

SCHEME OF WORK – 2025
Year 2 BUSINESS
Teacher 1

WEEK	SPECIFICATION	CONTENT/AMPLIFICATION	Planned Study Teaching and Learning Strategies Checks on Learning	Reading Sharepoint Resources Core Skills Assignments
3 9 th Sep	<p>(1hr) Welcome back and intro to A2</p> <p>(2nd hr) Start week 4.</p> <p>3.7 Analysing the strategic position of a business</p> <p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>To learn about how to assess the financial performance of a business using balance sheets, income statements</p>	<p>Share new department vision, philosophy poster to embed the students understanding of employer (stakeholder links). Share new assessment schedule, feedback sheets and give out new pro-study booklets.</p> <p>Essay Technique PowerPoint and set H/W.</p>	<p>How did they do? Set targets for this year. - chats. (Vision – VESPA) Students record this on a sheet of A4 and place it in the front of their folder. Could also create a vision 'Dashboard' for their room or the classroom.</p> <p>A2 approach Book Tutorials etc</p> <p>Planned Study Task 1: Buy a textbook if you didn't last year. Balance Sheet and Income Statement tutorials</p>	<p>Reading: Chp 26 P342-354 Surridge and Gillespie</p> <p>Resources: Welcome back test VLE – Revision section – AS vocab and welcome back tests</p> <p>Core Skills: Multiple choice questions and some numbers</p> <p>Assessment: Homework 1 – T1 – Productivity Essay (25 mark essay practice) + 5 MC</p>

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4 16 th Sep	<p>3.7 Analysing the strategic position of a business</p> <p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>To learn about how to assess the financial performance of a business using balance sheets, income statements</p>	<p>Self-assess homework 1 and record scores on MyProgress. (Spot check 5 in class)</p> <p>Intro to Income statements and balance sheets.</p> <p>What do the terms all mean? Structure and rearranging.</p> <p>Get to grips with what is going on in each section and what those sections tell us.</p> <p>Is the business doing well or badly? What stakeholders are interested in those areas?</p>	<p>Income statement: https://media.collyers.ac.uk/view2.aspx?id=13255~5d~uPTCHIqFLS</p> <p>Balance Sheet: https://media.collyers.ac.uk/view2.aspx?id=13256~5e~WDi3rHs2iI</p> <p>Match-Up (scaffold items with headings and subheadings)</p> <p>Use the BTEC practice proformas?</p> <p>Dominoes – definitions Tarsia on accounts</p> <p>Planned Study Task 2: Profitability Ratios Tutorial</p>	<p>Reading: Chp 26 p342-354 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Financial Objectives and Influences Analysing Income Statements Analysing Balance Sheets</p> <p>Resources: <u>Sharepoint file</u> Knowledge questions from p362 S+G Q1-5 to choose from for lesson starters. <u>Link to annual reports section on sharepoint</u></p> <p>Core Skills: Some calculations and financial knowledge</p>

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5 23rd Sep	<p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>Assessing financial performance:</p> <p>Profitability Ratios</p> <p>Assessing financial performance:</p> <p>Financial Health (liquidity) and Gearing Ratios</p>	<p>Financial ratio analysis to include:</p> <ul style="list-style-type: none"> profitability (return on capital employed ROCE) <p>Chance to revise</p> <ul style="list-style-type: none"> Gross Profit Margin and Net profit Margin <p>From AS year</p> <p>Financial Health Ratios</p> <ul style="list-style-type: none"> liquidity (current ratio) gearing 	<p>Calculating ratios from some real world data and interpreting the findings</p> <p>Analysing a business in a case study</p> <p>Set up share trading groups for the enrichment slot</p> <p>Complete the revision grid</p> <p>Planned Study: Task 3 Tutorial on Financial Health Ratios</p> <p>Calculating ratios from some real world data and interpreting the findings</p> <p>Analysing a business in a case study</p> <p>Follow up on share trading groups for the enrichment slot</p> <p>Planned Study: Task 4 Tutorial on Financial Efficiency Ratios, Payables and receivables and stock and asset turnover– calc check.</p>	<p>Reading: Chp 26 P355-357 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Ratios – Profitability Using Financial Data</p> <p>Resources: <u>RR sharepoint file.</u> Company Accounts ‘Library’ – links to a few famous company’s annual accounts <u>on sharepoint</u> Revision grid <u>here</u></p> <p>Core Skills: Calculations – percentages</p> <p>Reading: Chp 26 P357-359 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Ratios - Liquidity Ratios – Gearing and Shareholders</p> <p>Resources: <u>RR sharepoint file</u> Company Accounts ‘Library’ Multiple choice questions for Accs book</p> <p>Core Skills: Calculations – percentages</p>

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6 30 th Sept	<p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>Assessing financial performance:</p> <p>Financial Efficiency Ratios</p>	<p>Financial Efficiency Ratios</p> <ul style="list-style-type: none"> • payables day • receivables days • inventory turnover. 	<p>Calculating ratios from some real world data and interpreting the findings</p> <p>Analysing a business in a case study</p> <p>Follow up on share trading groups for the enrichment slot</p> <p>Completing the revision grid.</p> <p>Planned Study: Task 5 Value of ratio analysis when assessing performance http://www.bbc.co.uk/news/business-32408661 http://www.bbc.co.uk/news/business-29306444 Tesco story – what has gone on – do a summary 100 words</p>	<p>Reading: Chp 26 p359-360 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Ratios – Financial Efficiency</p> <p>Resources: <u>RR sharepoint file</u> Multiple choice questions for Accs book</p> <p>Core Skills: Calculations – percentages</p> <p>Progress Review - Students</p>

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7 7 th Oct	<p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <p>To understand the value of financial ratios when assessing performance.</p>	<p>Issues to consider when thinking about how useful ratios are include</p> <ul style="list-style-type: none"> • Profit quality, • One-off items (exceptional and extraordinary), • Window dressing and fraud, • general context (econ, time, comp, industry) 	<p>News articles: identify the issue or mischief and then explain the effect of it on the accounts</p> <p>What was the cause? Where did the pressure come from to maintain performance.</p> <p>Case studies</p> <p>Planned Study: Task 6 How to analyse data other than financial statements.</p>	<p>Reading: Chp 27 p361 and p354 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Ratios - limitations</p> <p>Resources: Sharepoint file News articles Enron story – Smartest guys in the room – screening?</p> <p>Core Skills: some possible calculations</p>

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8 14 th Oct	<p>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p> <p>To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business.</p>	<p>Data other than financial statements should include:</p> <p>Operations:</p> <ul style="list-style-type: none"> Productivity (labour, labour cost per unit, productivity and capital expenditure) Quality (customer loyalty, satisfaction, faulty products, wastage) Capacity Utilisation <p>Human Resources:</p> <ul style="list-style-type: none"> Productivity Absenteeism H+S data Labour cost per unit Wages and recruitment costs Labour turnover and retention <p>Marketing:</p> <ul style="list-style-type: none"> Market share, size and growth Sales data and which channel Delivery times Product range details Sales patterns through the year Impact of marketing Elasticity <p>Environment:</p> <ul style="list-style-type: none"> Carbon footprint <p>Data may be analysed over time or in comparison with other businesses.</p>	<p>What data? – Significance of the data? Produce a mind-map. Jigsaw: each table gets an area to discuss what they would measure. Then hand out or assign a couple of companies to each group to see if they can get even more specific</p> <p>Scoring system?</p> <p>Investigate the environmental footprint of a business in their reports or other data they measure.</p> <p>Planned Study: Task 7 Knowledge check questions – 5 and 6 p383 Golden Rule #1 Hamel and Prahalad – heavy</p>	<p>Reading: Chp 27 p364-372 and p375-379 Surridge and Gillespie</p> <p>Sharepoint quizzes</p> <p>Resources: Sharepointing file RR powerpoint on HR data BP environment data PPQ – Q1 Paper 2 2018 (M+S)</p> <p>Core Skills: Calculations – percentages</p> <p>Companies to use?</p> <ul style="list-style-type: none"> John Lewis South Lodge Hotel Collyers JLR or other car company McDonalds Tesco BA/IAG Space X Uber <p>Computer room?</p>

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9 21 st Oct	<p>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p> <p>To understand the importance of core competences.</p> <p>To learn about assessing short- and long-term performance.</p>	<p>What is a core competence? How can these be maintained?</p> <p>Short and Long-term performance Eg</p> <ul style="list-style-type: none"> • R+D • Profit quality • Employee engagement • Customer satisfaction • Brand image • Sustainability 	<p>Use planned study to get definitions and then use examples eg Honda – engines, Canon – imaging tech.</p> <p>What are these factors? What do they mean? What would you measure? What companies would use it as a measure? Is the impact on short term performance different to long-term performance? Table is in Linear A2 file</p> <p>Planned study: Task 8 Elkington’s Triple Bottom Line</p>	<p>Reading: Chp 27 p373-374 Surridge and Gillespie</p> <p>Sharepoint quizzes</p> <p>Resources Sharepoint file Bottom line – outsourcing podcast Table to complete</p>
October Half-Term				

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10 4 th Nov	<p>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p> <p>The value of different measures of assessing business performance.</p>	<p>Methods of assessing overall business performance to include:</p> <ul style="list-style-type: none"> Elkington's Triple Bottom line (Profit, People, Planet). <p>Usefulness of model.</p>	<p>Could perhaps use the Company Annual Reports as a potential source of data.</p> <p>Case study – p61 S+G</p> <p>Prep essay in class</p> <p>Planned study: Task 9 Which market to compete in</p>	<p>Reading: Chp 27 p379-382 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Elkington's Triple Bottom Line</p> <p>Resources Sharepoint file Essay – 2019 section D Elkington Esaay Core Skills: Planning and essay</p>

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11 11 th Nov	<p>3.8 Choosing strategic direction</p> <p>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</p> <p>To understand factors influencing which markets to compete in and which products to offer.</p> <p>To understand the reasons for choosing and value of different options for strategic direction.</p>	<ul style="list-style-type: none"> • SWOT • Expected costs • Expected returns • Opportunity Costs • Risk • Core Competencies • Stakeholders • Ethics <p>Try to link to some the stuff done earlier eg balance scorecard</p>	<p>Use case study p166?</p> <p>Table – what are these factors and how do they affect the decision regarding which markets to compete in.</p> <p>Apple and Google working on cars. How were the above factors relevant?</p> <p>Tesco (Fresh n Easy and China), Starbucks into China – why did they do that? News articles?</p> <p>Planned study: Task 10 Porter’s Five Forces Tutorial – 1st explains what the 5 forces are. Also provide link to You Tube Porter. Knowledge based questions 1-10 p465</p>	<p>Reading Chp 33 p491-493 Surridge and Gillespie</p> <p>Sharepoint quizzes</p> <p>Resources Sharepoint file Table – Linear A2 file News articles/Twitter feed</p>

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12 18 th Nov	<p>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</p> <p>To learn about Porter's five forces, how and why these might change</p>	<p>An understanding of the five forces to include:</p> <ul style="list-style-type: none"> • entry threat (barriers to entry) • buyer power • supplier power • rivalry • substitute threat. <p>You should consider how the five forces shape competitive strategy.</p>	<p>Lesson starter – draw the diagram</p> <p>Analysing different industries and companies in terms of the competitive forces, Jigsaw? Posters?</p> <p>Asking a longer written answer for a specific case – which force (out of 2 specified) is the bigger threat? Similar to PPQ</p> <p>Planned Study: Task 11</p> <p>Ansoff's Matrix</p>	<p>Reading: Chp 31 p461-465 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Porter's Five Forces Changing competitive structure</p> <p>Resources Sharepoint file RLR Powerpoints short answer questions minimum p493 https://www.youtube.com/watch?v=RvmNXfL-YIE&index=6&list=PLBuW3SAj0djnkW8OmBK2SkqP_QzesR64d</p>

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13 25 th Nov	<p>Porter's 5 Forces</p> <p>The implications of these forces for strategic and functional decision making and profits</p> <p>3.8 Choosing strategic direction</p> <p>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</p> <p>Ansoff's Matrix</p>	<p>Analysing a business in terms of the forces – which are favourable or adverse and what to do to combat each force?</p> <p>Strategic direction to include the Ansoff's Matrix and value of:</p> <ul style="list-style-type: none"> • market penetration • market development • new product development • diversification. 	<p>Case study analysis and deciding which forces are the most favourable or adverse and what to do. (Leave out naming the generic strategies) A3 fill in sheet</p> <p>Analyse a business eg VW, Google, Mondelez, Nintendo</p> <p>Prep essays p167 – use both and split the class. Some do one and some do the other and write an essay plan</p> <p>Planned Study: Task 12 Revision task</p>	<p>Reading: Chp 31 p461-465 Surridge and Gillespie</p> <p>Sharepoint</p> <p>Resources Core Skills Robert's Media – q's from old h/w Paper 2 2019 Q1</p> <p>Reading Chp 33 p487-490 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Ansoff Ansoff's Matrix</p> <p>Resources Sharepoint file PPQ Q3 Paper 2 2017 Essay – section C (prod dev v mkt dev) 2018</p> <p>Core Skills</p>

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14 2 nd Dec	Finish Ansoff's Matrix Essay technique	Writing introductions Writing arguments Writing conclusions	Planned Study: Task 13 Porter's Generic Strategies	Progress Reviews - Teachers

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17 6 th Jan	<p>3.8.2 Strategic positioning: choosing how to compete</p> <p>To learn about influences on the choice of a positioning strategy.</p> <p>Competitive Advantage:</p> <p>To understand the benefits of having a competitive advantage.</p> <p>To understand the difficulties of maintaining a competitive advantage.</p>	<p>Some of the above and</p> <ul style="list-style-type: none"> • Competition, • external environment, • SWOT, • Core Competencies <p>As above – allows you to cope with the competitive environment. Marcouse text book. P489</p> <p>Sustaining profit into the future</p> <p>Sustained by things like –</p> <ul style="list-style-type: none"> • legal protection, • control over resources, • culture 	<p>Lesson starter – what are the advantages of having a competitive advantage?</p> <p>How to maintain a competitive advantage?</p> <p>Case study – p504 Morrisons – could add the question – Does Morrisons have a competitive advantage if it is repositioned on Price</p> <p>Planned Study: Task 15 Investment Appraisal Revision</p>	<p>Reading Chp 34 p501-502 Surridge and Gillespie</p> <p>Resources Sharepoint file</p>

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18 13 th Jan	<p>3.7.8 Analysing strategic options: investment appraisal</p> <p>To understand financial methods of assessing an investment.</p>	<p>Investment appraisal to include the calculation and interpretation of</p> <ul style="list-style-type: none"> • payback, • average rate of return and • net present value. <p>FYI – No knowledge of this topic, first time teaching. Revise these from the summer</p>	<p>Lesson starter – multiple choice questions and Knowledge check questions p480 S+G</p> <p>Case studies with data elements eg p481-482</p> <p>Warn of a test on this!</p> <p>Pair up: Write a question for another pair</p> <p>Planned Study: Task 16 Revision</p>	<p>Reading Chp 32 p468-480 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Payback and ARR Net Present Value</p> <p>Resources: Sharepoint file Multiple choice questions from Accs book RR file</p>

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19 20 th Jan	<p>3.7.8 Analysing strategic options: investment appraisal</p> <p>To learn about the factors influencing investment decisions. (review)</p> <p>Opportunity for some skills building in general?</p>	<p>Allow 30 mins at start to recall calculation from IA.</p> <p>Other and Non-financial factors</p> <ul style="list-style-type: none"> • Interest rate • Profit • Alternatives • Criterion levels • Corporate aims and obj • Environmental and ethical issues • Industrial relations <p>Changing the data An appreciation of risk and uncertainty</p>	<p>Analysing what the risks might be for a big project Eg Virgin Galactic Takeover of another business New Machinery or process</p> <p>Perhaps use RR or De Lorean</p> <p>Planned Study: Task 17 Pressures for Change</p>	<p>Reading Chp 32 p468-480 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Making investment decisions Inv Appraisal – Risk and uncertainty</p> <p>Resources</p> <p>Core Skills: Spreadsheets</p>

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20 27 th Jan	<p>3.10 Managing strategic change</p> <p>3.10.1 Managing change</p> <p>To learn about causes of pressures for change.</p> <p>To understand the value of change.</p> <p>To understand the value of a flexible organisation.</p>	<p>Types of change include:</p> <ul style="list-style-type: none"> • internal change • external change (PEST) • incremental v strategic change • anticipated v emergent • Rapid and unexpected (disruptive) • Long-term <p>Why is change good?</p> <p>Examples of flexible organisation include:</p> <ul style="list-style-type: none"> • restructuring • delayering • flexible employment contracts • organic structures vs mechanistic • outsourcing (yr 1) 	<p>Analysing businesses in terms of these changes Give a company to each table/pair? News articles (Kodak, Uber, Whitbread, Dyson, Royal Mail – match up) Mind Map</p> <p>How can an organisation be flexible? (Sport's Direct, Thomas Cook, South Lodge)</p> <p>How might different businesses make themselves more flexible? Marketing – product range, Finance – liquidity and gearing. Ops – robots and engineering</p> <p>Analyse a case study and spot flexibility and areas where there may be a lack of flexibility. (Superstyle)</p>	<p>Reading Chp 39 p565-571 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Internal Causes of Change Internal and External Change</p> <p>Resources: Sharepoint file Shift happens Shift Happens 2020 - Bing video</p> <p>Gorilla vid https://www.youtube.com/watch?v=1D07neiB7HI also on powerpoint</p> <p>Planned Study: Task 18 What information would a business look to generate/capture in order to be flexible? Lewin's Force Field Analysis</p>

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21 3 rd Feb	<p>3.10.1 Managing change</p> <p>Flexible Organisations:</p> <p>To understand the value of managing information and knowledge.</p> <p>Managing Change</p>	<p>Knowledge and information management. Eg sales data, HR date etc</p> <p>This allows a business to</p> <ul style="list-style-type: none"> • Identify changes • Develop strategies to respond • Evaluate the effectiveness of strategies adopted <p>Managing change should include:</p> <ul style="list-style-type: none"> • Lewin's force field analysis. 	<p>What concepts have we covered that can be assigned to these?</p> <p>Use a case study to analyse the forces for change and the resisting forces.</p> <p>Can they apply it to their own lives – getting down to work? (VESPA 12, 14, 15, 16)</p> <p>Students write answer to planned study atsk on board.</p> <p>Planned Study: Task 19 Revision and K+S</p>	<p>Reading Chp 39 p567 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Lewin's Forcefield Analysis</p> <p>Resources: Sharepoint file PPQ – Q3 Paper 2 2018</p>
22 10 th -14 th Feb	<p>A – Level Whole College Mock Week</p> <p>(No teaching)</p>			

Feb Half-Term				
WEEK	SPECIFICATION	CONTENT/AMPLIFICATION	Planned Study Teaching and Learning Strategies Checks on Learning	Reading Sharepoint Resources Core Skills Assignments
23 24 th Feb	<p>3.10.1 Managing change</p> <p>To learn about barriers to change.</p> <p>To learn how to overcome barriers to change.</p>	<p>Kotter and Schlesinger's four reasons for resistance to change.</p> <ul style="list-style-type: none"> • Self-interest • Low tolerance for change • Different assessment • Misunderstanding/lack of trust <p>Kotter and Schlesinger's six ways of overcoming resistance to change.</p> <ul style="list-style-type: none"> • Education and communication • Facilitation and support • Participation and involvement • Manipulation and co-option • Negotiation and bargaining • Explicit and implicit coercion 	<p>Analysing cases for forms of resistance</p> <p>News articles to match to the theory.</p> <p>What are all these things – how do they relate to hard and soft HRM? Which might be quicker or slower?</p> <p>Recommending ways for a business/case to overcome change or explaining why a specific way to overcome change worked.</p> <p>Planned Study: Task 20 Culture</p>	<p>Reading Chp 39 p571-573 Surridge and Gillespie</p> <p><u>Sharepoint Quizzes:</u> Kotter and Schlesinger Resistance to Change Change Management Implementing and Managing Change</p> <p>Resources: <u>Sharepoint file</u> Click plc Past unit 3 Roberts Media Past unit 3 Chocolatier Past unit 3 PowerPoints News articles and Twitter Feed Core Skills</p>

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24 3 rd March	<p>3.10.2 Managing organisational culture</p> <p>To understand the importance of organisational culture.</p> <p>To learn about the influences on organisational culture.</p> <p>Types of culture</p>	<p>What is culture?</p> <p>How culture comes about/be made stronger</p> <p>General examples of businesses with a recognisable culture (eg Zappos, Apple, Body Shop, RBS and Barclays, BP, etc)</p> <p>Cultural models should include:</p> <ul style="list-style-type: none"> Handy's task culture, role culture, power culture and person culture 	<p>Card sort - Handy</p> <p>Investigate these businesses</p> <p>Planned Study: Task 21 & 22 Revision</p>	<p>Reading Chp 40 p575-579 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Organisational Culture – Importance Organisational Culture - Types Culture – Handy</p> <p>Resources: Sharepoint file Culture file from previous research theme</p> <p>Hofstede Website – country comparison Book – Handy 'Gods of Management' Zappos</p> <p>Core Skills</p>

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25 10 th March	<p>3.10.2 Managing organisational culture</p> <p>To learn about the reasons for, and problems of changing organisational culture.</p>	<p>Consider influences on culture such as</p> <ul style="list-style-type: none"> • History (Kodak) • Leadership (family, Style) • Society (Hofstede, values) • Experience and business performance (Kraft-Cad) • Ownership (Warburtons, Timpson) <p>Problems include</p> <ul style="list-style-type: none"> • Changing beliefs and existing assumptions • Requires training • Could be lots of people in different places (Global-distance) • The culture is strong • May need new leadership • £ • Sense of urgency 	<p>PPT on why companies go bad Ways that culture can manifest itself</p> <p>A good time to remind learners of all the forms of resistance to change</p> <p>Plan essays in class – lots to choose from – maybe then do it the next lesson?</p> <p>Planned Study: Task 23 Strategy + leadership</p>	<p>Reading Chp 40 p580-582 Surridge and Gillespie</p> <p>Sharepoint Quizzes: Culture and Change</p> <p>Resources: Culture file from previous research theme Lego – Data response q – Q2 Paper 2 2018</p> <p>Core Skills</p>

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27 24 th March	<p>3.10.4 Problems with strategy and why strategies fail</p> <p>To learn about difficulties of strategic decision making and implementing strategy.</p> <p>To learn about planned vs emergent strategy.</p> <p>To understand reasons for strategic drift. (mission creep)</p>	<p>Why do strategies go wrong?</p> <ul style="list-style-type: none"> • Wrong objectives (Iceland?) • Poor or incomplete data • Badly analysed data • Wrong implementation • Progress misread • External influences <p>Eg Honda From textbook</p> <p>What is it? Why does it happen? Counter Golden Rule #1 Eg Kodak, Nokia</p>	<p>Planned Study: Read a couple of classic case studies. Come able to explain the story to a class mate. Link the cases to the theory as to why the strategy went wrong</p> <p>What about the future? Who is doing something funky eg Apple Car, Tesla, Space X, Virgin Galactic – will they work? Class opinion</p> <p>Cock-Ups (starteic drift) Blurbs round the room.</p> <p>Planned Study: Bottom line podcasts eg? Timsons</p>	<p>Reading Chp 42 p596-599 Surridge and Gillespie</p> <p>Sharepoint file</p> <p>Resources: Rolls Royce De Lorean Kodak Levis PowerPoint Ansoff V Drucker?</p>

	SPECIFICATION	CONTENT/AMPLIFICATION	Planned Study Teaching and Learning Strategies Checks on Learning	Reading Sharepoint Resources/ Core Skills Assignments
<p>28 31st March</p>	<p>3.10.4 Problems with strategy and why strategies fail</p> <p>To evaluate strategic performance.</p> <p>To understand the value of strategic planning.</p> <p>To learn about the value of contingency planning and crisis management.</p>	<p>How do we judge success? What is strategic planning and what is contingency planning</p> <p>Crisis Management: Examples of a crisis How contingency planning helps</p> <p>END OF SOW</p>	<p>Analyse news articles</p> <p>What if they went public?</p> <p>Planned study = revision</p> <p>Analyse the performance of some companies. Check out their annual accounts and web site. What do you think?</p> <p>Crisis Management file – examples and simulation</p>	<p>Reading Chp 42 p599 Surrige and Gillespie</p> <p>Sharepoint – year 1</p> <p>Resources: Bottom Line podcasts News articles on recent dust-ups between shareholders and management</p> <p>Reading Chp 18 P274 Surrige and Gillespie</p> <p>Resources: Tesco case p276-7 S+G</p> <p>Reading Chp 42 p600-601 Surrige and Gillespie</p> <p>Sharepoint Quizzes: Contingency Planning</p> <p>Resources:</p>

End of SOW

Easter Break

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2A Study Leave