



GCSE Business

Business Intent: Students will leave Idsall passionate about Business and equipped to either work in the world of Business or continue their studies in further and/or higher education. Business students will leave Idsall with the skills necessary to evaluate, problem solve and make reasoned judgements regardless of context and scenario.

Context: Students should leave Idsall prepared and equipped to contribute positively to Shifnal and the surrounding areas. Students will develop skills and acquire knowledge that can benefit local or their own businesses - helping them thrive in a testing time for high street retail and a period of regeneration within Telford and surrounding areas.

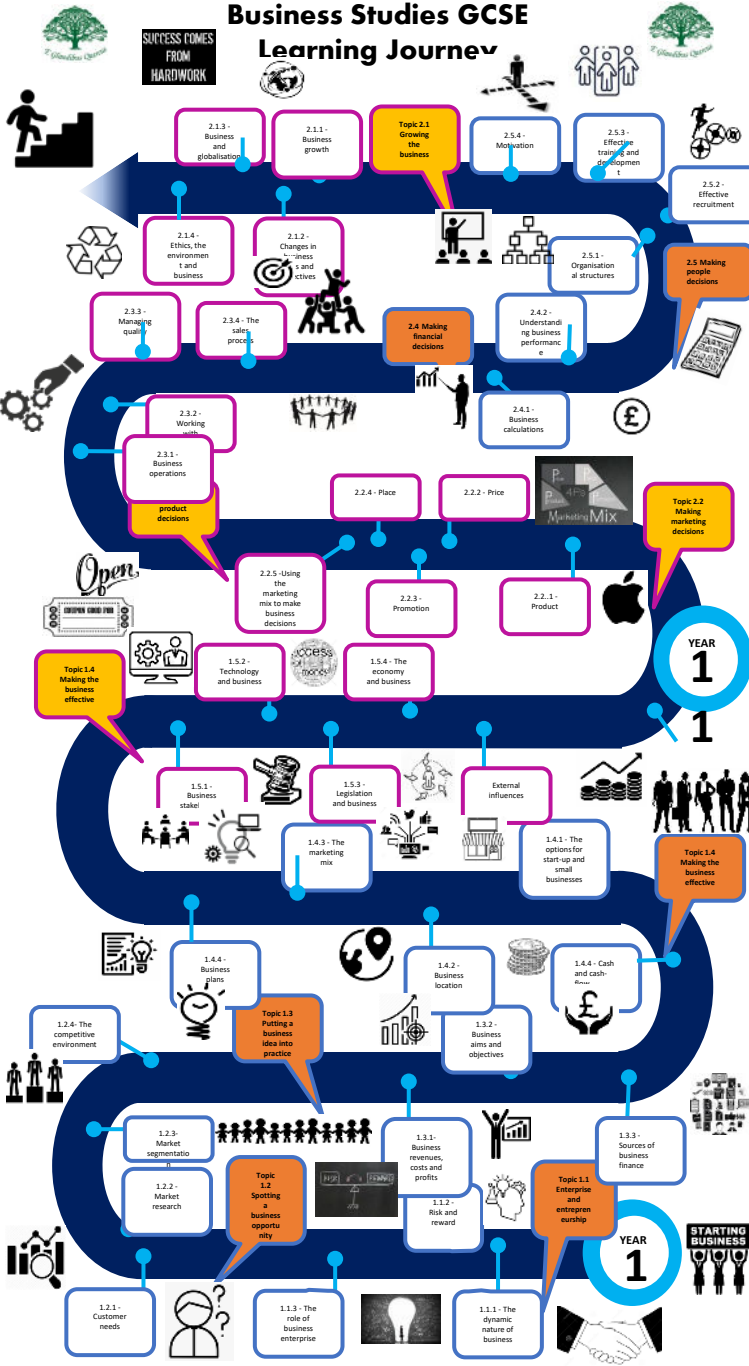
Golden Threads:

1. Business Activity – (Enterprise and entrepreneurship, Location factors, Ownership, Growth, Aims, Stakeholders)
2. External Influences – (Competitive, Economic, Legal, Technological, Globalisation, Ethical & Environmental)
3. Business Operations – (Production processes, Logistics & procurements, Quality, Sales Process)
4. Finance – (Costs, Revenue, Profit, Cash flow, Break-even, Cash flow, Sources of finance)
5. Marketing – (Customer Needs, Market research, Market Segmentation, Market Mapping, Branding, Marketing Mix)
6. Human Resources (Organisational structures, Communication, Job Roles, Recruitment, Motivation, Training)

Business Studies GCSE

Learning Journey

SUCCESS COMES FROM HARDWORK



Intent: Students will work through topics 1.1 – 1.5 of Business Theme 1 (Paper 1). Students will build up a knowledge of what it takes to setup a new business and the risks involved for start-ups and small businesses. They will understand how the elements of the external environment impact small businesses decision making.

Topic 1.1 Enterprise and Entrepreneurship – students will learn about dynamic nature of business in relation to how and why business ideas come about. They also explore the impact of risk and reward on business activity and the role of entrepreneurship.

Topic 1.2 Spotting a Business Opportunity – students will learn about how new and small businesses identify opportunities through understanding customer needs and conducting market research. They will also focus on understanding the competition.

Topic 1.3 Putting a Business idea Into Practice – this topic focuses on making a business idea happen, students will learn about aims and objectives of small businesses, how small businesses source finance and will work through revenue, costs, profit, breakeven, cash flow, interest concepts and calculations.

Topic 1.4 Making the Business Effective – students will learn and explore a range of factors that impact on the success of a small business, including location, the marketing mix and the business plan

Topic 1.5 Understanding External Influences on Business – students will learn about the impact of a range of external factors, many of which are outside of the immediate control of the business, such as stakeholders, technology, legislation, and the economy. Students will explore how small businesses respond to these influences

Implementation:

- Students will work through the 5 topic areas, reflecting regularly on their knowledge and understanding throughout.
- Each topic provides opportunities to build up skills through practical and theoretical activities. Each unit will conclude with a formal in class examination. All these assessments will be cumulative apart from 1.3 which will focus purely on quantitative skills and calculations. Each assessment will include a new command (exam skill) term. E.g. Assessment 1 will focus mainly on explain (3 mark question). Assessment 2 will include e.g. discuss, analyse (6 mark questions). Leading to the students completing justify (9 mark questions) and evaluate (12 marks questions) in the later assessments.
- 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 (via knowledge organisers, Seneca and online revision videos) will formulate most of the home learning, this will be followed up by retrieval activities including low stakes quizzes.

Key Summative Assessments:

5 assessments cumulative in nature apart from assessment 3 which is purely based on business finance and calculations

Live marking and low stakes quizzing

Autumn Term Assessments

Assessment 1 – 1.1

Spring Term Assessments

Assessment 2 – 1.2 & 1.1

Assessment 3 – 1.3

Summer term Assessments

Assessment 4 – 1.4, 1.3, 1.2 & 1.1

Assessment 5 – End of year mock – 1.1 – 1.5

Impact - Pupils are expected to be able to talk and write knowledgeably about business, enterprise, and the external influences such as the economy, using subject specific language accurately and confidently. They will be able to utilise skills such as making links between different topics of work, analysing and interpreting business case studies and understanding financial information and language

AUTUMN TERM – YEAR 10 GCSE BUSINESS

Golden Threads: Business Activity, Marketing

Unit 1.1 – Enterprise and Entrepreneurship

Reasons WHY new business ideas come about

HOW business ideas come about

Risks of business activity and start-ups

Rewards of business activity and start-ups

Role and purpose of a business

Adding value and methods of adding value

Roles of entrepreneurship

Unit 1.2: Spotting a business opportunity

**Customer Needs (four linked to the Edexcel specification)
Purpose of market research**

Primary and secondary market research methods

Types of primary research including their pro's & con's

Types of secondary research including their pro's & con's

Quantitative and Qualitative data

How social media is used in collecting market research data

Market Segmentation and types of Market Segmentation

Market mapping and its purposes

Ways in which businesses compete

SPRING TERM – YEAR 10 GCSE BUSINESS

Golden Threads: Business Activity, Finance

Unit 1.3 – Putting a business idea into Practice

Financial and non-financial objectives

Financial concepts including:

- 1. Revenue**
- 2. Breakeven**
- 3. Variable Costs**
- 4. Total Costs**
- 5. Break-even**
- 6. Margin of safety**
- 7. Interest**

Cash flow concepts:

- 1. Cash inflow**
- 2. Cash outflow**
- 3. Net cash flow**
- 4. Opening Balance**
- 5. Closing Balance**

Unit 1.3 – Putting a business idea into Practice

Cash flow forecasting and management

Short Term Sources of finance

Long term sources of finance

SUMMER TERM – YEAR 10 GCSE BUSINESS

Golden Threads: Business Activity, Marketing

Unit 1.4 – Making the business effective

Limited and unlimited Liability

Types of business ownerships understanding their pros and cons including:

1. Sole Traders
2. Partnerships
3. Private Limited Companies

Franchisor and Franchisee

The pros and cons of operating as a franchise

Factors that influence the choice of location

Marketing mix and the 4P's

Components of a business plan

Purposes of a business plan

Unit 1.5 – External Influences (10 B – will study with DTH from September in single lesson every other week)

Stakeholders in a business (including their interests):
Shareholders, employees, customers, managers, suppliers, local community, pressure groups, the government

Examples of stakeholder conflict of the above

Types of technology impacting a business including:

1. E-commerce
2. Social media
3. Digital communication
4. Payment systems

Principles of consumer law, including quality and consumer rights

Principles of employment law, including recruitment, pay, discrimination and health and safety.

The impact of the economic climate on businesses including:
Unemployment, changing levels of consumer income, inflation, changes in interest rates, government taxation and changes in exchange rates

Intent: Students will work through topics 2.1 – 2.5 of Business Theme 2 (Paper 2). Students will build up a knowledge of how business develops beyond the start-up phase. It focuses on the key business concepts, wider world issues and decisions used to grow a business, with emphasis on four key functional areas these being marketing, operations, finance, and human resources.

Topic 2.2 Making marketing decisions – students will explore how each element of the marketing mix is managed and used to inform and make business decisions in a competitive marketplace.

Topic 2.3 Making operational decisions – this topic focuses on meeting customer needs through the design, supply, quality and sales decisions a business makes.

Topic 2.4 Making financial decisions – students will explore the tools a business has to support financial decision making, including ratio analysis and the use and limitation of a range of financial information.

Topic 2.5 Making human resource decisions – growing a business means that decisions relating to organisational structure, recruitment, training, and motivation need to be made to influence business activity. These aspects are considered in this final topic.

Topic 2.1 Growing the business – students are introduced to methods of growth and how and why business aims, and objectives change as businesses evolve. The impact of globalisation and the ethical and environmental questions facing businesses are explored.

Implementation:

- Students will work through the 5 topic areas, reflecting regularly on their knowledge and understanding throughout.
- Each topic provides opportunities to build up skills through practical and theoretical activities. As well as completing 3 full mock papers (Theme 1 Twice & Theme 2 once) students will complete two assessments (assessment 1 & assessment 3). These assessments will be cumulative in nature and will focus on all exam command words.
- 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 (via knowledge organisers, Seneca & online revision videos) will formulate most of the home learning. This home learning will be followed up by knowledge retrieval activities.

Key Summative Assessments:

Five assessments cumulative in nature apart from assessment 3 which is purely based on business finance and calculations

Live marking and low stakes quizzing

Autumn Term Assessments

Assessment 1 – 2.2

Assessment 2 – Theme 1 full mock

Spring Term Assessments

Assessment 3 – 2.4, 2.3 & 2.2

Assessment 4 – Theme 1 full mock

Assessment 5 – Theme 2 full mock

Impact - Pupils are expected to be able to talk and write knowledgeably about business growth its wider issues as well as the four key functional areas of marketing, operations, human resources and finance, using subject specific language accurately and confidently. They will be able to utilise skills such as making interrelationship between the functional areas, analysing, and interpreting business case studies from a national and global context and understanding financial information and language.

AUTUMN TERM – YEAR 11 GCSE BUSINESS

Golden Threads: Marketing

Unit 2.2: Making Marketing Decisions

Elements of the design mix (aesthetic, function, cost)

Product Life Cycle Stages (Introduction, growth, maturity, and decline) and extension strategies

Methods of differentiation (Branding, USP, Location, Design, Customer Service, Quality, Product mix)

influences on pricing strategies including Technology, Competition, Market Segments and Product Life Cycle

Methods of promotion including advertising, sponsorship, product trials, special offers and the use of branding

The use of technology in promotion including targeted advertising online

Retailers' vs E-tailers (Advantages & Disadvantages)

Unit 2.3: Making Operational Decisions

The purpose of business operations (provide goods & services)

Different production processes (including their advantages and disadvantages): Job, Batch and Flow

Bar gate stock diagram

**Procurement – what is it (including Relationships with suppliers: quality, delivery (cost, speed, reliability), availability, cost, trust
Logistics – what it is**

Just-in-time stock control including advantages and disadvantages

Quality including features of Quality Control vs Quality Assurance

Stages in the sales process and product knowledge. This includes speed and efficiency of service, customer engagement, responses to customer feedback, post-sales service

SPRING TERM – YEAR 11 GCSE BUSINESS

Golden Finance: Human Resources

Unit 2.4: Making Financial Decisions

Financial concepts including:

1. Revenue
2. Costs of Sales
3. Expenses
4. Gross Profit
5. Net Profit

Ratio calculations including:

1. Gross Profit Margin
2. Net Profit Margin
3. Average rate of Return (ARR)

Unit 2.5: Making Human Resource Decisions

Types of organisational structure this includes hierarchical and flat & centralised and decentralised

The barriers to effective communication.

Different ways of working. This includes part time, full time and flexible hours, permanent, temporary, and freelance contracts.

Different job roles and responsibilities. This includes key job roles and their responsibilities of: directors, senior managers, supervisor's, team leaders, operational and support staff

The recruitment process. This includes: Documents: person specification and job description, application form, CV.

Training and developing employees. This includes: different ways of training and developing employees: formal and informal training, self learning, ongoing training for all employees, use of target setting and performance reviews

Financial (remuneration, bonus, commission, promotion, fringe benefits) and non-financial (job rotation, job enrichment, autonomy) methods of motivation

SPRING AND SUMMER TERM – YEAR 11 GCSE BUSINESS – DTH – 1 LESSON EVERY OTHER WEEK

Golden Finance: Business Activity & External Influences

Unit 2.1: Business Growth

Methods of business growth. This includes:

- 1. Internal (organic) growth: new products (innovation, research and development), new markets (through changing the marketing mix or taking advantage of technology and/or expanding overseas).**
- 2. External (inorganic) growth: merger, takeover**

Sources of finance for growing and established businesses.

This includes the use and purpose of

- 1. Internal sources: retained profit, selling assets**
- 2. External sources: loan capital, share capital including stock market flotation (public limited companies)**

Unit 2.1: Business Growth

Business how aims and objectives may change over time. Including: survival or growth, entering or exiting markets, growing, or reducing the workforce and increasing or decreasing product range.

Aspects of globalisation including imports: competition from overseas, buying from overseas, exports: selling to overseas markets, changing business locations and the impact of multinationals

Barriers to international trade. This includes tariffs and trade blocs

Ethical and environmental considerations

A-level Business

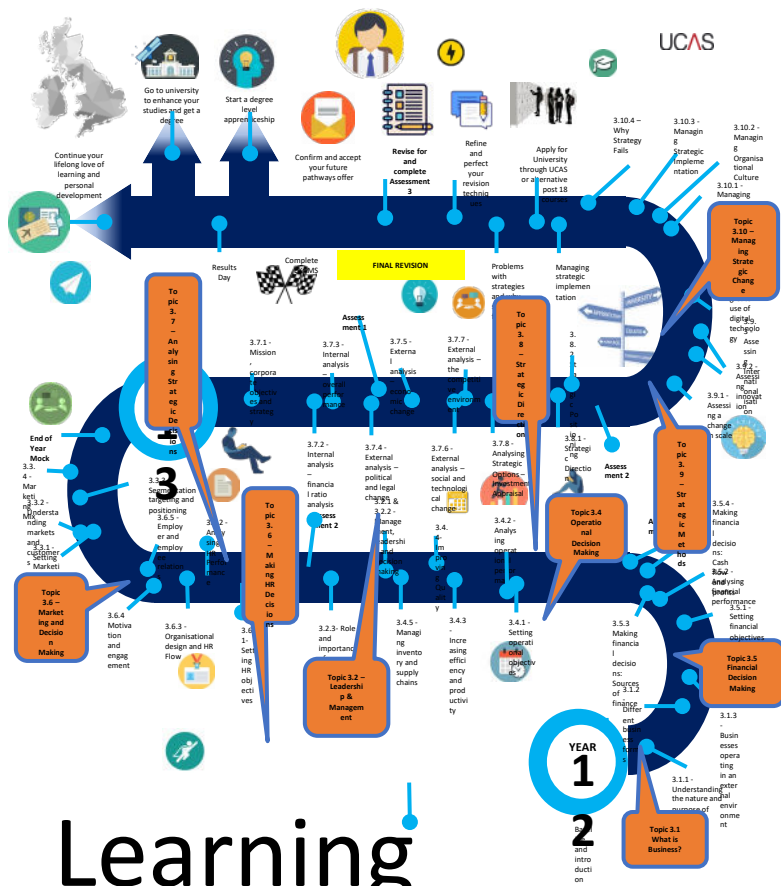
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Golden Threads:

1. Business Objectives and Strategy
2. Marketing
3. Accounting and Finance
4. People in Organisations (Human Resource Management)
5. Operations Managements
6. External Influences
7. Change
8. Business Analysis

A – Level Business



Learning Journey



Intent- Students will work through topics 3.1 – 3.6. Students will build up a knowledge of why businesses exists 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 – Financial Management – 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 – Operational Management– 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 – Human Resource Management – 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 – Marketing Management– 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 you 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.

Golden Threads: Business Objectives and Strategy, External Influences, Accounting & Finance, Business Analysis, Operations

Unit - 3.1: What is Business

Mission Statements and objectives

Financial concepts (revenue, variable costs, total costs, profit, contribution per unit and total contribution)

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 social enterprises

The role of shareholders and why they invest

Elements of the external environment that can impact on both demand and costs. including the effect of: competition, market conditions, incomes, interest rates, demographic factors, environmental, issues and fair trade

Unit 3.5 – Financial Management

Financial objectives

Budgeting and Cashflow including methods of improving cash flow

The value of break-even analysis

Financial concepts including: Break Even, Margin of Safety, Net Cash Flow, Opening and Closing Balances. Gross Profit, Net Profit, Profit margins.

Internal and external sources of finance Sources of finance should include: debt factoring, overdrafts, retained profits, share capital, loans, venture capital.

The difficulties of improving cash flow and profit

Unit 3.4: Operational Management

Operational objectives including: costs, quality, speed of response and flexibility, dependability, environmental objectives and added value.

Operations calculations (labour productivity, unit costs, capacity and capacity utilisation)

The importance of increasing efficiency and productivity

The importance of capacity

The benefits and difficulties of lean production. Lean production should include 'Just in Time' operations.

The importance of quality. Quality Control vs Quality Assurance

Ways and value of improving flexibility, speed of response and dependability

The concept of mass customisation.

Stock Control Methods

The value of outsourcing

SPRING TERM – YEAR 12 A-LEVEL BUSINESS

Golden Threads: People in Organisations, Business Analysis, Business Objectives and Strategy

Unit - 3.2 - Managers Leadership and Decision Making

The role of managers

Types of management and leadership styles and influences on these. This includes: autocratic, paternalistic, democratic and laissez-faire

The value of decision making based on data (scientific decision making using decision tree's) and on intuition

Risks, rewards, uncertainty, opportunity cost.

Understanding of influences on decision making

Stakeholder needs and the possible overlap and conflict of these needs

Influences on the relationship with stakeholders

Unit 3.6: Human Resource Management

Human resource objectives

Human resource calculations (labour turnover and retention rates, labour productivity, employee costs as percentage of turnover, labour cost per unit)

Decisions relating to organisational design including: authority, span, hierarchy, delegation, centralisation and decentralisation.

Human resource flow including the importance of: human resource planning, recruitment, training, redeployment, redundancy

The benefits of motivated and engaged employees

Financial methods of motivation including: piece rate, commission, salary schemes, performance-related pay.

Motivational theories of Maslow, Herzberg and Taylor

Methods of employee involvement in decision making

Employee representation methods including trade unions and works councils.

SUMMER TERM– YEAR 12 A-LEVEL BUSINESS

Golden Threads: Marketing, Business Analysis, Business Objectives and Strategy

Unit - 3.3 – Marketing Management

- Marketing objectives
-
- Marketing calculations (including market share, market growth rate, PED & YED)
-
- The value of primary and secondary marketing research. Marketing research should include: qualitative and quantitative data, market mapping.
-
- The value of sampling
-
- The value of technology in gathering and analysing data for marketing decision making.
-
- Price & Income Elasticity of Demand
-
- The process and value of segmentation, targeting and positioning.
-
- The extended Marketing Mix
-
- The value of digital marketing and e – commerce

Unit 3.3 – Marketing Management Completed

Revision and mock preparation

Year 2 A-level introduced by covering element of 3.8 – Strategic Direction and all the models

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 or 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, the learn, they gain experience, and they can become successful or they can fail. These 2 units helps 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.

Golden Threads: Business Objectives and Strategy, Accounting & Finance, Marketing, Operations Management, People in organisations. External Influences, Change, Business Analysis

Unit - 3.7: Analysing the strategic position of a business

The distinction between strategy and tactics and links between mission, corporate objectives, and strategy

Internal and external influences on corporate objectives and decisions, including: the pressures for short termism, business ownership, the external and internal environment.

SWOT Analysis

Financial Accounts – The income statement and balance sheet

Financial ratios used to analyse financial performance including: (Profit margins, ROCE, Current, Gearing, Stock turnover, Receivable & Payables Days. Investment appraisal calculation including: Payback, ARR and NPV)

Core competences

The difference between assessing short and long-term performance.

The value of different measures of assessing business performance including knowledge of the triple bottom line and balance scorecard models

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, the role of regulators, infrastructure, the environment and international trade.

Unit - 3.7: Analysing the strategic position of a business

Economic factors including: GDP, taxation, exchange rates, inflation, fiscal and monetary policy, more open trade v protectionism.

Reasons for and impact of globalisation on business

Impact of emerging economies

Social changes including demographic changes and population movements such as: urbanisation and migration, changes in consumer lifestyle and buying behaviour, the growth of online businesses.

Carroll's corporate social responsibility four-layer pyramid and the pressures for socially responsible behaviour

The competitive environment including Porters five forces including: entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat.

Investment appraisal including the concept and calculation of payback, average rate of return and net present value.

Factors influencing investment decisions Factors to include investment criteria, nonfinancial factors, risk & uncertainty and sensitivity analysis

3.8 – Strategic Direction

Ansoff matrix and value of: market penetration, market development, new product development, diversification

Influences on the choice of a positioning strategy through Porters Generic Strategies and Bowmans Strategic Clock

Golden Threads: Business Objectives and Strategy, Accounting & Finance, Marketing, Operations Management, People in organisations. External Influences, Change, Business Analysis

Unit - 3.9 – Strategic Methods – How to pursue Strategies

Business growth and retrenchment

Organic and external growth methods

Issues with managing growth including knowledge of Greiner’s model of growth.

The impact of growth or retrenchment on the functional areas of the business

The pressures for innovation, methods of innovation, the value of innovation and how to protect innovation and intellectual property including patents and copyrights.

The impact of internationalisation on the functional areas of a business

The reasons for targeting, operating in and trading with international markets

Factors influencing the attractiveness of international markets and Reasons for producing more and sourcing more resources abroad

Methods of entering international markets and value of different methods including the Bartlett and Ghoshal global strategies model

The impact of internationalisation on the functional areas of a business

The pressures to adopt digital technology Digital technology including e-commerce, big data, data mining and enterprise resource planning (ERP).

The value of digital technology and the impact of digital technology on the functional areas of a business

Unit 3.10: Managing Change

Causes of and pressures for change. Types of change include: internal change, external change, Incremental change, disruptive change.

Lewin’s force field analysis model

The value of change, flexible organisations and managing information and knowledge

Barriers to change and methods to overcome change, this includes Kotter and Schlesinger’s four reasons for resistance to change and six ways of overcoming resistance to change.

The importance of organisational culture. Cultural models should include: Handy’s task culture, role culture, power culture and person culture, Hofstede’s national cultures.

Reasons for and issues when implementing cultural change

Organisational structures, the appropriateness of functional, product based, regional and matrix structures

Strategic implementation including the value of leadership in strategic implementation, the value of communications in strategic implementation and the importance of organisational structure in strategic implementation

Critical path analysis and network diagram use within strategic implementation

Difficulties of strategic decision making and implementing strategy

Planned v emergent strategy and reasons for strategic drift

The possible effect of the divorce between ownership and control

Corporate governance

The value of strategic planning, contingency planning and evaluating strategic performance