning strategy</li> <li>Understand the value of different strategic positioning strategies</li> <li>Understand the benefits of having a competitive advantage</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li><b>1.2.4</b> – The competitive environment.</li> </ul> <p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li><b>2.2.3</b> – Business and Globalisation</li> </ul>
<p><b>Topic 3.9</b> Strategic methods: how to pursue strategies</p>	<p><b>Reading:</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>Key terminology</li> <li>Student discussion</li> <li>Students presentation</li> <li>Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p>	<p><b>3.9.1 Assessing a change in scale Content Additional information</b></p> <ul style="list-style-type: none"> <li>Understand the reasons why businesses grow or retrench</li> <li>Understand the difference between organic and external growth</li> <li>Understand Issues with managing growth including knowledge of Greiner's model of growth.</li> <li>Understand the impact of growth or retrenchment on the functional areas of the business</li> </ul>	<p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li><b>1.5.2</b> – Technology and business</li> </ul> <p><b>GCSE Theme 2</b></p> <ul style="list-style-type: none"> <li><b>2.1.1</b> – Business Growth</li> <li><b>2.1.2</b> – Changes in Aims &amp; Objectives</li> <li><b>2.1.3</b> – Business and Globalisation</li> </ul>

	<ul style="list-style-type: none"> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>• Interpret and use quantitative data in business contexts to support, inform and justify business decisions, including: information from graphs and charts</li> </ul> <p><b>3.9.1 Assessing a change in scale Content Additional information</b></p> <ul style="list-style-type: none"> <li>• Analyse how to manage and overcome the problems of growth or retrenchment Issues with growth should include: economies of scale (including technical, purchasing and managerial), economies of scope, diseconomies of scale, the experience curve, synergy, overtrading.</li> <li>• Apply Greiner’s model of growth</li> <li>• Assess the use of different Methods of growth to include mergers, takeovers, ventures, franchising. Types of growth to include vertical (backward and forward), horizontal and conglomerate integration</li> </ul> <p><b>3.9.2 Assessing innovation Content Additional information</b></p> <ul style="list-style-type: none"> <li>• Analyse the different methods of becoming innovative include: Kaizen, research and development, intrapreneurship, benchmarking.</li> <li>• Analyse the impact of an innovation strategy on the functional areas of the business</li> </ul> <p><b>3.9.3 Assessing internationalisation</b></p> <ul style="list-style-type: none"> <li>• Justify the appropriateness of methods of entering international markets including: export, licensing, alliances, direct investment.</li> <li>• Analyse decisions regarding producing overseas include off-shoring and reshoring.</li> <li>• Be able to apply the Bartlett and Ghoshal’s international, multidomestic, transnational and global strategies on how businesses manage their global strategies</li> <li>• Analyse the impact on internationalisation for the functional areas of the business</li> </ul> <p><b>3.9.4 Assessing greater use of digital</b></p> <ul style="list-style-type: none"> <li>• Analyse the impact of digital technology on the functional areas of the business</li> </ul>	<p><b>3.9.2 Assessing innovation Content Additional information</b></p> <ul style="list-style-type: none"> <li>• Understand the pressures for innovation. Types of innovation should include product and process innovation.</li> <li>• Understand the value of innovation</li> <li>• Understand how to protect innovation and intellectual property including patents and copyrights.</li> </ul> <p><b>3.9.3 Assessing internationalisation</b></p> <ul style="list-style-type: none"> <li>• Understand the reasons for targeting, operating in and trading with international markets</li> <li>• Understand factors influencing the attractiveness of international markets</li> <li>• Understand reasons for producing more and sourcing more resources abroad</li> <li>• Understand ways of entering international markets and value of different methods</li> <li>• Understand influences on buying, selling and producing abroad</li> <li>• Understand managing international business including pressures for local responsiveness and pressures for cost reduction</li> </ul> <p><b>3.9.4 Assessing greater use of digital technology</b></p> <ul style="list-style-type: none"> <li>• Understand the pressures to adopt digital technology Digital technology should include ecommerce, big data, data mining and enterprise resource planning (ERP).</li> <li>• Understand the value of digital technology</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2.3.3 – Managing Quality</b></li> </ul> <p><b>Year 12 A-level</b></p> <ul style="list-style-type: none"> <li>• <b>3.4.2 – Analysing operational performance</b></li> <li>• <b>3.7.5 – Economic change (globalisation link to assessing internationalisation)</b></li> </ul>	
<p><b>Topic 3.10</b> Managing strategic change</p>	<p><b>Reading:</b> Information from the Internet and text books (including business case studies) to be summarised into own words</p> <p><b>Oracy and Literacy</b></p> <ul style="list-style-type: none"> <li>• Key terminology</li> <li>• Student discussion</li> <li>• Students presentation</li> </ul>	<p><b>3.10.1 Managing change</b></p> <ul style="list-style-type: none"> <li>• Understand causes of and pressures for change. Types of change include: internal change, external change, Incremental change, disruptive change.</li> <li>• Understand Lewin’s force field analysis.</li> <li>• Understand the value of change</li> </ul>	<p><b>GCSE Theme 1</b></p> <ul style="list-style-type: none"> <li>• <b>1.5.1 – Business Stakeholders</b></li> </ul> <p><b>Year 12 A-level business</b></p> <ul style="list-style-type: none"> <li>• <b>3.2.1 - Understanding management,</b></li> </ul>	

	<ul style="list-style-type: none"> <li>• Written and extended questions.</li> </ul> <p><b>Numeracy:</b></p> <ul style="list-style-type: none"> <li>• Generic Calculations including: Percentage and Percentage Changes, Averages.</li> <li>• Interpret network diagrams, amend network diagrams, identifying and calculating the critical path and total float.</li> </ul> <p><b>3.10.1 Managing change</b></p> <ul style="list-style-type: none"> <li>• Be able to apply Lewin’s force field analysis</li> <li>• Analyse the importance of flexible organisations including: restructuring, delaying, flexible employment contracts, organic structures v mechanistic, knowledge and information management.</li> <li>• Justify the appropriateness of different methods of overcoming resistance to change</li> </ul> <p><b>3.10.2 Managing organisational culture</b></p> <ul style="list-style-type: none"> <li>• Analyse the reasons for and problems of changing organisational culture</li> </ul> <p><b>3.10.3 Managing strategic implementation Content Additional information</b></p> <ul style="list-style-type: none"> <li>• Evaluate the appropriateness of organisational structures including: functional, product based, regional and matrix structure</li> <li>• Interpret network diagrams, amend network diagrams, identifying and calculating the critical path and total float.</li> </ul> <p><b>3.10.4 Problems with strategy and why strategies fail</b></p> <ul style="list-style-type: none"> <li>• Evaluate strategic performance</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the value of a flexible organisation</li> <li>• Understand the value of managing information and knowledge</li> <li>• Understand barriers to change, this includes Kotter and Schlesinger’s four reasons for resistance to change.</li> <li>• Understand how to overcome barriers to change, this includes Kotter and Schlesinger's six ways of overcoming resistance to change.</li> </ul> <p><b>3.10.2 Managing organisational culture</b></p> <ul style="list-style-type: none"> <li>• Understand the importance of organisational culture Cultural models should include: Handy’s task culture, role culture, power culture and person culture, Hofstede’s national cultures.</li> </ul> <p><b>3.10.3 Managing strategic implementation Content Additional information</b></p> <ul style="list-style-type: none"> <li>• Understand how to implement strategy effectively</li> <li>• Understand the value of leadership in strategic implementation</li> <li>• Understand the value of communications in strategic implementation</li> <li>• Understand the importance of organisational structure in strategic implementation</li> <li>• Understand the value of network analysis in strategic implementation</li> </ul> <p><b>3.10.4 Problems with strategy and why strategies fail</b></p> <ul style="list-style-type: none"> <li>• Understand difficulties of strategic decision making and implementing strategy</li> <li>• Understand planned v emergent strategy</li> <li>• Understand reasons for strategic drift</li> <li>• Understand the possible effect of the divorce between ownership and control</li> <li>• Understand what corporate governance is.</li> <li>• Understand the value of strategic planning</li> <li>• Understand the value of contingency planning</li> </ul>	<p>leadership and decision making</p> <ul style="list-style-type: none"> <li>• <b>3.2.2</b> - Understanding management decision making</li> <li>• <b>3.6.3</b> – Improving organisational design and managing the human resource flow</li> <li>• <b>3.6.4</b> – Improving motivation and engagement</li> </ul>	
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