



KS5 Curriculum Map – Business Studies: Year 12

Topic	Knowledge <i>Substantive knowledge:</i> This is the specific, factual content for the topic, which should be connected into a careful sequence of learning.	Skills <i>Disciplinary knowledge:</i> This is the action taken within a particular topic in order to gain substantive knowledge.	Assessment Opportunities What assessments will be used to measure student progress?
3.1 What is business?	<ul style="list-style-type: none"> • Why businesses exist • Why businesses set objectives • Business objectives such as profit, growth, survival, cash flow, social and ethical objectives. • The relationship between mission and objectives Common business objectives • The measurement and importance of profit • The measurement of profit revenue (also turnover and sales) • fixed costs, variable costs, total costs. 	<ul style="list-style-type: none"> • Be able to identify a range of business objectives • Be able to analyses SMART targets • Be able to identify & distinguish between different types of cost. • Calculate and interpret business Costs, revenue and profits. 	<ul style="list-style-type: none"> • MCQ's • Calculation Questions • Key terms & short answer low stakes questioning
3.1.1 Understanding different business forms	<ul style="list-style-type: none"> • Reasons for choosing different forms of business and for changing business form • Different forms of business include, Sole traders, private limited companies and public limited companies, private sector and public sector organisations, non-profit organisations • Issues with different forms of business • Unlimited and limited liability • Ordinary share capital • Market capitalization • dividends. • The role of shareholders and why they invest Influences on share price and the 	<ul style="list-style-type: none"> • Be able to distinguish between forms of legal structure. • Be able to identify strengths and weaknesses of different legal structures • Be able to make recommendations about the most suitable for of business structure. • Be able to calculate Market capitalization • Be able to analyse how business performance may affect ownership and investment. 	<ul style="list-style-type: none"> • MCQ's • Case study questions • Past Paper questions.

	<p>significance of share price changes</p> <ul style="list-style-type: none"> • The effects of ownership on mission, objectives, decisions and performance 		
<p>3.1.2 Understanding that businesses operate within an external environment.</p>	<ul style="list-style-type: none"> • Factors influencing costs and demand • the effect of: competition • market conditions • incomes • interest rates • demographic factors • environmental issues and fair trade. 	<ul style="list-style-type: none"> • To understand how the external environment can affect costs and demand • Be able to identify the opportunities and threats posed by the external environment • Be able to analyses & evaluate how a business may need to react to changes in the external environment 	<ul style="list-style-type: none"> • MCQs • Case study questions • PESTLE investigation • Presentation & report • Past papers questions.
<p>3.2.1 Understanding management, leadership and decision making</p>	<ul style="list-style-type: none"> • The role of managers to include: setting objectives, analyzing, leading, making decisions, reviewing. • Types of management and leadership styles and influences on these • The Tannenbaum Schmidt continuum • The Blake Mouton grid. 	<ul style="list-style-type: none"> • Be able to identify the roles of management and how they may affect business performance. • To be able to identify the different leadership style and theories. • To analyse the characteristics of different leadership styles and apply when they are most effective. • To evaluate the effectiveness of different styles of management and leadership to different business scenarios. 	<ul style="list-style-type: none"> • Key terms & short answer questioning • Class leadership debate • Investigation & report into different leaders. • Past paper exam questions on leadership theories.
<p>3.2.2 Understanding management decision making</p>	<ul style="list-style-type: none"> • Types of decisions (tactical, strategic, induced & autonomous) • The value of decision making based on data (scientific decision making) • The value of decision making based intuition • Decision trees and calculating expected value and net gains. • Types of decision making, • The influences on decision making 	<ul style="list-style-type: none"> • Be able to understands the role of risks, rewards, uncertainty and opportunity cost in decision making. • Be able to construct a decision tree • Be able to calculate Expected values and net gains from a decision tree. • Be able to evaluate the use and value of decision trees in decision making <p>Influences on decision making</p>	<ul style="list-style-type: none"> • MCQ's • Case study question • Decision tree calculations • Decision tree extended answers

<p>3.2.3 Understanding the role and importance of stakeholders</p>	<ul style="list-style-type: none"> • The need to consider stakeholder needs when making decisions • Stakeholder mapping: stakeholder power and interest. • Stakeholder conflict • Managing stakeholder relationships 	<ul style="list-style-type: none"> • To identify the potential needs of different stakeholder. • Be able to identify possible overlap and conflict of these needs Influences on the relationship with stakeholders. • To be able to apply different strategies to manage the relationship with different stakeholders 	<ul style="list-style-type: none"> • Stakeholder mapping exercise • Group tasks on stakeholder needs • Past paper and case study questions.
<p>3.6.1 Setting human resource objectives</p>	<ul style="list-style-type: none"> • The value of setting human resource objectives to include: Employee engagement and involvement, talent development, training ,diversity, alignment of values & number, skills and location of employees. • Internal and external influences on human resource objectives and decisions • Influences on human resource objectives such as soft and hard Human Resource Management (HRM) approaches 	<ul style="list-style-type: none"> • Be able to identify the needs and impact of different HR targets. • To demonstrate a critical awareness of the factors that will affect the setting of HR targets. • Be able to evaluate the effectiveness 	<ul style="list-style-type: none"> • Low stakes quiz • Group assessment & Peer feedback • Case study work.
<p>3.6.2 Analysing human resource performance</p>	<ul style="list-style-type: none"> • Calculating and interpreting human resource data to include • Labour turnover and retention rates • Labour productivity • Employee costs as percentage of turnover • Labour cost per unit. 	<ul style="list-style-type: none"> • Be able to calculate and interpret a range of human resource data. • Be able to make use of data for human resource decision making and planning. • Be able to analyse the effectiveness of human resource performance. 	<ul style="list-style-type: none"> • Practice HR calculations • MCQs • Case study & Past paper questions
<p>3.6.3 Making human resource decisions: improving organisational design and managing the human resource flow</p>	<ul style="list-style-type: none"> • Influences on job design • Influences on organisational design • Influences on delegation, centralisation and decentralisation • The value of changing job and organisational design • How managing the human resource flow helps meet human resource objectives 	<ul style="list-style-type: none"> • Be able to state all the features of a motivating job according to Hackman and Oldham. • Be able to analyse a simple organisational chart. • Be able to Explain why a small to medium sized enterprise would write a human resource plan. • Be able to explain why a large organisation would draw out a recruitment process. • Analyse a recruitment process. And the impact of social media in the recruitment 	<ul style="list-style-type: none"> • MCQ's • Business investigation • Student Report • Past paper & case study questions.

		<p>process.</p> <ul style="list-style-type: none"> • Be able to evaluate the extent to which HRM is vital to businesses. 	
<p>3.6.4 Making human resource decisions: improving motivation and engagement</p>	<ul style="list-style-type: none"> • The benefits of motivated and engaged employees • How to improve employee engagement and motivation • The value of theories of motivation • The use of financial methods of motivation • The use of non-financial methods of motivating employees • Influences on the choice and assessment of the effectiveness of financial and non-financial reward systems 	<ul style="list-style-type: none"> • Be able to analyse the importance of employee motivation for a small to medium sized enterprise. • Be able to analyse the impact of motivational theories such as Taylor or Mayo. The Hawthorne Effect. • Be able to evaluate motivational theories to discuss Frederick Herzberg's two-factor theory. And distinguish between the use of financial and non-financial methods of motivation for a large organisation. 	<ul style="list-style-type: none"> • MCQ's and Low stake quizzes • Group research project and presentations. • Case study • Past paper questions

<p>3.3 Setting marketing objectives</p>	<ul style="list-style-type: none"> • The value of setting marketing objectives • External and internal influences on marketing objectives and decisions 	<ul style="list-style-type: none"> • Key Terminology • Be able to construct and apply the SMART framework across various contexts • To be able to assess the impact of the internal and external environment and how it positively or negatively determines the ambition or constrains of objectives moving forward • Be able to identify the difference between marketing objectives and other functional objectives 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Display posters
<p>3.3 Understanding markets and customers</p>	<ul style="list-style-type: none"> • The value of primary and secondary marketing research • The value of sampling • The interpretation of marketing data • The value of technology in gathering and analysing data for marketing decision making • The interpretation of price and income elasticity of demand data 	<ul style="list-style-type: none"> • Key Terminology • Be able to identify advantages and disadvantages of each sampling method and be able to apply in various business contexts • Be able to interpret the positive and negative correlation or no correlation at all graphically. 	<ul style="list-style-type: none"> • MCQ's • Calculation quizzes • Exam techniques / structure practice and guidance • Past paper questions • PPE on chapters 1-3

	<ul style="list-style-type: none"> • The value of the concepts of price and income elasticity of demand to marketing decision makers • The use of data in marketing decision making and planning 	<ul style="list-style-type: none"> • Be able to interpret confidence intervals and to formulate an argument for various business action • Be able to calculate percentage change in order to decipher the degree of elasticity • To be able to analyse the effectiveness of marketing data and how it informs strategic planning across business functions moving forward 	
3.3 Making marketing decisions: segmentation, targeting, positioning	<ul style="list-style-type: none"> • The process and value of segmentation, targeting and positioning • Influences on choosing a target market and positioning 	<ul style="list-style-type: none"> • Key terminology • To be able to assess and evaluate the viability of targeting specific consumers in relation to various segments in order to gain a favorable position in a market 	<ul style="list-style-type: none"> • MCQ's • Past paper questions
3.3 Making marketing decisions: using the marketing mix	<ul style="list-style-type: none"> • The elements of the marketing mix (7Ps) • The influences on and effects of changes in the elements of the marketing mix • Product decisions • Pricing decisions • Decisions about the promotional mix • Distribution (place) decisions • Decisions relating to other elements of the marketing mix: people, process and physical environment • The importance of and influences on an integrated marketing mix 	<ul style="list-style-type: none"> • To be able to analyse and evaluate the features of an integrated marketing campaign across various business examples and to appreciate the marketing mix does not work successfully in isolation. 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Independent research task • Recorded presentations
3.4 Setting operational objectives	<ul style="list-style-type: none"> • The value of setting operational objectives • External and internal influences on operational objectives and decisions 	<ul style="list-style-type: none"> • To be able to identify key terminology • Be able to apply the main operational objectives across various business contexts and be able to understand and evaluate the rationale of setting them in that particular context in order to develop recommendations 	<ul style="list-style-type: none"> • MCQ's • Past paper questions

<p>3.4 Analysing operational performance</p>	<ul style="list-style-type: none"> • Interpretation of operations data • Calculation of operations data • The use of data in operational decision making and planning 	<ul style="list-style-type: none"> • Be able to calculate operational data: Labour productivity, Unit costs, Capacity and Capacity utilisation • Be able to analyse and interpret the operational data above and use it to make operational decisions 	<ul style="list-style-type: none"> • MCQ's • Calculation quiz • Past paper questions
<p>3.4 Making operational decisions to improve performance: increasing efficiency and productivity</p>	<ul style="list-style-type: none"> • The importance of capacity • The importance of efficiency and labour productivity • How to increase efficiency and labour productivity • The benefits and difficulties of lean production • Difficulties increasing efficiency and labour productivity • How to choose the optimal mix of resources • How to utilise capacity efficiently • How to use technology to improve operational efficiency 	<ul style="list-style-type: none"> • Key terminology • Be able to identify the difference between efficiency and productivity in conjunction with why efficiency and labour productivity is important along with their pros and cons • Be able to identify the challenges and opportunity costs that various business types are faced with when attempting to increase operational performance in that particular context. 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Presentation
<p>3.4 Making operational decisions to improve performance: improving quality</p>	<ul style="list-style-type: none"> • The importance of quality • Methods of improving quality • The benefits and difficulties of improving quality • The consequences of poor quality 	<ul style="list-style-type: none"> • Key terminology • Be able to identify the factors that compromise or enhance quality and assess viable solutions across business contexts • Be able to identify the difference between quality assurance and control and evaluate and recommend various methods of each concept 	<ul style="list-style-type: none"> • Independent research task • Operational Quality essay

<p>3.4 Making operational decisions to improve performance: managing inventory and supply chains</p>	<ul style="list-style-type: none"> • Ways and value of improving flexibility, speed of response and dependability • How to manage supply to match demand and the value of doing so • Influences on the amount of inventory held • Influences on the choice of suppliers • How to manage the supply chain effectively and efficiently and the value of this • The value of outsourcing 	<ul style="list-style-type: none"> • Key terminology • Be able to understand the different methods of managing inventory through analysing case studies then evaluating and recommending viable business solutions • Be able to interpret a stock control chart and provide recommendations based on the data • Be able to compare and contrast subcontracting vs outsourcing in various contexts 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • MCQ's • Past paper questions • Develop a cashflow forecast utilizing excel independently then presenting financial findings
<p>3.5 Setting financial objectives</p>	<ul style="list-style-type: none"> • The value of setting financial objectives • The distinction between cash flow and profit • The distinction between gross profit, operating profit and profit for the year • Revenue, costs and profit objectives • Cash flow objectives • Objectives for investment (capital expenditure) levels • Capital structure objectives • External and internal influences on financial objectives and decisions 	<ul style="list-style-type: none"> • Key terminology • Be able to develop an understanding of specific financial objectives and then analyse how they impact the remaining business functions. • Be able to interpret and analyse a cashflow forecast using Excel • Be able to calculate Return on capital employed (ROCE) • Be able to value the concept of gearing and apply it to the various business ownership structures 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • MCQ's • Past paper questions • Develop a cashflow forecast utilizing excel independently then presenting financial findings
<p>3.5 Analysing financial performance</p>	<ul style="list-style-type: none"> • How to construct and analyse budgets and cash flow forecasts • The value of budgeting • How to construct and interpret break-even charts • How to calculate and illustrate on a break-even chart the effects of changes in price, output and cost • The value of break-even analysis • How to analyse profitability • How to analyse timings of cash inflows and outflows • The use of data for financial decision making and planning 	<ul style="list-style-type: none"> • Key terminology • Be able to compare and contrast using numerical data the difference between profit and profitability • Be able to calculate gross profit margin, operating profit margin and net profit margin using numerical data case studies and produce an interpretation and suggest possible solutions • Interpret a breakeven analysis and produce an evaluation with viable business recommendations based on the specific context as well as understanding the limitations of break even as a tool. 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Calculation quiz

3.5 Making financial decisions: sources of finance	<ul style="list-style-type: none"> • Internal and external sources of finance • Advantages and disadvantages of different sources of finance for short- and long-term uses 	<ul style="list-style-type: none"> • Be able to evaluate the viability of the various sources of finance in specific business contexts 	<ul style="list-style-type: none"> • MCQ's • Past paper questions
3.6 Making financial decisions: improving cash flow and profits	<ul style="list-style-type: none"> • Methods of improving cash flow • Methods of improving profits and profitability • Difficulties improving cash flow and profit 	<ul style="list-style-type: none"> • Be able to evaluate in specific contexts methods to improve cashflow, profit and profitability as well as provide balanced argument for the challenges that occur when doing so in specific contexts 	<ul style="list-style-type: none"> • MCQ's • Past Paper Questions • Exam techniques / structure practice and guidance • PPE on the entirety of year 12 content covered

KS5 Curriculum Map – Business Studies: Year 13

Topic	Knowledge <i>Substantive knowledge:</i> This is the specific, factual content for the topic, which should be connected into a careful sequence of learning.	Skills <i>Disciplinary knowledge:</i> This is the action taken within a particular topic in order to gain substantive knowledge.	Assessment Opportunities What assessments will be used to measure student progress?
3.7.1 Mission, corporate objectives and strategy	<ul style="list-style-type: none"> To learn about influences on the mission of a business. To learn about internal and external influences on corporate objectives and decisions. To understand the distinction between strategy and tactics. To learn about the links between mission, corporate objectives and strategy. To learn about the impact of strategic decision making on functional decision making. To understand the value of SWOT (strengths, weaknesses, opportunities, threats) analysis. Influences on corporate objectives should include the pressures for short termism, business ownership, the external and internal environment 	<ul style="list-style-type: none"> Key terminology Implementation of knowledge to real life business. Linking different areas of business. Evaluation of internal and external business environments. 	<ul style="list-style-type: none"> Multiple Choice Questions Key Terms Tests Case study practice questions Past papers
3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis	<ul style="list-style-type: none"> To learn about how to assess the financial performance of a business using balance sheets, income statements and financial ratios. To understand the value of financial ratios when assessing performance Financial ratio analysis to include: <ul style="list-style-type: none"> profitability (return on capital employed) liquidity (current ratio) gearing 	<ul style="list-style-type: none"> Key terminology Implementation of knowledge to real life business. Linking different areas of business. Calculate and interpret data/ compare data: <ul style="list-style-type: none"> profitability (return on capital employed) liquidity (current ratio) gearing efficiency ratios: payables days, receivables days, inventory turnover 	<ul style="list-style-type: none"> Multiple Choice Questions Key Terms Tests Case study practice questions Past papers Calculation questions

	<ul style="list-style-type: none"> • efficiency ratios: payables days, receivables days, inventory turnover 		
3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance.	<ul style="list-style-type: none"> • To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business. • To understand the importance of core competences. • To learn about assessing short- and long-term performance. • The value of different measures of assessing business performance. • 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. • Methods of assessing overall business performance to include: <ul style="list-style-type: none"> • Kaplan and Norton's Balanced Scorecard model • Elkington's Triple Bottom line (profit, people, planet). 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business. • Applying models and theory to different businesses and analyzing effect of these on business. • Identifying and creating methods of assessing business performance. 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers
3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change.	<ul style="list-style-type: none"> • To learn about the impact of changes in the political and legal environment on strategic and functional decision making. • The political and legal environment should include a broad understanding of 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. 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Research of current affairs that link to Political and Legal environment. 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers

<p>3.7.5 Analysing the external environment to assess opportunities and threats: economic change.</p>	<ul style="list-style-type: none"> • To learn about the impact of changes in the UK and the global economic environment on strategic and functional decision making. • To understand reasons for greater globalisation of business. • To learn about the importance of globalisation for business. • To learn about the importance of emerging economies for business 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Research of current factors. • Economic factors to include: <ul style="list-style-type: none"> • GDP • taxation • exchange rates • inflation • fiscal and monetary policy • more open trade vs protectionism. • You should be able to understand economic data, interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business. 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers • Data analysis and interpretation.
<p>3.7.6 Analysing the external environment to assess opportunities and threats: social and technological.</p>	<ul style="list-style-type: none"> • To learn about the impact of the social and technological environment on strategic and functional decision making. • To learn about the pressures for socially responsible behaviour. • Social changes to include demographic changes and population movements such as: <ul style="list-style-type: none"> ○ urbanisation and migration ○ changes in consumer lifestyle and buying behaviour ○ the growth of online businesses. ○ The social environment to include corporate social responsibility (CSR) and: <ul style="list-style-type: none"> ○ the reasons for and against CSR ○ the difference between the stakeholder vs shareholder concept ○ Carroll's Corporate Social Responsibility Pyramid. ○ Technological change should include the impact of technological change on functional areas and strategy. 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Research into current social and technological factors and how these will affect business. 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers

<p>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment.</p>	<ul style="list-style-type: none"> • To learn about Porter’s five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits. • An understanding of the five forces to include: <ul style="list-style-type: none"> • entry threat (barriers to entry) • buyer power • supplier power • rivalry • substitute threat. • You should consider how the five forces shape competitive strategy 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • You should consider how the five forces shape competitive strategy 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers
<p>3.7.8 Analysing strategic options: investment appraisal.</p>	<ul style="list-style-type: none"> • To understand financial methods of assessing an investment. • To learn about the factors influencing investment decisions. • To learn about the value of sensitivity analysis • Investment appraisal to include the calculation and interpretation of payback, average rate of return and net present value. 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Investment appraisal to include the calculation and interpretation of payback, average rate of return and net present value 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers • Calculation and interpretation questions
<p>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer.</p>	<ul style="list-style-type: none"> • To understand factors influencing which markets to compete in and which products to offer. • To understand the reasons for choosing and value of different options for strategic direction. • Strategic direction to include the Ansoff Matrix and value of: <ul style="list-style-type: none"> • market penetration • market development • new product development • diversification. 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Application and interpretation of Ansoff’s matrix. 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers

<p>3.8.2 Strategic positioning: choosing how to compete</p>	<ul style="list-style-type: none"> • To learn about how to compete in terms of benefits and price. • To learn about influences on the choice of a positioning strategy. • To learn about the value of different strategic positioning strategies. • To understand the benefits of having a competitive advantage. • To understand the difficulties of maintaining a competitive advantage. • Strategic positioning to include: • Porter's low cost, differentiation and focus strategies • Bowman's strategic clock 	<ul style="list-style-type: none"> • Key terminology • Implementation of knowledge to real life business. • Linking different areas of business • Interpretation and application of: Strategic positioning to include: • Porter's low cost, differentiation and focus strategies • Bowman's strategic clock 	<ul style="list-style-type: none"> • Multiple Choice Questions • Key Terms Tests • Case study practice questions • Past papers
<p>3.9 Assessing a change in scale</p>	<ul style="list-style-type: none"> • The reasons why businesses grow or retrench • The difference between organic and external growth • How to manage and overcome the problems of growth or retrenchment • The impact of growth or retrenchment on the functional areas of the business • Assessing methods and types of growth 	<ul style="list-style-type: none"> • Key terminology • Ability to assess reasons for growth or retrenchment in a variety of contexts in terms of industry size and scale • Analysis in regards to the impacts of growth and retrenchment across all business functions • To understand interpret and apply the Greiner's model. • To be able to interpret the experience curve 	<ul style="list-style-type: none"> • MCQs • Past paper questions
<p>3.9 Assessing innovation</p>	<ul style="list-style-type: none"> • The pressures for innovation • The value of innovation • The ways of becoming an innovative organization • How to protect innovation and intellectual property • The impact of an innovation strategy on the functional areas of the business 	<ul style="list-style-type: none"> • Key terminology • Research skills required in order to build topical case studies in regards to innovations across the business world • Understanding of legal methods of protecting innovation and the ability to asses impacts of not doing so • Analysis of innovation in its entirety across all business functions 	<ul style="list-style-type: none"> • MCQs • Past paper questions

<p>3.9 Assessing Internationalisation</p>	<ul style="list-style-type: none"> • Reasons for targeting, operating in and trading with international markets • Factors influencing the attractiveness of international markets • Reasons for producing more and sourcing more resources abroad • Ways of entering international markets and value of different methods • Influences on buying, selling and producing abroad • Managing international business including pressures for local responsiveness and pressures for cost reduction • The impact on internationalisation for the functional areas of the business 	<ul style="list-style-type: none"> • Key terminology • To understand interpret and apply the Bartlett and Goshal model. • Being able to assess the viability of international markets based on market conditions • The ability to strategize a method of entering an international market in relation to the specific business context • Analysis of positive and negative impacts of internationalisation across business functions 	<ul style="list-style-type: none"> • Independent research and report findings • Presentation • Past paper questions
<p>3.9 Assessing greater use of digital technology</p>	<ul style="list-style-type: none"> • The pressures to adopt digital technology • The value of digital technology • The impact of digital technology on the functional areas of the business 	<ul style="list-style-type: none"> • Key terminology • Be able to have an awareness of external factors that put pressure on businesses to increase the use of technology and assess the viability across business functions of implementing it. 	<ul style="list-style-type: none"> • MCQs • Past paper questions
<p>3.10 Managing change</p>	<ul style="list-style-type: none"> • Causes of and pressures for change • The value of change • The value of a flexible organization • The value of managing information and knowledge • Barriers to change • How to overcome barriers to change 	<ul style="list-style-type: none"> • Key terminology • Be able to asses internal and external causations for change and present viable solutions based on various business contexts as well as providing a balanced argument whilst considering the barriers • Be able to interpret and apply Lewin's force field analysis in regards to a case study example 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Independent research task

3.10 Managing organisational culture	<ul style="list-style-type: none"> • The importance of organisational culture • The influences on organisational culture • The reasons for and problems of changing organisational culture 	<ul style="list-style-type: none"> • Key terminology • Be able to decipher business cultures in relation to a case study using Handy's model and understanding the specific benefits and disadvantages and provide recommendations surrounding the scenario 	<ul style="list-style-type: none"> • MCQ's • Past paper questions • Presentation
3.10 Managing strategic implementation	<ul style="list-style-type: none"> • How to implement strategy effectively • The value of leadership in strategic implementation • The value of communications in strategic implementation • The importance of organisational structure in strategic implementation • The value of network analysis in strategic implementation 	<ul style="list-style-type: none"> • Key terminology • Be able to analyse and evaluate a strategic plan across business functions and provide recommendations • Be able to apply Kotter's eight steps of change model to a case study or a real world business example • Be able to identify the steps of network analysis and construct the diagram • Be able to calculate free float analysis 	<ul style="list-style-type: none"> • MCQ's • Past paper questions
3.10 Problems with strategy and why strategies fail	<ul style="list-style-type: none"> • Difficulties of strategic decision making and implementing strategy • Planned v emergent strategy • Reasons for strategic drift • The possible effect of the divorce between ownership and control • Evaluating strategic performance • The value of strategic planning • The value of contingency planning 	<ul style="list-style-type: none"> • Be able to analyse the advantages of implementing new strategies as well as having an awareness of the barriers based on a business context and producing viable contingency plans 	<ul style="list-style-type: none"> • Past paper questions • Exam technique • PPE on all topics covered AS and A level