



Curriculum Map 2019-20

Subject: **Business**

End Game: To develop a critical understanding of how organisations are run and how internal and external (A-level) factors affect their success. To develop an understanding of the Marketing Mix and how it can influence the success of a small and large business. To Understand and analyses financial information and how this is impacted by the external environment. To promote independent learning.

Skills Developed: Understanding of how businesses operate, develop students critical thinking and their writing skills.

	AP1	AP2	AP3
Year Nine	<p>The role of business enterprise and entrepreneurship, the purpose of business activity and enterprise, characteristics of an entrepreneur, the concept of risk and reward. Business planning, the purpose of planning business activity, the role, importance and usefulness of a business plan.</p> <p>Revenue, costs, profit and loss, the concept of revenue, costs and profit and loss in business and their importance in business decision-making, the different costs in operating a business, calculation of costs and revenue, calculation of profit/loss.</p>	<p>Business ownership, the features of different types of business ownership, the concept of limited liability, the suitability of differing types of ownership in different business contexts. Work on extended writing tasks (3 weeks).</p> <p>Business aims and objectives, the aims and objectives of business, how and why objectives might change as businesses evolve, why different businesses may have different objectives.</p> <p>Develop extended writing tasks (2 week).</p> <p>Stakeholders in business, the roles and objectives of internal and external stakeholder groups, the effect business activity has on stakeholders, the effect stakeholders have on business (1 week)</p> <p>Business growth, Organic growth, External growth (2 weeks).</p>	<p>The role of marketing, the purpose of marketing within business (1 week)</p> <p>Market research, the purpose of market research, primary research methods, secondary research sources, how appropriate different methods and sources of market research are for different business purposes, the use and interpretation of qualitative and quantitative data in market research (2 weeks)</p> <p>Market segmentation, the use of segmentation to target customers (1 week)</p> <p>The marketing mix, the four Ps of the marketing mix and their importance, the product, the product - stages of the product life cycle, pricing methods, promotion - point of sale, promotion – advertising (5 weeks).</p> <p>The marketing mix- place - distribution of products and services, how the four Ps of the marketing mix work together, the use of the marketing mix to inform and implement business decisions,</p>



			interpretation of market data (3 weeks)
	<p>Fertile Questions: What is more important to a business cash flow/revenue or profit? Should a business be concerned about ethics?</p>	<p>Fertile Questions: How can stakeholder objectives conflict each other? How does the type of ownership affect business decisions?</p>	<p>Fertile Questions: Which of the 4P's do customers priorities the most? How does a business's marketing mix impact consumer choice?</p>
	<p>Aims: That all students understand the role of a business and entrepreneurship. To understand the importance of business planning in setting up and running a business. To understand the difference between objectives and aims. To be able to calculate profit/revenue and costs. To be able to interpret these figures.</p>	<p>Aims: To understand and identify the different types of ownership and what affects the choice of ownership. To understand how different ownership types have different objectives/aims. To understand different types of stakeholders and how they can be classed as internal and external. To be able to decide which stakeholder is most important in certain scenarios. To understand the concept shareholder.</p>	<p>Aims: To understand the term marketing and its importance in business. To understand the different types of market research and why businesses complete it. To understand the different ways of segmenting a market and why businesses do it. To understand the four p's and how each affect consumer choice.</p>
	<p>Assessment: Every two weeks key term quiz 10 MCQ quiz In class extended writing check unit exam</p>	<p>Assessment: Every two weeks key term quiz 10 MCQ quiz In class extended writing task Ownership and stakeholder unit exam All topic to date exam</p>	<p>Assessment: Every two weeks key term quiz 10 MCQ quiz In class extended writing check Marketing end of unit exam End of year exam</p>



	AP1	AP2	AP3
Year Ten	<p>Topic:</p> <p>3.3 Communication in business Ways of communicating in a business context The importance of business communications The influence of digital communication on business activity</p> <p>3.4 Recruitment and selection Why businesses recruit The use of different recruitment methods to meet different business needs Methods of selection</p> <p>3.5 Motivation and retention Financial methods of motivation Non-financial methods of motivation The importance of employee motivation The importance of employee retention</p> <p>3.6 Training and development Different training methods Why businesses train their workers Staff development The benefits to employees and businesses of staff development</p> <p>3.7 Employment law The impact of current legislation on recruitment and employment</p>	<p>Topic:</p> <p>4.1 Production processes Different production processes and their impact on businesses The influence of technology on production and the impact on businesses</p> <p>4.2 Quality of goods and services The concept of quality Methods of ensuring quality The important of quality in both the production of products and the provision of services</p> <p>4.3 The sales process and customer service Methods of selling The influence of e-commerce on business activity The importance to a business of good customer service including after-sales service The contribution of product knowledge and customer engagement to good customer service</p> <p>4.4 Consumer law The impact of consumer law on businesses</p>	<p>Topic:</p> <p>4.5 Business location Factors influencing business location</p> <p>4.6 Working with suppliers The role of procurement The impact of logistical and supply decisions on businesses</p> <p>5.1 The role of the finance function The purpose of the finance function The influence of the finance function on business activity</p> <p>5.2 Sources of finance The reasons businesses need finance Ways of raising finance How and why different sources of finance are suitable for new and established businesses</p>
	<p>Fertile Questions:</p> <p>Which method of recruitment is better interviews or focus groups? How can the type of recruitment effect business decisions?</p>	<p>Fertile Questions:</p> <p>Do consumers care more about price or quality?</p>	<p>Fertile Questions:</p> <p>How does footfall affect a business's decision in choosing a location? How can sources of finance effect business decisions?</p>



	<p>Aims: To understand the different methods of communication. To understand the advantages and disadvantages of each type of communication method. To understand which type of communication method would be best given the scenario. To understand the recruitment process and its methods. To understand the selection process and its methods. To be able to identify which method is best given the scenario.</p>	<p>Aims: To understand the production process and the impact on a business. To understand how the production process is influenced by technology. To understand the different method of quality assurance and why it is important. To understand consumer law</p>	<p>Aims: To understand how location affects a business To understand the term supplier and how finance is effected by it. To understand sources of finance and how business ownership affects it.</p>
	<p>Assessment: Every two weeks key term quiz 15 MCQ quiz In class extended writing check Motivation, Recruitment and selection end of unit exam End of year term exam</p>	<p>Assessment: Every two weeks key term quiz 15 MCQ quiz In class extended writing check Production, quality and Consumer Law end of unit exam End of term exam</p>	<p>Assessment: Every two weeks key term quiz 15 MCQ quiz In class extended writing check Sources of Finance and Location end of unit exam End of year exam</p>
	AP1	AP2	AP3
Year Eleven	<p>Topic: 4.3 The sales process and customer service (2 weeks) Methods of selling The influence of e-commerce on business activity The importance to a business of good customer service including after-sales service The contribution of product knowledge and customer engagement to good customer service</p>	<p>Topic: 5.4 Break-even The concept of break-even Simple calculation of break-even quantity The usefulness of break-even in business decision making 5.5 Cash and cash flow The importance of cash to a business The difference between cash and profit The usefulness of cash flow forecasting to a business Completion of cash flow forecasts</p>	<p>Topic: 7. The interdependent nature of business <ul style="list-style-type: none"> ● the interdependent nature of business operations, finance, marketing and human resources within a business context ● how these interdependencies underpin business decision-making ● the impact of risk and reward on business activity ● the use of financial information in measuring and understanding </p>



	<p>4.4 Consumer law (1 week) The impact of consumer law on businesses</p> <p>4.5 Business location (1 week) Factors influencing business location</p> <p>4.6 Working with suppliers The role of procurement The impact of logistical and supply decisions on businesses</p> <p>5.1 The role of the finance function (1 week) •The purpose of the finance function •The influence of the finance function on business activity</p> <p>5.2 Sources of finance (2 week) The reasons businesses need finance Ways of raising finance How and why different sources of finance are suitable for new and established businesses</p> <p>5.3 Revenue, costs, profit and loss The concept of revenue, costs and profit and loss in business and their importance in business decision-making The different costs in operating a business Calculation of costs and revenue Calculation of profit/loss Calculation and interpretation of profitability ratios Calculation and interpretation of average rate of return</p>	<p>6.1 Ethical and environmental considerations •Ethical considerations and their impact on businesses Environmental considerations and their impact on businesses</p> <p>6.2 The economic climate •The economic climate and its impact on businesses</p> <p>6.3 Globalisation •The concept of globalisation •The impact of globalisation on businesses</p>	<p>business performance and decision-making</p> <p>Revision</p>
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	<p>Fertile Questions: What is more important, quality or price? What is more important to a business cash flow/revenue or profit?</p>	<p>Fertile Questions: Why is cash king? How can different types of costs affect a business? How are businesses interdependent on each other? What is PESTLE and how does it help a business make decisions?</p>	<p>Fertile Questions: How can a business measure risk? Why is risk an important part in business decisions? Can risk deter investors in investing into a business?</p>
	<p>Aims: To understand the importance of offering a high customer service. To understand how consumer law impacts a business To understand how finance affect a business and the location. To understand sources of finance and how they differ depending on ownership type</p>	<p>Aims: To understand how to conduct a break-even chart To understand the different types of costs To understand and to be able to conduct a cash flow forecast and its importance in a business. To understand the importance of being ethical and how it can impact a business. To understand the economic climate and reasons for globalization.</p>	<p>Aims: To understand interdependences of a business. To develop students writing skills</p>
	<p>Assessment: Mock Exam Key term quizzes 15 MCQ every two weeks Case Studies Extended writing check End of unit exam</p>	<p>Assessment: Mock Exam Key term quizzes 15 MCQ every two weeks Case Studies Extended writing check End of unit exam</p>	<p>Assessment: Mock Exam Key term quizzes 15 MCQ every two weeks Case Studies Extended writing check End of unit exam Revision exam GCSE</p>



	AP1	AP2	AP3
Year Twelve	<p>What is business (2 weeks 3 hours) To understand why businesses exist To understand the relationship between mission and objectives To examine common business objectives To understand why businesses set objectives To understand the measurement and importance of profit.</p> <p>Understanding different business forms (7 hours) To understand reasons for choosing different forms of business and for changing business form (2 hours) To understand the role of shareholders and why they invest and To learn about influences on share price and the significance of share price changes (2 hours) The effects of ownership on mission, objectives, decisions and performance (2 hours)</p> <p>Understanding that businesses operate within an external environment (4 hours) To understand how the external environment can affect costs and demand Factors influencing costs and demand to include the effect of: competition market conditions incomes interest rates</p>	<p>Decision making to improve marketing performance (4 weeks 3 hours) Assessment (1 hour) Decision making to improve operational performance (3 weeks) Setting operational objectives The value of setting operational objectives External and internal influences on operational objectives and decisions Analysing operational performance Interpretation of operations data Calculation of operations data The use of data in operational decision making and planning Increasing efficiency and productivity 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</p>	<p>Managing inventory and supply chains (1 week) 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 and the amount of inventory held Influences on the choice of suppliers How to manage the supply chain effectively and</p> <p>Decision making to improve financial performance (19 hours) Setting financial objectives: the concept of a return on investment an understanding of the proportion of long-term funding that is debt. To understand the value of setting financial objectives To understand the distinction between cash flow and profit To understand the distinction between gross profit, operating profit and profit for the year To learn about revenue, costs and profit objectives To learn about cash flow objectives To learn about objectives for investment (capital expenditure) levels To learn about capital structure objectives</p>



	<p>demographic factors Environmental issues and fair trade.</p> <p>Assessment (1hour) Managers, leadership and decision making (2 weeks 2 hours)</p> <p>To understand what managers do The role of managers should include: setting objectives analysing leading making decisions Reviewing.</p> <p>To be aware of types of management and leadership styles and influences on these</p> <p>Theories of management and leadership styles should include: the Tannenbaum Schmidt continuum The Blake Mouton grid.</p> <p>To understand the effectiveness of different styles of management and leadership</p> <p>Understanding management decision making To learn about the value of decision making based on data (scientific decision making) and on intuition</p> <p>Scientific decision-making should include understanding and interpreting decision trees and</p>	<p>Decision making to improve operational performance Improving quality (1 week)</p> <p>The importance of quality Methods of improving quality The benefits and difficulties of improving quality The consequences of poor quality efficiently and the value of this The value of outsourcing</p>	<p>To understand external and internal influences on financial objectives and decisions</p> <p>Analysing financial performance: Analysing budgets should include variance analysis and adverse and favourable variances.</p> <p>Break-even analysis should include: Break-even output margin of safety contribution per unit total contribution.</p> <p>Analysing profitability should include the following ratio analysis: gross profit profit from operations profit for the year.</p> <p>Analysing timings of cash flow should include an understanding of payables and receivables.</p> <p>Making financial decisions: sources of finance Sources of finance should include: debt factoring overdrafts retained profits share capital loans venture capital.</p> <p>Making financial decisions: improving cash flow and profits: You should be able to assess ways of improving cash flow.</p>
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	<p>calculating expected value and net gains.</p> <p>To understand the use and value of decision trees in decision making</p> <p>Decision making to include an understanding of:</p> <ul style="list-style-type: none"> risks rewards uncertainty Opportunity costs. <p>To understand the influences on decision making</p> <ul style="list-style-type: none"> mission objectives ethics the external environment including competition resource constraints. <p>Understanding the role and importance of stakeholders</p> <p>To learn about considering stakeholders’ needs when making decisions</p> <p>Stakeholder mapping stakeholder power and interest.</p> <p>To learn about stakeholder needs and the possible overlap and conflict of these needs</p> <p>To understand influences on the relationship with stakeholders</p> <p>To learn about how to manage the relationship with different stakeholders</p> <p>Managing the relationship with different stakeholders includes communication and consultation.</p>		<p>You should be able to assess ways of improving profitability.</p> <p>Decision making to improve human resource performance (18 hours)</p> <p>Human resource objectives include:</p> <ul style="list-style-type: none"> employee engagement and involvement talent development training diversity alignment of values number, skills and location of employees. <p>Influences on human resource objectives such as soft and hard Human Resource Management (HRM) approaches.</p> <p>Analysing human resource performance</p> <p>Calculate and interpret:</p> <ul style="list-style-type: none"> labour turnover and retention rates labour productivity employee costs as percentage of turnover labour cost per unit. <p>Making human resource decisions: improving organisational design and managing the human resource flow:</p> <ul style="list-style-type: none"> Job design to include Hackman and Oldham’s model Decisions relating to organisational design include: authority
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			<p>span hierarchy delegation centralisation and decentralisation. Human resource flow to include: human resource plan recruitment training redeployment redundancy. Theories of motivation should include Taylor, Maslow and Herzberg. Financial methods of motivation should include: piece rate commission salary schemes performance-related pay. Mission, corporate objectives and strategy Influences on corporate objectives should include the pressures for short termism, business ownership, the external and internal environment. Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis Financial ratio analysis to include: profitability (return on capital employed) liquidity (current ratio) gearing efficiency ratios: payables days, receivables days, inventory turnover.</p>
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	<p>Fertile Questions: How does a business's marketing mix effect its success rate? How does the source of finance differ depending on ownership type? Why do shareholders and customers have differing objectives?</p>	<p>Fertile Questions: Why is the Boston Matrix effected by a business's marketing mix? If there is more dog products then cash cow's in a business's product portfolio, how would you advise the business to succeed?</p>	<p>Fertile QuestionsL In what ways could you entice a venture capitalist to invest in a business? How can the selection process effect labour productivity in a business? Why is it important to always work at 100% capacity?</p>
	<p>Aims: To understand why businesses exist To understand the relationship between mission and objectives</p> <p>To examine common business objectives</p> <p>To understand why businesses set objectives</p> <p>To understand the measurement and importance of profit. To understand what managers do</p> <p>To be aware of types of management and leadership styles and influences on these</p> <p>To understand the effectiveness of different styles of management and leadership To learn about the value of decision making based on data (scientific decision making) and on intuition</p> <p>To understand the use and value of decision trees in decision making</p>	<p>Aims: To understand the elements of the marketing mix (7Ps) To learn about the influences on and effects of changes in the elements of the marketing mix To learn about product decisions To learn about pricing decisions To understand decisions about the promotional mix To learn about distribution (place) decisions To learn about decisions relating to other elements of the marketing mix: people, process and physical element To understand the importance of and influences on an integrated marketing mix To understand the value of digital marketing and e-commerce To understand the value of setting operational objectives To learn about external and internal influences on operational objectives and decisions To understand the importance of capacity To understand the importance of efficiency and labour productivity</p>	<p>Aims: To learn how to construct and analyse budgets and cash flow forecasts To understand the value of budgeting To learn how to construct and interpret break-even charts To learn how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost To calculate the value of break-even analysis To learn how to analyse profitability To learn how to analyse timings of cash inflows and outflows To understand the use of data for financial decision making and planning To learn about internal and external sources of finance To understand the advantages and disadvantages of different sources of finance for short- and long-term uses To learn about methods of improving cash flow To learn about methods of improving profits and profitability</p>



	<p>To understand the influences on decision making</p>	<p>To learn about how to increase efficiency and labour productivity To understand the benefits and difficulties of lean production To learn about the difficulties increasing efficiency and labour productivity To learn about how to choose the optimal mix of resources To learn about how to utilise capacity efficiently To understand how to use technology to improve operational efficiency</p>	<p>To learn about difficulties improving cash flow and profit To understand the value of setting human resource objectives To learn about internal and external influences on human resources objectives and decisions To calculate and interpret human resource data To understand the use of data for human resource decision making and planning To learn about influences on job design To learn about influences on organisation design To learn about influences on delegation, centralisation and decentralisation To learn about the value of changing job and organisational design To understand how managing the human resource flow helps meet human resource objectives 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</p>
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	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ End of topic worksheets and case studies End of unit exam</p>	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ End of topic worksheets and case studies End of unit exam</p>	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ End of topic worksheets and case studies Revision Mock A/S Exam End of year assessment</p>
	AP1	AP2	AP3
Year Thirteen	<p>Topic: Analysing the existing internal position of a business to assess strengths and weaknesses: overall 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: Kaplan and Norton's Balanced Scorecard model Elkington's Triple Bottom line (Profit, People, Planet). Analysing the external environment to assess opportunities and threats: political and legal change The political and legal environment should include a broad understanding of the scope and effects of UK and EU</p>	<p>Topic Strategic positioning: choosing how to compete Strategic positioning to include: Porter's low cost, differentiation and focus strategies Bowman's strategic clock. Assessing a change in scale: Types of growth to include organic and external. Issues with growth should include: economies of scale (including technical, purchasing and managerial) economies of scope diseconomies of scale the experience curve synergy overtrading. Issues with managing growth should include Greiner's model of growth.</p>	<p>Topic Assessing greater use of digital technology Digital technology should include e-commerce, big data, data mining and enterprise resource planning (ERP). Managing change: Types of change include: internal change external change incremental change Disruptive change. Managing change should include: Lewin's force field analysis. Flexible organisations include: restructuring delayering flexible employment contracts organic structures v mechanistic knowledge and information management.</p>



	<p>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.</p> <p>Analysing the external environment to assess opportunities and threats: economic change Economic factors to include: GDP taxation exchange rates inflation fiscal and monetary policy more open trade v protectionism.</p> <p>economic data, interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business</p> <p>Analysing the external environment to assess opportunities and threats: social and technological Social changes to include demographic changes and population movements such as: •urbanisation and migration •changes in consumer lifestyle and buying behaviour •the growth of online businesses.</p>	<p>Methods of growth to include mergers, takeovers, ventures, franchising. Types of growth to include vertical (backward and forward), horizontal and conglomerate integration.</p> <p>Assessing innovation: Types of innovation should include product and process innovation. Ways of becoming innovative include: kaizen research and development intrapreneurship benchmarking. Ways of protecting intellectual property include patents and copyrights.</p> <p>Assessing internationalisation Methods of entering international markets include: export licensing alliances direct investment. Decisions regarding producing overseas include off-shoring and re-shoring. Targeting overseas markets may include being a multinational. Managing international business includes Bartlett and Ghoshal's international, multi-domestic, transnational and global strategies.</p>	<p>Kotter and Schlesinger's four reasons for resistance to change. Kotter and Schlesinger's six ways of overcoming resistance to change.</p> <p>Managing organisational culture Cultural models should include: Handy's task culture, role culture, power culture and person culture Hofstede's national cultures.</p> <p>Managing strategic implementation Organisational structures to include: functional, product based, regional and matrix structure. Network analysis to include: understanding and interpreting network diagrams amendment of network diagrams identifying the critical path and total float.</p> <p>Problems with strategy and why strategies fail The effect of the divorce between ownership and control to include corporate governance.</p> <p>Revision</p>
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	<p>The social environment to include Corporate Social Responsibility (CSR) and:</p> <ul style="list-style-type: none">•the reasons for and against CSR•the difference between the stakeholder v shareholder concept•Carroll’s Corporate Social Responsibility pyramid. <p>Technological change should include the impact of technological change on functional areas and strategy.</p> <p>Analysing the external environment to assess opportunities and threats: the competitive environment</p> <p>An understanding of the five forces to include:</p> <ul style="list-style-type: none">entry threat (barriers to entry)buyer powersupplier powerrivalrysubstitute threat. <p>You should consider how the five forces shape competitive strategy.</p> <p>Analysing strategic options: investment appraisal</p> <p>Investment appraisal to include the calculation and interpretation of payback, average rate of return and net present value</p> <p>Strategic direction: choosing which markets to compete in and what products to offer:</p> <p>Strategic direction to include the Ansoff Matrix and value of:</p> <ul style="list-style-type: none">market penetration		
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	<p>market development new product development diversification.</p>		
	<p>Fertile Questions: Is cash king or prince? How can PESTLE inform a business's decision? How will BREXIT effect businesses? Why are large corporations leaving the UK?</p>	<p>Fertile Questions: How can Bartlett and Ghosal's model help a business decide on a marketing strategy? How can you use Ansoffs matrix, Bowman's Strategic Clock, Porters Forces and market mapping to inform decisions?</p>	<p>Fertile Questions: How can CPA help a business become more efficient? Why are emergent strategies prevailing in today's society?</p>
	<p>Aims: 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 To learn about the impact of changes in the political and legal environment on strategic and functional decision making 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</p>	<p>Aims 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 To understand the reasons why businesses grow or retrench To understand the difference between organic and external growth To learn about how to manage and overcome the problems of growth or retrenchment To learn about the impact of growth or retrenchment on the functional areas of the business To assess methods and types of growth</p>	<p>Aims To learn about causes of pressures for change To understand the value of change To understand the value of a flexible organisation To understand the value of managing information and knowledge To learn about barriers to change To learn how to overcome barriers to change To understand the importance of organisational culture To learn about the influences on organisational culture To learn about the reasons for and problems of changing organisational culture To learn how to implement strategy effectively To understand the value of leadership in strategic implementation</p>



	<p>To learn about the importance of emerging economies for business 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 behavior To understand financial methods of assessing an investment To learn about the factors influencing investment decision To learn about the value of sensitivity analysis 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</p>		<p>To understand the value of communication in strategic implementation To understand the importance of organisational structure in strategic implementation To understand the value of network analysis in strategic implementation To learn about difficulties of strategic decision making and implementing strategy To learn about planned v emergent strategy To understand reasons for strategic drift To learn about the possible effect of the divorce between ownership and control To evaluate strategic performance To understand the value of strategic planning To learn about the value of contingency planning</p>
	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ End of topic worksheets and case studies End of unit exam</p>	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ End of topic worksheets and case studies End of unit exam</p>	<p>Assessment Abstract Journal Article review Concept maps Case Studies Essay Plans + Case Study interpretation MCQ A level Exam</p>