

St Joseph's College

# AQA A Level Business

Year 2

Mrs Shaw and Mrs Gater

2022/23

Business and Economics Department

Timings are approximate and the scheme covers approximately 91 teaching hours. This leaves time to build in assessment activities, lessons to re-cap/ re-visit Year 1 content and lessons devoted to revision and exam practice

### **SEND Provision and Highly-Able Provision**

All lessons are designed to differentiate for all pupils of all abilities. However the department continues to work with the guidelines and advice issued by the SEND department.

Strategies for SEND that have been developed within the department include; Frameworks, help sheets, ICT, pale background on presentations for pupils with dyslexia, visual aids and standard differentiation throughout

Strategies for HA that have been developed within the department include; stretch and challenge, open-ended questions and tasks, question probing. Differentiated worksheets. Peer to peer assessment, use of mark schemes.

A suggested two teacher Year 2 structure is as follows:

Teacher One: Lucy Shaw

- 3.7.1 Mission, corporate objectives and strategy
- 3.7.5 Analysing the external environment to assess opportunities and threats: economic change
- 3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment
- 3.7.8 Analysing strategic options: investment appraisal
- 3.8 Choosing Strategic Direction
- 3.9 Strategic Methods: How to Pursue Strategies

Plus revision of AS units

Teacher Two: Lyndsey Gater

- 3.7.2 - 3.7.4 Analysing the internal/ external position of a business
- 3.7.6 Analysing the external environment to assess the opportunities and threats: social and technological

- 3.10.1 Managing Change
- 3.10.2 Managing Organisational Culture
- 3.10.3 Managing Strategic Implementation
- 3.10.4 Problems with Strategy and why Strategies Fail

Plus revision of AS units

Lucy Shaw's A Level Scheme of Work				
Term 1				
Lessons	AQA Specification/ Content	AQA Additional Information	Key Resources/ Activities	Assessment Points
2 weeks	<p><b>3.7 Analysing the strategic position of a business</b></p> <p><b>3.7.1 Mission, corporate objectives and strategy</b></p> <ul style="list-style-type: none"> <li>• Influences on the mission of a business</li> <li>• Internal and external influences on corporate objectives and decisions</li> <li>• The links between mission, corporate objectives and strategy</li> <li>• The impact of strategic decision making on functional decision making</li> <li>• The value of SWOT analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Influences on corporate objectives should include the pressures for short termism business ownership, the external and internal environment</li> </ul>	<p>On a mission – discussion activity on google in China</p> <p>Mission statements – Revision presentation  <a href="http://www.tutor2u.net/business/reference/mission-statements-revision-presentation">http://www.tutor2u.net/business/reference/mission-statements-revision-presentation</a></p> <p>SWOT analysis – Study note  <a href="http://www.tutor2u.net/business/reference/swot-analysis">http://www.tutor2u.net/business/reference/swot-analysis</a></p> <ul style="list-style-type: none"> <li>• Tutor2U – Presentation - Mission, Aims, Objectives and Stakeholders <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-aims-objectives-and-stakeholders">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-aims-objectives-and-stakeholders</a></li> <li>• Tutor2U – Lesson plan – Aims &amp; Objectives for A2 – Suggested lessons  <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/aims-and-objectives-for-a2-suggested-lesson">http://www.tutor2u.net/blog/index.php/business-studies/comments/aims-and-objectives-for-a2-suggested-lesson</a></li> <li>• Tutor2U – Presentation – Mission statements  <a href="http://www.slideshare.net/tutor2u/mission-statements?qid=cd5256bc-7ab3-4b0c-89e1-0b293922c9c2&amp;v=ql1&amp;b=&amp;from_search=1">http://www.slideshare.net/tutor2u/mission-statements?qid=cd5256bc-7ab3-4b0c-89e1-0b293922c9c2&amp;v=ql1&amp;b=&amp;from_search=1</a></li> <li>• YouTube clip: ‘Don’t write a mission statement, write a mantra’ (4:33m)  <a href="http://www.youtube.com/watch?v=jT7xlFTinlw&amp;feature=related">http://www.youtube.com/watch?v=jT7xlFTinlw&amp;feature=related</a></li> </ul>	

			<ul style="list-style-type: none"> <li>• Tutor2U – Presentation – Introduction to strategy <a href="http://www.tutor2u.net/business/presentations/strategy/introductiontostrategy/default.html">http://www.tutor2u.net/business/presentations/strategy/introductiontostrategy/default.html</a></li> <li>• Tutor2U – Presentation – Corporate and functional objectives <a href="http://www.slideshare.net/tutor2u/introduction-to-business-objectives-in-strategy">http://www.slideshare.net/tutor2u/introduction-to-business-objectives-in-strategy</a></li> <li>• YouTube clip: ‘What is Good Corporate Strategy?’ (4:46m) <a href="http://www.youtube.com/watch?v=43kZDnyDXOc">http://www.youtube.com/watch?v=43kZDnyDXOc</a></li> <li>• Tutor2U – Presentation – SWOT analysis <a href="http://www.slideshare.net/tutor2u/buss4-planning-for-change-swot-analysis">http://www.slideshare.net/tutor2u/buss4-planning-for-change-swot-analysis</a></li> <li>• Mindtools (www.mindtools.com) – Bowman’s strategy clock explained</li> <li>• Youtube video – Scholes 08 The Strategic Clock (1:58) <a href="http://www.youtube.com/watch?v=qJbBH-gvbo">http://www.youtube.com/watch?v=qJbBH-gvbo</a></li> <li>• Business Review magazine – Volume 19 – Number 4 ‘The whys and hows of corporate strategy’</li> <li>• Business Review magazine – Volume 18 – Number 2 ‘Great British companies – Rolls-Royce’</li> <li>• Business Review magazine – Volume 17 – Number 4 ‘Profit as a business objective’</li> <li>• Business Review magazine – Volume 17 – Number 1 ‘Pursuing growth’</li> </ul>	
3 weeks	<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>• The impact of changes in the UK and the global economic environment on strategic and functional decision making</li> <li>• Reasons for greater</li> </ul>	<ul style="list-style-type: none"> <li>• Economic factors to include GDP, taxation, exchange rates, inflation, fiscal and monetary policy, more open trade v protectionism</li> <li>• Students should be able to understand economic data, interpret changes in economic data for the UK, the EU and globally,</li> </ul>	<p>Business cycle cards – paired group activity</p> <p>Dacey exchange rates – Exchange rate activity</p> <p>China aspires to IKEA – video and student activity</p> <ul style="list-style-type: none"> <li>• Tutor2U – Presentation – Business &amp; Interest Rates <a href="http://www.slideshare.net/tutor2u/business-and-interest-rates">http://www.slideshare.net/tutor2u/business-and-interest-rates</a></li> <li>• BBC interest rates explained interactive video</li> <li>• <a href="http://www.bbc.co.uk/news/business-31137261">http://www.bbc.co.uk/news/business-31137261</a></li> </ul>	

	<p>globalisation of business</p> <ul style="list-style-type: none"> <li>• The importance of globalisation for business</li> <li>• The importance of emerging economies for business</li> </ul>	<p>and consider the implications of such changes and business</p>	<ul style="list-style-type: none"> <li>• Tutor2U – Presentation – Business &amp; Inflation <a href="http://www.slideshare.net/tutor2u/buss4-inflation">http://www.slideshare.net/tutor2u/buss4-inflation</a></li> <li>• Tutor2U – Presentation – Exchange Rates <a href="http://www.slideshare.net/tutor2u/buss4-exchange-rates">http://www.slideshare.net/tutor2u/buss4-exchange-rates</a></li> <li>• Tutor2U – Presentation – Business and Unemployment <a href="http://www.slideshare.net/tutor2u/buss4-unemployment">http://www.slideshare.net/tutor2u/buss4-unemployment</a></li> <li>• Tutor2U – Presentation – Business Cycle and Economic Growth <a href="http://www.slideshare.net/tutor2u/buss4-business-cycle-economic-growth">http://www.slideshare.net/tutor2u/buss4-business-cycle-economic-growth</a></li> <li>• BBC.co.uk clip – What is GDP? <a href="http://www.bbc.co.uk/news/business-13200758">http://www.bbc.co.uk/news/business-13200758</a></li> <li>• Tutor2U clip – Video case study – EU Legislation impact on business <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/video-case-study-eu-legislation-impact-on-business">http://www.tutor2u.net/blog/index.php/business-studies/comments/video-case-study-eu-legislation-impact-on-business</a></li> <li>• YouTube clip – Europe’s Businesses turn against EU’s rising red tape (3.06) <a href="https://www.youtube.com/watch?v=nwOo5mMK8M8">https://www.youtube.com/watch?v=nwOo5mMK8M8</a></li> <li>• Business Review magazine – Volume 19 – Number 2 ‘It’s the economy, stupid’</li> <li>• Business Review magazine – Volume 17 – Number 3 ‘Youth unemployment – Problems &amp; policies’</li> <li>• Business Review magazine – Volume 17 – Number 3 ‘Twitter – The pulse of the planet?’</li> </ul>	
2 weeks	<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>• Porters five forces, how and why these might change, and the implications of these forces for strategic and</li> </ul>	<ul style="list-style-type: none"> <li>• An understanding of the five forces to include entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat</li> <li>• Students should consider how the five forces shape</li> </ul>	<p>Porters five forces – revision quiz <a href="http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz">http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz</a></p> <p>Porters five forces – revision video <a href="http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-video">http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-video</a></p> <p>Taylor Swift meets Michael Porters five forces – blog <a href="http://www.tutor2u.net/business/blog/taylor-swift-meets-">http://www.tutor2u.net/business/blog/taylor-swift-meets-</a></p>	

	functional decision making and profits	competitive strategy	<a href="#">michael-porters-five-forces</a> <ul style="list-style-type: none"> <li>Tutor2U – Revision presentation – Porter’s Five Forces <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-porters-five-forces">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-porters-five-forces</a></li> <li>Tutor2U – Presentation – Five Forces analysis <a href="http://www.tutor2u.net/business/presentations/strategy/fiveforces/default.html">http://www.tutor2u.net/business/presentations/strategy/fiveforces/default.html</a></li> <li>Mindtools video – (www.mindtools.com) – Porter’s Five Forces or <a href="http://www.youtube.com/watch?v=KINIYeSOJT1">http://www.youtube.com/watch?v=KINIYeSOJT1</a></li> <li>Bee business bee porters five forces explained (6.25) <a href="https://www.youtube.com/watch?v=3AD-M5GqalM">https://www.youtube.com/watch?v=3AD-M5GqalM</a></li> <li>Business Review magazine – Volume 18 – Number 2 ‘British Airways – Managing change in a competitive market place’</li> <li>Tutor2U – Presentation – Competitive environment – five forces <a href="http://www.slideshare.net/tutor2u/porters-five-forces-model-analysing-competiton">http://www.slideshare.net/tutor2u/porters-five-forces-model-analysing-competiton</a></li> </ul>	
October Half term				
3 weeks	<b>3.7.8 Analysing strategic options: investment appraisal</b> <ul style="list-style-type: none"> <li>Financial methods of assessing an investment</li> <li>Factors influencing investment decisions</li> <li>The value of sensitivity analysis</li> </ul>	<ul style="list-style-type: none"> <li>Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value</li> <li>Factors to include investment criteria, non-financial factors, risk and uncertainty</li> </ul>	<p>Uncle Wong’s Big Decision – group activity on investment appraisal (also incorporates break-even, profit, labour productivity and capacity utilisation)</p> <p>Investment appraisal – revision quiz <a href="http://www.tutor2u.net/business/reference/investment-appraisal-revision-quiz">http://www.tutor2u.net/business/reference/investment-appraisal-revision-quiz</a></p> <p>Investment appraisal – revision webinar <a href="http://www.tutor2u.net/business/reference/investment-appraisal-revision-webinar">http://www.tutor2u.net/business/reference/investment-appraisal-revision-webinar</a></p> <ul style="list-style-type: none"> <li>Tutor2U – Presentation – Investment appraisal <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-making-investment-decisions-introduction">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-making-investment-decisions-introduction</a></li> <li>Tutor2U - Revision quiz - Investment appraisal <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-quiz-investment-appraisal-1">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-quiz-investment-appraisal-1</a></li> <li>Tutor2U - Presentation - Investment appraisal - non discounting (Payback and ARR) <a href="http://www.tutor2u.net/business/presentations/accounts/investmentappraisalnondiscounting/default.html">http://www.tutor2u.net/business/presentations/accounts/investmentappraisalnondiscounting/default.html</a></li> <li>Tutor2U - Presentation - Investment appraisal - discounting method (NPV) <a href="http://www.tutor2u.net/business/presentations/accounts/investa">http://www.tutor2u.net/business/presentations/accounts/investa</a></li> </ul>	3.7 Assessment

2weeks	<p><b>3.8 Choosing Strategic Direction</b></p> <p><b>3.8. 1</b></p> <p><b>Strategic direction: choosing which markets to compete in and what products to offer</b></p> <ul style="list-style-type: none"> <li>• Factors influencing which markets to compete in and which products to offer</li> <li>• The reasons for choosing and value of different options for strategic direction</li> </ul>	<p>Strategic direction to include the Ansoff matrix and value of market penetration, market development, new product development and diversification</p>	<p>ppraisaldiscounting/default.html</p> <p>Video – Cliff Bowman on strategy</p> <p>Kinaesthetic Ansoff – group activity</p> <p>Ansoffs matrix – revision quiz  <a href="http://www.tutor2u.net/business/reference/ansoffs-matrix-revision-presentation">http://www.tutor2u.net/business/reference/ansoffs-matrix-revision-presentation</a></p> <p>Sainsbury’s strategic direction – student activity which also re-caps Year 1 content on understanding markets</p> <ul style="list-style-type: none"> <li>• Tutor2U - Presentation - The marketing environment  <a href="http://www.tutor2u.net/business/presentations/marketing/marketingenvironment/default.html">http://www.tutor2u.net/business/presentations/marketing/marketingenvironment/default.html</a></li> <li>• Business Review magazine - Volume 20 - Number 3 ‘Whole Foods Market’</li> <li>• Tutor2U - Presentation - Ansoff’s matrix  <a href="http://www.tutor2u.net/business/presentations/strategy/ansoff/default.html">http://www.tutor2u.net/business/presentations/strategy/ansoff/default.html</a></li> <li>• Bee business bee video on youtube (Ansoff 5.35)  <a href="https://www.youtube.com/watch?v=flr_P0mAQ7M">https://www.youtube.com/watch?v=flr_P0mAQ7M</a></li> <li>• Tutor2U - Presentation - Marketing strategy  <a href="http://www.tutor2u.net/business/presentations/marketing/marketingstrategy/default.html">http://www.tutor2u.net/business/presentations/marketing/marketingstrategy/default.html</a></li> <li>• Tutor2U - Samsung: Boston Matrix, culture &amp; dividend yield  <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/samsung-boston-matrix-culture-and-dividend-yield">http://www.tutor2u.net/blog/index.php/business-studies/comments/samsung-boston-matrix-culture-and-dividend-yield</a></li> <li>• Educational Portal – How to identify strategic alternatives in marketing This is a repeat of the one above  Tutor2U - Presentation - Short run &amp; long run  <a href="http://www.tutor2u.net/business/presentations/strategy/shortrunlongrun/default.html">http://www.tutor2u.net/business/presentations/strategy/shortrunlongrun/default.html</a></li> </ul>	
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			<ul style="list-style-type: none"> <li>• Business Review magazine - Volume 19 - Number 2 'IKEA'</li> <li>• Business Review magazine - Volume 19 - Number 1 'Hell pizza' (the Ansoff's matrix applied to a small pizza company)</li> <li>• Business Review magazine - Volume 18 - Number 3 'One in ten - Launching new brands'</li> <li>• Business Review magazine - Volume 18 - Number 3 'The hotel industry - Porter's generic strategies'</li> <li>• Business Review magazine - Volume 18 - Number 3 'Whitbread - Successful diversification'</li> <li>• Business Review magazine - Volume 17 - Number 3 'Diversification'</li> <li>• Business Review magazine - Volume 17 - Number 4 'Porter's generic strategies'</li> </ul>	
2 weeks	<b>3.8.2 Strategic positioning: choosing how to compete</b> <ul style="list-style-type: none"> <li>• How to compete in terms of benefits and price</li> <li>• Influences on the choice of positioning strategy</li> <li>• The value of different strategic positioning strategies</li> <li>• The benefits of having competitive advantage</li> </ul> <p>The difficulties of maintaining competitive advantage</p>	<ul style="list-style-type: none"> <li>• Strategic positioning to include Porter's low cost, differentiation and focus strategies</li> <li>• Bowman's strategic clock</li> </ul>	<p>Bowman's strategic clock – study note  <a href="http://www.tutor2u.net/business/reference/strategic-positioning-bowmans-strategy-clock">http://www.tutor2u.net/business/reference/strategic-positioning-bowmans-strategy-clock</a></p> <p>Porter's generic strategies – study note  <a href="http://www.tutor2u.net/business/reference/porters-generic-strategies-for-competitive-advantage">http://www.tutor2u.net/business/reference/porters-generic-strategies-for-competitive-advantage</a></p> <p>Video – Strategy clock summary</p> <ul style="list-style-type: none"> <li>• Tutor2U - Presentation - Generic strategies  <a href="http://www.tutor2u.net/business/presentations/strategy/generic-strategies/default.html">http://www.tutor2u.net/business/presentations/strategy/generic-strategies/default.html</a></li> <li>• Marketing teacher.com – Bowman's Strategic Clock  <a href="http://www.marketingteacher.com/bowmans-strategy-clock/">http://www.marketingteacher.com/bowmans-strategy-clock/</a>  (lesson &amp; activity)</li> </ul>	3.8 Assessment
Study Leave				
Christmas Break				
Mock Exam				
	<b>3.9 Strategic methods: how to pursue strategies</b> <p><b>3.9.1 Assessing a change in scale</b></p>		<p>Economies and diseconomies of scale – revision presentation  <a href="http://www.tutor2u.net/economics/reference/economies-and-diseconomies-of-scale-revision-presentation">http://www.tutor2u.net/economics/reference/economies-and-diseconomies-of-scale-revision-presentation</a></p> <p>Back to back squared – diseconomies of scale activity</p>	AS and A2 Assessment point

<p>4 weeks</p>	<ul style="list-style-type: none"> <li>• The reasons why businesses grow or retrench</li> <li>• The difference between organic and external growth</li> <li>• How to manage and overcome the problems of growth or retrenchment</li> <li>• The impact of growth or retrenchment on the functional areas of a business Assessing methods of types of growth</li> </ul>	<ul style="list-style-type: none"> <li>• Types of growth to include organic and external</li> <li>• Issues with growth should include economies of scale (including technical, purchasing and managerial), economies of scope, diseconomies if scale, the experience curve, synergy and overtrading</li> <li>• Issues with managing growth should include Greiner's model of growth</li> <li>• Methods of growth to include mergers, takeovers, ventures, franchising</li> <li>• Types of growth to include vertical (backward and forward), horizontal and conglomerate integration</li> </ul>	<p>Diseconomies with Mickey Mouse <a href="http://www.tutor2u.net/business/blog/diseconomies-with-mickey-mouse">http://www.tutor2u.net/business/blog/diseconomies-with-mickey-mouse</a></p> <p>Video – Greiner's model of growth</p> <p>Takeovers and mergers – revision presentation <a href="http://www.tutor2u.net/business/reference/takeovers-and-mergers-revision-video">http://www.tutor2u.net/business/reference/takeovers-and-mergers-revision-video</a></p> <ul style="list-style-type: none"> <li>• Tutor2U - Presentation - Business growth <a href="http://www.tutor2u.net/business/presentations/strategy/businessgrowth/default.html">http://www.tutor2u.net/business/presentations/strategy/businessgrowth/default.html</a> (covers internal &amp; external, mergers, acquisitions, etc.)</li> <li>• Youtube clip - Stages of Business Growth <a href="http://www.youtube.com/watch?v=G2uwHXEAB7o">http://www.youtube.com/watch?v=G2uwHXEAB7o</a></li> <li>• Tutor2U - Presentation - The motives for Takeovers &amp; Mergers and how these link with corporate strategy <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-motives-for-takeovers-and-mergers">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-motives-for-takeovers-and-mergers</a></li> <li>• Tutor2U - Presentation - Acquisitions <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-acquisitions">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-acquisitions</a></li> <li>• Educational Portal clip – Corporate expansion: mergers &amp; acquisitions <a href="http://education-portal.com/academy/lesson/corporate-expansion-mergers-and-acquisitions.html#lesson">http://education-portal.com/academy/lesson/corporate-expansion-mergers-and-acquisitions.html#lesson</a></li> <li>• Educational Portal clip – Franchise: opportunities &amp; challenges <a href="http://education-portal.com/academy/lesson/franchises-opportunities-and-challenges.html#lesson">http://education-portal.com/academy/lesson/franchises-opportunities-and-challenges.html#lesson</a></li> <li>• BBC Learning Zone Clip – Exploring the franchise business model(5.13) <a href="http://www.bbc.co.uk/education/clips/zx7987h">http://www.bbc.co.uk/education/clips/zx7987h</a></li> <li>• Tutor2U - Presentation - Improving cash flow (slides 11 &amp; 12 cover 'Overtrading' <a href="http://www.slideshare.net/tutor2u/improving-cash-flow">http://www.slideshare.net/tutor2u/improving-cash-flow</a></li> <li>• Tutor2U - Revision presentation - Retrenchment <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-retrenchment">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-retrenchment</a></li> <li>• Mindtools (www.mindtools.com) The Greiner Curve <a href="http://www.mindtools.com/pages/article/newLDR_87.htm">http://www.mindtools.com/pages/article/newLDR_87.htm</a></li> <li>• YouTube - Business Skills Tutorial: How growth drives</li> </ul>	
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			<p>change (4:38m) <a href="http://www.youtube.com/watch?v=Rth18GeBaa0">http://www.youtube.com/watch?v=Rth18GeBaa0</a> (excellent clip explaining clearly the Greiner Curve)</p> <ul style="list-style-type: none"> <li>• Tutor2U - Growth for firms <a href="http://tutor2u.net/economics/revision-notes/a2-micro-growth-of-firms.html">http://tutor2u.net/economics/revision-notes/a2-micro-growth-of-firms.html</a></li> <li>• Business Review magazine - Volume 19 - Number 2 'The urge to demerge'</li> <li>• Business Review magazine - Volume 20 - Number 2 'Conglomerates &amp; emerging markets'</li> </ul>			
1 week	<p><b>3.9.2 Assessing innovation</b></p> <ul style="list-style-type: none"> <li>• The pressures of innovation</li> <li>• The value of innovation</li> <li>• The ways of becoming an innovative organization</li> <li>• How to protect innovation and intellectual property</li> <li>• The impact of an innovation strategy on the functional areas of a business</li> </ul>	<ul style="list-style-type: none"> <li>• Types of innovation should include product and process innovation</li> <li>• Ways of becoming innovative include Kaizen. Research and development, intrapreneurship and benchmarking</li> <li>• Ways of protecting intellectual property include patents and copyrights</li> </ul>	<p>Kaizen toast – Teacher led Kaizen activity</p> <p>What is benchmarking – study note <a href="http://www.tutor2u.net/business/reference/what-is-benchmarking">http://www.tutor2u.net/business/reference/what-is-benchmarking</a></p> <ul style="list-style-type: none"> <li>• Youtube clip - Business model innovation (8:22m) <a href="http://www.youtube.com/watch?v=B4ZSGQW0UMI">http://www.youtube.com/watch?v=B4ZSGQW0UMI</a> (excellent clip)</li> <li>• Tutor2U - Revision presentation - Innovation <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-innovation">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-innovation</a></li> <li>• BBC News - Patent wars: Stripping the iPhone bare (3:33m) <a href="http://www.bbc.co.uk/news/technology-17040699">http://www.bbc.co.uk/news/technology-17040699</a></li> <li>• Tutor2U - Revision presentation - Protecting a business idea <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-protecting-a-startups-business-idea">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-protecting-a-startups-business-idea</a></li> <li>• Youtube clip - Kate Keene and the continuous improvement (10:05m) <a href="http://www.youtube.com/watch?v=KHxi4T_DboU">http://www.youtube.com/watch?v=KHxi4T_DboU</a> (excellent clip on Kaizen)</li> <li>• Business Review magazine - Volume 15 - Number 3 'Innovation - The heart of business success'</li> </ul>			
1 week						
1 week						
1 week						
Lent Half term – 2 weeks to continue 3.9.2 after break						
	<b>3.9.3 Assessing internationalisation</b>					

1 week	<ul style="list-style-type: none"> <li>• Reasons for targeting, operating and trading with international markets</li> <li>• Factors influencing the attractiveness of international markets</li> </ul>	<ul style="list-style-type: none"> <li>• Methods of entering international markets include export, licensing, alliances and direct investment</li> <li>• Decisions regarding producing overseas include off-shoring and re-shoring</li> </ul>	<p>China aspires to IKEA – video and student activity</p> <p>Trunki – reshoring video</p> <p>Hornby – reshoring video</p> <p>Sainsbury’s strategic direction – student activity which also re-caps Year 1 content on understanding markets</p>	
1 week	<ul style="list-style-type: none"> <li>• Reasons for producing more and sourcing more resources abroad</li> <li>• Ways of entering international markets and value of different methods</li> </ul>	<ul style="list-style-type: none"> <li>• Targeting overseas markets may include being a multinational</li> <li>• Managing international business including Bartlett and Ghosal’s international, multi-domestic, transnational and global strategies</li> </ul>	<ul style="list-style-type: none"> <li>• YouTube clip (as an introduction) – McDonalds Global Strategy <a href="https://www.youtube.com/watch?v=OCG7ScRP1ws">https://www.youtube.com/watch?v=OCG7ScRP1ws</a> (4:29m)</li> <li>• Tutor2U - Presentation - Global strategy <a href="http://www.tutor2u.net/business/presentations/strategy/global/default.html">http://www.tutor2u.net/business/presentations/strategy/global/default.html</a></li> <li>• Tutor2U - Presentation - International marketing <a href="http://www.tutor2u.net/business/presentations/marketing/internationalmarketing/default.html">http://www.tutor2u.net/business/presentations/marketing/internationalmarketing/default.html</a></li> </ul>	
1 week	<ul style="list-style-type: none"> <li>• Influences on buying, selling and producing abroad</li> <li>• Managing international business including pressures for local responsiveness and pressures for cost reduction</li> </ul>		<ul style="list-style-type: none"> <li>• Educational Portal clip - International business expansion methods <a href="http://education-portal.com/academy/lesson/international-business-expansion-methods.html#lesson">http://education-portal.com/academy/lesson/international-business-expansion-methods.html#lesson</a></li> <li>• Educational Portal – Managing in International Companies <a href="http://education-portal.com/academy/lesson/managing-in-international-companies.html#lesson">http://education-portal.com/academy/lesson/managing-in-international-companies.html#lesson</a></li> <li>• Educational Portal clip – Internationalization &amp; Globalisation of businesses <a href="http://education-portal.com/academy/lesson/internationalization-globalization-of-businesses.html#lesson">http://education-portal.com/academy/lesson/internationalization-globalization-of-businesses.html#lesson</a></li> </ul>	
1 week	<ul style="list-style-type: none"> <li>• The impact on internationalisation for the functional areas of the business</li> </ul>		<ul style="list-style-type: none"> <li>• YouTube clip – Strategy and structure of MNC <a href="http://www.powershow.com/view/14c7ca-Y2Q50/STRATEGY_AND_STRUCTURE_OF_MNC_powerpoint_ppt_presentation">http://www.powershow.com/view/14c7ca-Y2Q50/STRATEGY_AND_STRUCTURE_OF_MNC_powerpoint_ppt_presentation</a> (includes Bartlett &amp; Ghosal’s international strategies)</li> <li>• YouTube clip - Theo’s Adventure Capitalists - Brazil 1 of 4 - BBC Documentary(10.55) <a href="http://www.youtube.com/watch?v=a8iHhYlJ6Xw">http://www.youtube.com/watch?v=a8iHhYlJ6Xw</a> (entire series available on Youtube. Covering doing business in Brazil, India &amp; Vietnam)</li> <li>• Business Review magazine - Volume 20 - Number 3 ‘Topshop and Zara in China: why strategy matters’</li> <li>• Business Review magazine - Volume 19 - Number 4 ‘Doing business in emerging markets’</li> <li>• Business Review magazine - Volume 19 - Number 2</li> </ul>	

			<p>'Africa - Less guilt, more action'</p> <ul style="list-style-type: none"> <li>• Business Review magazine - Volume 18 - Number 2</li> </ul> <p>'Postcard from Dubai'</p> <ul style="list-style-type: none"> <li>• Business Review magazine - Volume 16 - Number 3</li> </ul> <p>'Globalisation - A new world order?'</p>	
Easter Holidays – 1 week to complete 3.9.3				
2 weeks	<p><b>3.9.4 Assessing greater use of digital technology</b></p> <ul style="list-style-type: none"> <li>• The pressures to adopt digital technology</li> <li>• The value of digital technology</li> <li>• The impact of digital technology on the functional areas of a business</li> </ul>	<ul style="list-style-type: none"> <li>• Digital technology should include e-commerce, big data, data mining and enterprise resource planning (ERP)</li> </ul>	<p>Big data– FT video</p> <ul style="list-style-type: none"> <li>• BBC Learning zone clip - The online business (4:17m) <a href="http://www.bbc.co.uk/learningzone/clips/the-online-business/11368.html">http://www.bbc.co.uk/learningzone/clips/the-online-business/11368.html</a></li> <li>• Educational Portal clip – Technology's impact on marketing and marketers <a href="http://education-portal.com/academy/lesson/technologys-impact-on-marketing-and-marketers.html#lesson">http://education-portal.com/academy/lesson/technologys-impact-on-marketing-and-marketers.html#lesson</a></li> <li>• Tutor2U – Hand-out – ebusiness marketing – promoting a business online (introduction) <a href="http://www.tutor2u.net/ebusiness/ebusiness-marketing-promotion-introduction.html">http://www.tutor2u.net/ebusiness/ebusiness-marketing-promotion-introduction.html</a></li> <li>• Educational Portal clip – ebusiness enhanced and ebusiness enabled organizations <a href="http://education-portal.com/academy/lesson/e-business-enhanced-and-e-business-enabled-organizations.html#lesson">http://education-portal.com/academy/lesson/e-business-enhanced-and-e-business-enabled-organizations.html#lesson</a></li> </ul>	3.9 Assessment
3 weeks REVISION				
Summer half term – leave for Study leave/exams				
Lyndsey Gater's Scheme of work				
Winter Term				
2 weeks	<p><b>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</b></p> <ul style="list-style-type: none"> <li>• How to assess the financial performance of a business using balance sheets, income statements and financial ratios</li> </ul>	<p>Financial ratio analysis to include</p> <ul style="list-style-type: none"> <li>• Profitability (ROCE)</li> <li>• Liquidity (current ratio)</li> <li>• Gearing</li> <li>• Efficiency ratios: payables days, receivables days, inventory turnover</li> <li>• Data may be analysed over time or in comparison with other businesses</li> </ul>	<p>What Happened Next – Balance sheet activity</p> <p>The Accountant – Income statement activity</p> <p>Balance Sheet – Revision quiz <a href="http://www.tutor2u.net/business/reference/swot-analysis">http://www.tutor2u.net/business/reference/swot-analysis</a></p> <p>Using financial accounts to assess business performance – Study note <a href="http://www.tutor2u.net/business/reference/using-financial-accounts-to-assess-business-performance">http://www.tutor2u.net/business/reference/using-financial-accounts-to-assess-business-performance</a></p>	

<p>2 weeks</p>	<ul style="list-style-type: none"> <li>The value of financial ratios when assessing performance</li> </ul>		<ul style="list-style-type: none"> <li>Youtube clip (from clipvid 1.38) – What is a balance sheet? <a href="http://www.youtube.com/watch?v=ixCPM5HznRU&amp;feature=player_embedded">http://www.youtube.com/watch?v=ixCPM5HznRU&amp;feature=player_embedded</a></li> <li>Tutor2U – Presentation – Balance sheet basics <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-balance-sheet-basics">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-balance-sheet-basics</a></li> <li>Bee business bee youtube clip, income statements (6.21)</li> <li><a href="https://www.youtube.com/watch?v=u54Rvg9dewI">https://www.youtube.com/watch?v=u54Rvg9dewI</a></li> <li>Tutor2U – Presentation – Income Statement basics <a href="http://www.slideshare.net/tutor2u/income-statement-basics?gid=1710b357-3cb8-44f7-874f-49c8d611deca&amp;v=default&amp;b=&amp;from_search=3">http://www.slideshare.net/tutor2u/income-statement-basics?gid=1710b357-3cb8-44f7-874f-49c8d611deca&amp;v=default&amp;b=&amp;from_search=3</a></li> <li>Tutor2U – Presentation – Liquidity ratios <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-liquidity-ratios">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-liquidity-ratios</a></li> <li>Tutor2U – Presentation – Profitability ratios <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-profitability-ratios">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-profitability-ratios</a></li> <li>Tutor2U – Presentation – Financial efficiency ratios <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-financial-efficiency-ratios">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-financial-efficiency-ratios</a></li> <li>Tutor2U – Presentation – Shareholder ratios <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-shareholder-ratios">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-shareholder-ratios</a></li> <li>Tutor2U – Presentation – Balanced scorecard <a href="http://www.tutor2u.net/business/presentations/strategy/balancedscorecard/default.html">http://www.tutor2u.net/business/presentations/strategy/balancedscorecard/default.html</a></li> <li>Mindtools (www.mindtools.com) – The Triple Bottom line <a href="http://www.mindtools.com/pages/article/newSTR_79.htm">http://www.mindtools.com/pages/article/newSTR_79.htm</a></li> </ul>	
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			<ul style="list-style-type: none"> <li>• Business Review magazine – Volume 17 – Number 3 ‘Manchester United’s gearing crisis’</li> <li>• Business Review magazine – Volume 17 – Number 1 ‘Mulberry – Balance Sheets and Alexa Chung’</li> </ul>	
3 week	<p><b>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</b></p> <ul style="list-style-type: none"> <li>• How to analyse data other than financial statements to assess the strengths and weaknesses of a business</li> <li>• The importance of core competencies</li> <li>• Assessing short and long-term performance</li> <li>• The value of different measures of assessing business performance</li> </ul>	<ul style="list-style-type: none"> <li>• Data other than financial statements should include operations, human resource and marketing data</li> <li>• Methods of assessing performance to include Kaplan and Norton’s Balance Scorecard model and Elkington’s Triple Bottom Line (Profit, People and Planet)</li> </ul>	<p>Video – Robert Kaplan, the Balance Scorecard</p> <p>Video – Nova Nordisk, the triple bottom line</p> <p>Southwest Airlines – 2013 triple bottom line report</p> <p>The economist – triple bottom line</p> <ul style="list-style-type: none"> <li>• Tutor2U – Presentation – Measuring workforce effectiveness <a href="http://www.slideshare.net/tutor2u/hrm-workforce-effectiveness">http://www.slideshare.net/tutor2u/hrm-workforce-effectiveness</a></li> <li>• Tutor2U – Presentation – Short Run &amp; Long Run <a href="http://www.tutor2u.net/business/presentations/strategy/shortrun/default.html">http://www.tutor2u.net/business/presentations/strategy/shortrun/default.html</a></li> <li>• YouTube clip – Triple Bottom Line: the science of good business <a href="http://www.youtube.com/watch?v=2f5m-jBf81Q">http://www.youtube.com/watch?v=2f5m-jBf81Q</a></li> </ul>	
<b>October Half term</b>				
2 weeks	<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>• The impact of changes in the political and legal environment on strategic and functional decision making</li> </ul>	<ul style="list-style-type: none"> <li>• 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 environment legislation.</li> <li>• The impact of UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and</li> </ul>	<p>Business Legislation – Revision presentation <a href="http://www.tutor2u.net/business/blog/revision-presentation-business-legislation">http://www.tutor2u.net/business/blog/revision-presentation-business-legislation</a></p> <p>Is the sugar tax a threat to business? – blog <a href="http://www.tutor2u.net/business/blog/is-the-sugar-tax-a-threat-to-business">http://www.tutor2u.net/business/blog/is-the-sugar-tax-a-threat-to-business</a></p> <ul style="list-style-type: none"> <li>• Tutor2U – Revision presentation – Business Legislation <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-business-legislation">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-business-legislation</a></li> <li>• Business Review magazine – Volume 19 – Number 1 ‘Supply-side myths – From policy to evaluation’</li> <li>• Business Review magazine – Volume 18 – Number 3 ‘Regulation is needed’</li> </ul>	



Christmas Holidays				
Mock Exams				
	<p><b>3.10 Managing strategic change</b></p> <p><b>3.10.1 Managing change</b></p>			
1 week	<ul style="list-style-type: none"> <li>Causes and pressures for change</li> <li>The value of change</li> </ul>	<ul style="list-style-type: none"> <li>Types of change include internal, external, incremental and disruptive change</li> </ul>	<p>Video – John Kotter, resistance to change</p> <p>All change at Broake shoes – student activity</p>	
1 week	<ul style="list-style-type: none"> <li>The value of a flexible organisation</li> <li>The value of managing information and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Managing change should include Lewin's force field analysis</li> <li>Flexible organisations include restructuring, delayering, flexible employment contracts, organic structures v mechanistic, knowledge and information management</li> </ul>	<p>Change management – revision video  <a href="http://www.tutor2u.net/business/reference/change-management-revision-video">http://www.tutor2u.net/business/reference/change-management-revision-video</a></p>	
2week	<ul style="list-style-type: none"> <li>Barriers to change How to overcome barriers to change</li> </ul>	<ul style="list-style-type: none"> <li>Kotter and Schlesinger's four reasons for resistance to change</li> <li>Kotter and Schlesinger's six ways of overcoming resistance to change</li> </ul>	<p>Force Field Analysis study note  <a href="http://www.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model">http://www.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model</a></p> <ul style="list-style-type: none"> <li>YouTube clip – What is change management? (3:27m)  <a href="https://www.youtube.com/watch?v=__lIYNMdv9E&amp;feature=kp">https://www.youtube.com/watch?v=__lIYNMdv9E&amp;feature=kp</a></li> <li>Tutor2U – Presentation – Change management  <a href="http://www.slideshare.net/tutor2u/change-management-12289603">http://www.slideshare.net/tutor2u/change-management-12289603</a></li> <li>Educational Portal clip – How internal and external factors drive organizational change  <a href="http://education-portal.com/academy/lesson/how-internal-and-external-factors-drive-organizational-change.html#lesson">http://education-portal.com/academy/lesson/how-internal-and-external-factors-drive-organizational-change.html#lesson</a></li> <li>BBC Learning Zone clip – Crisis management in business(6.08)  <a href="http://www.bbc.co.uk/learningzone/clips/crisis-management-in-business/12256.html">http://www.bbc.co.uk/learningzone/clips/crisis-management-in-business/12256.html</a></li> <li>Educational Portal clip – The Planned change process  <a href="http://education-portal.com/academy/lesson/the-planned-change-process.html#lesson">http://education-portal.com/academy/lesson/the-planned-change-process.html#lesson</a></li> <li>Educational Portal clip – Lewins' 3 stage model of change  <a href="http://education-portal.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html#lesson">http://education-portal.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html#lesson</a></li> <li>Educational Portal clip – Kurt Lewins' Force Field Analysis Change Model  <a href="http://education-portal.com/academy/lesson/kurt-lewins-force-field-analysis-change-model.html#lesson">http://education-portal.com/academy/lesson/kurt-lewins-force-field-analysis-change-model.html#lesson</a></li> <li>Education Portal clip – Kotter's 8 step change model of management  <a href="http://education-portal.com/academy/lesson/kotters-8-step-change-model-of-management.html#lesson">http://education-portal.com/academy/lesson/kotters-8-step-change-model-of-management.html#lesson</a></li> </ul>	

			<ul style="list-style-type: none"> <li>• Educational Portal clip – Applying Kotter’s 8 step change model <a href="http://education-portal.com/academy/lesson/applying-kotters-8-step-change-model.html#lesson">http://education-portal.com/academy/lesson/applying-kotters-8-step-change-model.html#lesson</a></li> <li>• <a href="http://beta.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model">http://beta.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model</a></li> <li>• Business Review magazine - Volume 20 - Number 1 ‘The return of privatisation’</li> <li>• Business Review magazine - Volume 18 - Number 3 ‘Crisis management - The last resort’</li> <li>• Business Review magazine - Volume 18 - Number 2 ‘British Airways - Managing change in a competitive market place’</li> <li>• Business Review magazine - Volume 18 - Number 2 ‘Leading people through change’</li> <li>• Business Review magazine - Volume 17 - Number 4 ‘Adapting in the airline industry’</li> <li>• Business Review magazine - Volume 16 - Number 4 ‘Resistance to change’</li> <li>• Business Review magazine - Volume 16 - Number 3 ‘Internal forces causing business change’</li> <li>• Tutor2U - Revision presentation - Delayering <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-delayering">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-delayering</a></li> <li>• Educational Portal clip – Organisational downsizing – Definition, strategies and Business impacts <a href="http://education-portal.com/academy/lesson/e-business-enhanced-and-e-business-enabled-organizations.html#lesson">http://education-portal.com/academy/lesson/e-business-enhanced-and-e-business-enabled-organizations.html#lesson</a></li> <li>• Undercover Boss (UK) - Series 2 - Episode 5 - Viridor (CEO meets with temporary worker and discuss the pros &amp; cons of using temporary contracts. Show from 25:11 to 30:00, 37:57 to 38:13 &amp; 40:28 to 41:35. Duration approx 9m)</li> <li>• <a href="http://www.channel4.com/programmes/undercover-boss/on-demand/48666-005">http://www.channel4.com/programmes/undercover-boss/on-demand/48666-005</a></li> <li>• Business Review magazine - Volume 17 - Number 3 ‘Part-time and flexible working - A new approach’</li> <li>• Business Review magazine - Volume 16 - Number 4 ‘Charles Handy’s shamrock organisation’</li> </ul>	
2 weeks	<b>3.10.2 Managing organisational culture</b> <ul style="list-style-type: none"> <li>• The importance of organisational culture</li> <li>• The influences on organisational culture</li> <li>• The reasons for and</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural models should include Handy’s task culture, role culture, power culture and person culture</li> <li>• Hofstede’s national</li> </ul>	<p>Hofstede national cultures – video resource</p> <p>Models of organisational culture, Handy – study note <a href="http://www.tutor2u.net/business/reference/models-of-organisational-culture-handy">http://www.tutor2u.net/business/reference/models-of-organisational-culture-handy</a></p>	

	problems of changing organisational culture	cultures	<ul style="list-style-type: none"> <li>Tutor2U – Hand-out – Corporate culture – Types of culture <a href="http://www.tutor2u.net/business/strategy/culture-types.html">http://www.tutor2u.net/business/strategy/culture-types.html</a></li> <li>Tutor2U – Presentation – Business Culture <a href="http://www.slideshare.net/tutor2u/business-strategy-and-culture">http://www.slideshare.net/tutor2u/business-strategy-and-culture</a></li> <li>Educational Portal – Hofstede’s cultural dimensions theory <a href="http://education-portal.com/academy/lesson/hofstedes-cultural-dimensions-theory.html#lesson">http://education-portal.com/academy/lesson/hofstedes-cultural-dimensions-theory.html#lesson</a></li> <li>YouTube clip – Hofstede’s Model on Cultural Dimensions(5.35) <a href="https://www.youtube.com/watch?v=ITY6LH9WdZ4">https://www.youtube.com/watch?v=ITY6LH9WdZ4</a></li> <li>YouTube clip – Geert Hofstede – The recent discovery about cultural differences(29.35) <a href="https://www.youtube.com/watch?v=LBv1wLuY3Ko">https://www.youtube.com/watch?v=LBv1wLuY3Ko</a></li> <li>Business Review magazine - Volume 19 - Number 4 ‘Culture’</li> <li>Business Review magazine - Volume 19 - Number 4 ‘Charles Handy’</li> </ul>	
February Half Term				
1 weeks	<b>3.10.3 Managing strategic implementation</b> <ul style="list-style-type: none"> <li>How to implement strategy effectively</li> <li>The value of leadership in strategic implementation</li> <li>The value of communications in strategic implementation</li> <li>The importance of Organisational structure in strategic implementation</li> <li>The value of network analysis in strategic implementation</li> </ul>	<ul style="list-style-type: none"> <li>Organisational structures to include functional, product based, regional and matrix structures</li> <li>Network analysis to include understanding and interpreting network diagrams, amendment of network diagrams and identifying the critical path and total float</li> </ul>	<p>Matrix structures – study note <a href="http://www.tutor2u.net/business/reference/matrix-structures">http://www.tutor2u.net/business/reference/matrix-structures</a></p> <p>Critical cocktails – network analysis</p> <p>Managing a night out – network analysis</p> <p>The Big Breakfast – network analysis</p> <ul style="list-style-type: none"> <li>Tutor2U - Presentation - Strategic planning <a href="http://www.tutor2u.net/business/presentations/strategy/strategi cplanning/default.html">http://www.tutor2u.net/business/presentations/strategy/strategi cplanning/default.html</a></li> <li>Tutor2U - Presentation - Corporate planning &amp; strategy <a href="http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-corporate-planning-and-strategy">http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-corporate-planning-and-strategy</a></li> <li>Educational Portal clip - The Strategic management process <a href="http://education-portal.com/academy/lesson/the-strategic-management-process.html#lesson">http://education-portal.com/academy/lesson/the-strategic-management-process.html#lesson</a></li> <li>Educational Portal clip – Strategy and organizational structure <a href="http://education-portal.com/academy/lesson/strategy-and-organizational-structure.html#lesson">http://education-portal.com/academy/lesson/strategy-and-organizational-structure.html#lesson</a></li> <li>Educational Portal clip – Setting business department</li> </ul>	
2 week				

			<p>goals <a href="http://education-portal.com/academy/lesson/setting-business-department-goals.html#lesson">http://education-portal.com/academy/lesson/setting-business-department-goals.html#lesson</a></p> <ul style="list-style-type: none"> <li>• Educational Portal clip – Types of contemporary organisational designs: matrix, teams &amp; network designs <a href="http://education-portal.com/academy/lesson/types-of-contemporary-organizational-designs-matrix-team-network-designs.html#lesson">http://education-portal.com/academy/lesson/types-of-contemporary-organizational-designs-matrix-team-network-designs.html#lesson</a></li> <li>• Educational Portal clip – Organisational size impacts on structure and design of an organisation <a href="http://education-portal.com/academy/lesson/organizational-size-impacts-on-structure-and-design-of-an-organization.html#lesson">http://education-portal.com/academy/lesson/organizational-size-impacts-on-structure-and-design-of-an-organization.html#lesson</a></li> <li>• Tutor2 U – Presentation – Critical path analysis <a href="http://www.slideshare.net/tutor2u/critical-path-analysis-10762045">http://www.slideshare.net/tutor2u/critical-path-analysis-10762045</a></li> <li>• Tutor2U – Hand-out – Critical path <a href="http://www.tutor2u.net/business/production/critical-path-analysis.htm">http://www.tutor2u.net/business/production/critical-path-analysis.htm</a></li> <li>• Bee business bee youtube clip CPA (11.43)</li> <li>• <a href="https://www.youtube.com/watch?v=-EqWGSdQSVI">https://www.youtube.com/watch?v=-EqWGSdQSVI</a></li> </ul>	
3 weeks	<p><b>3.10.4 Problems with strategy and why strategies fail</b></p> <ul style="list-style-type: none"> <li>• Difficulties of strategic decision making and implementing strategy</li> <li>• Planned v emergent strategy</li> <li>• Reasons for strategic drift</li> <li>• The possible effect of the divorce between ownership and control</li> <li>• Evaluating strategic performance</li> <li>• The value of strategic planning</li> <li>• The value of contingency planning</li> </ul>	<ul style="list-style-type: none"> <li>• The effect of the divorce between ownership and control to include corporate governance</li> </ul>	<p>10 great companies that lost their edge – discussion article</p> <p>Marks and Spencer’s fashion – where did it all go wrong – discussion article</p> <p>What is strategic drift – discussion article</p> <p>Managing risk – revision presentation  <a href="http://www.tutor2u.net/business/blog/revision-presentation-managing-risk">http://www.tutor2u.net/business/blog/revision-presentation-managing-risk</a></p> <ul style="list-style-type: none"> <li>• Educational Portal clip –Types of planning: strategic, tactical, operational &amp; contingency planning <a href="http://education-portal.com/academy/lesson/types-of-planning-strategic-tactical-operational-contingency-planning.html#lesson">http://education-portal.com/academy/lesson/types-of-planning-strategic-tactical-operational-contingency-planning.html#lesson</a></li> <li>• Tutor2U – Presentation – Strategic planning <a href="http://www.tutor2u.net/business/presentations/strategy/strategi cplanning/default.html">http://www.tutor2u.net/business/presentations/strategy/strategi cplanning/default.html</a></li> <li>• T Tutor2U – Handout – Business ownership &amp; control <a href="http://beta.tutor2u.net/economics/blog/a2-micro-ownership-and-control-in-modern-businesses">http://beta.tutor2u.net/economics/blog/a2-micro-ownership-and-control-in-modern-businesses</a></li> <li>• Business Review magazine – Volume 20 – Number 3 ‘what now for Tesco’?</li> </ul>	3.10 Assessment

			<ul style="list-style-type: none"> <li>• Business Review magazine – Volume 19 – Number 4 'Facebook's growing pains'</li> <li>• Business Review magazine – Volume 19 – Number 3 'Failure – Better than success?'</li> </ul>	
Easter Holidays – One week complete 3.10.4				
Revision				