



## Year 13 Business Curriculum Map

<b>Overview</b>	<p>The study of strategic decision-making builds on the study of decision making in the functional areas from Year 12. It includes:</p> <ul style="list-style-type: none"> <li>▪ the impact of technology on strategic decision making</li> <li>▪ the influences of Corporate Social Responsibility, ethical and environmental issues on strategic decisions</li> <li>▪ the difficulties in forecasting future trends</li> <li>▪ the importance of assessing feasibility and risk when making strategic decisions</li> <li>▪ the impact on stakeholders of strategic decisions and their response to such decisions.</li> </ul>				
<b>Year 13</b>	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1
<b>Topic</b>	Analysing the strategic position of a business (Unit 7)	Choosing strategic direction (Unit 8)	Strategic Methods (Unit 9)	Managing Strategic Change (Unit 10)	Revision
<b>Knowledge</b>	<p>Influences on the mission of the business.</p> <p>Internal and external influences on corporate decisions</p> <p>Impact of strategic decision making on the functional areas of the business</p> <p>Assess financial performance using balance sheets, income statements, and financial ratios.</p> <p>The value of financial ratios</p> <p>Analysing financial data</p> <p>Importance of core competencies</p> <p>Analysing short/long term performance</p> <p>Impact of the global economy</p> <p>Globalisation</p> <p>Emerging economies</p> <p>Social, Technological and environmental</p>	<p>Factors influencing which markets to compete in and which products to offer</p> <p>The reasons for choosing and value of different options for strategic direction</p> <p>How to compete in terms of benefits and price</p> <p>Influences on the choice of a positioning strategy</p> <p>The value of different strategic positioning strategies</p> <p>The benefits of having a competitive advantage</p> <p>The difficulties of maintaining a competitive advantage</p>	<p>The reasons why businesses grow or retrench</p> <p>The difference between organic and external growth</p> <p>How to manage and overcome the problems of growth or retrenchment</p> <p>The impact of growth or retrenchment on the functional areas of the business</p> <p>Assessing methods and types of growth</p> <p>The pressures for innovation</p> <p>The value of innovation</p> <p>The ways of becoming an innovative organisation</p> <p>How to protect innovation and intellectual property</p> <p>The impact of an innovation strategy on the functional areas of the business</p> <p>Reasons for targeting, operating in and trading with international markets</p> <p>Factors influencing the attractiveness of international markets</p>	<p>Causes of and pressures for change</p> <p>The value of a flexible organisation</p> <p>The value of managing information and knowledge</p> <p>Barriers to change</p> <p>How to overcome barriers to change</p> <p>The importance of organisational culture</p> <p>The influences on organisational culture</p> <p>The reasons for and problems of changing organisational culture</p> <p>How to implement strategy effectively</p> <p>The value of leadership in strategic implementation</p>	

	<p>changes.</p> <p>Pressures of being socially responsible.</p> <p>Porter's 5 Forces - how it shapes being competitive.</p> <p>Financial methods of accessing an investment.</p> <p>Factors affecting investment decisions</p> <p>Value of sensitivity analysis</p>		<p>Reasons for producing more and sourcing more resources abroad</p> <p>Ways of entering international markets and value of different methods</p> <p>Influences on buying, selling and producing abroad</p> <p>Managing international business including pressures for local responsiveness and pressures for cost reduction</p> <p>The impact on internationalisation for the functional areas of the business</p> <p>The pressures to adopt digital technology</p> <p>The impact of digital technology on the functional areas of the business</p>	<p>The value of communications in strategic implementation</p> <p>The importance of organisational structure in strategic implementation</p> <p>The value of network analysis in strategic implementation</p> <p>Difficulties of strategic decision making and implementing strategy</p> <p>Planned v emergent strategy</p> <p>Reasons for strategic drift</p> <p>The possible effect of the divorce between ownership and control</p> <p>Evaluating strategic performance</p> <p>The value of strategic planning</p> <p>The value of contingency planning</p>	
<p><b>Skills</b></p>	<p>The distinction between strategy and tactics.</p> <p>SWOT analysis construction</p> <p>To prepare Balance sheets and income statements</p> <p>Ratio analysis for profitability/ROCE, liquidity (current ratio), gearing, efficiency ratios (payable days, receivable days, inventory turnover).</p> <p>Analysing data over time, or in comparison with competitors.</p>	<p>Strategic direction to include the Ansoff matrix and value of: market penetration, market development, new product development, Diversification.</p> <p>Strategic positioning to include: Porter's low cost, differentiation and focus strategies, Bowman's strategic clock.</p>	<p>Types of growth to include organic and external</p> <p>Issues with growth should include: economies of scale (including technical, purchasing and managerial), economies of scope, diseconomies of scale, the experience curve, synergy, overtrading.</p> <p>Issues with managing growth should include Greiner's model of growth.</p> <p>Methods of growth to include</p>	<p>Types of change include: internal change, external change, incremental change, disruptive change.</p> <p>Managing change should include: Lewin's force field analysis.</p> <p>Flexible organisations include: restructuring, delayering, flexible employment contracts, organic structures v mechanistic, knowledge and information management.</p>	

	<p>Methods of assessing business performance including Kaplan and Norton and Elkington's Triple Bottom Line</p> <p>Understanding Business law - competition, labour market, environmental legislation.</p> <p>Understanding the impact of UK government policy</p> <p>Understanding and applying GDP, taxation, exchange rates, inflation, fiscal and monetary policy, open trade/protectionism.</p> <p>Understanding social changes such as urbanisation, migration, changes in consumer lifestyle and buying behaviour, growth of online business.</p> <p>Impact of CSR, including stakeholder and shareholder concept, and Carroll's CSR pyramid.</p> <p>An understanding of the five forces to include: entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat.</p> <p>Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value.</p>		<p>mergers, takeovers, ventures, franchising</p> <p>Types of growth to include vertical (backward and forward), horizontal and conglomerate integration</p> <p>Ways of becoming innovative include: Kaizen, research and development, intrapreneurship, benchmarking.</p> <p>Ways of protecting intellectual property include patents and copyrights.</p> <p>Methods of entering international markets include: export, licensing, alliances, direct investment</p> <p>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</p> <p>Kotter and Schlesinger's six ways of overcoming resistance to change</p> <p>Cultural models should include: Handy's task culture, role culture, power culture and person culture, Hofstede's national cultures.</p> <p>Organisational structures to include: functional, product based, regional and matrix structure.</p> <p>Network analysis to include: understanding and interpreting network diagrams, amendment of network diagrams, identifying the critical path and total float.</p>	
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Students will apply their knowledge and understanding to real-life business contexts, with updated content to reflect the issues impacting on modern businesses. Students will develop transferable skills that support higher education study and the transition to employment, including numeracy, communication, an understanding of the business environment and commercial awareness.