

ADVANCED LEVEL BUSINESS: SCHEME OF WORK

September 2020

This scheme is intended for use with students following the [AQA Business Specification 7132](#).

AIMS

Students following this course should

1. develop an enthusiasm for studying business
2. gain holistic understanding of business in a range of contexts
3. develop a critical understanding of organisations and their ability to meet society's needs and wants
4. understand that business behaviour can be studied from a range of perspectives
5. generate enterprising and creative approaches to business opportunities, problems and issues
6. be aware of the ethical dilemmas and responsibilities faced by organisations and individuals
7. acquire a range of relevant business and generic skills, including decision making, problem solving, the challenging of assumptions and critical analysis
8. apply numerical skills in a range of business contexts

OBJECTIVES

1. Students should acquire knowledge of
 - i. the main concepts, models and theories relevant to setting up and running a business;
 - ii. the methods used by people setting up and running a business;
 - iii. the main sources of information used by people setting up and running a business;
 - iv. the main methods of presenting information used by people setting up and running a business;
 - v. the vocabulary and terms of the business world;
 - vi. the contemporary business debates, issues and institutions.
2. Students should acquire the ability to
 - i. understand and interpret business information presented in verbal, numerical and graphical form and to translate such information from one form to another;
 - ii. select and apply relevant theories, concepts and to various business contexts;
 - iii. analyse issues within business, showing an understanding of the impact on individuals and organisations of internal and external influences;
 - iv. evaluate quantitative and qualitative information to make informed judgements;
 - v. propose evidence-based solutions to business issues;
 - vi. organise and present ideas and statements in a clear, logical, concise and appropriate form;
 - vii. understand the limitations of business theories, concepts and models.

In general the course will be taught in the context of contemporary business issues and situations relevant to today's society.

The course will be divided into two sections, each taught by a different member of the Department.

Textbooks to be issued to students

AQA A Level Business for AS (3rd edition): I. Marcousé (Mar)

Digital resources

Ezybusiness

In italics and listed in full at end of scheme of work

DVD and e-stream resources

* for DVDs and ^e for e-Stream

Provisional examination dates 2021

Paper 1: Friday 11 June 2021 (pm)

Paper 2: Friday 18 June 2020 (am)

Paper 3: Thursday 24 June 2020 (am)

Review date July 2021

LOWER SIXTH YEAR

Taught in Specification order

MOL 3.1, 3.4 & 3.5

PS 3.2, 3.3 & 3.6

1 What is business?

2 Managers, leadership and decision making

3 Decision making to improve marketing performance

4 Decision making to improve operational performance

5 Decision making to improve financial performance

6 Decision making to improve human resource performance

Resources

1. What is business?

i Understanding the nature and purpose of business

- why businesses exist & business objectives

Mar 1

Business basics*

The business plan*

Whose business*

Developing a business plan*

BBC Learning Zone¹:

What is a business?

Mar 1

Tutor2u²presentation

- relationship between mission & objectives

- common business objectives including

- profit
- growth
- survival
- cash flow
- social objectives
- ethical objectives

Mar 1

Starting a business: the café bar*

Tutor2u¹presentation

- why businesses set objectives

Mar 1

- measurement & importance of profit

Mar 1

- revenue/turnover
- fixed costs
- variable costs
- total costs

ii Understanding different business forms

- different forms of business including
 - sole traders
 - private limited companies
 - public limited companies
 - private sector & public sector organisations
 - non-profit organisations (charities & mutuals)
 - reasons for choosing a business form including
 - unlimited & limited liability
 - ordinary share capital
 - market capitalisation
 - dividends
 - reasons for changing business form
 - role of shareholders & why they invest
 - influences on share price
 - significance of share price changes
 - effects of ownership on business mission
 - effects of ownership on business objectives
 - effects of effects of ownership on business decisions
 - effects of ownership on business performance
- Mar 2
Franchises*
Sole traders*
Partnerships*
A private limited company*
A public limited company*
Organisations compared*
*BBC Learning Zone²:
Business structures
Tutor2u³presentation
Tutor2u¹quiz
Tutor2u²quiz
Tutor2u³quiz
Youtube¹: Big Issue*
Mar 3
*Youtube2: Why go limited?
Tutor2u⁴presentation
Youtube³: Stock exchange*
Mar 3
Mar 3
Mar 3
Mar 3
Mar 3
Mar 3
Mar 3
Mar 3
Mar 3

iii Understanding that businesses operate within an external environment

- effect of external factors on business demand & costs including
 - competition
 - market conditions
 - incomes
 - interest rates
 - demographic factors
 - environmental issues
 - fair trade

Mar 4
Tutor2u⁵presentation
Youtube⁴:PEST analysis

2. Decision making to improve marketing performance

i The value of setting marketing objectives

- sales volume & sales value

Mar 13

What is marketing?*

Tutor2u¹⁰presentation

Mar 13

Tutor2u¹¹presentation

Mar 13

Tutor2u¹²presentation

Mar 13

Tutor2u¹³presentation

Mar 13

Marketing Series 3: The power of the brand*

Mar 13

Mar 13

- market size

- market & sales growth

- market share

- brand loyalty

ii Influences on marketing objectives and decisions

- internal influences

- external influences

iii Understanding markets and customers

- value of primary & secondary market research including

- quantitative data
- qualitative data
- market mapping

Mar 14, 15 & 18

What's going on in market research?*

Tutor2u¹⁴presentation

Tutor2u¹⁵presentation

Tutor2u¹⁶presentation

Tutor2u¹⁷presentation

Mar 13

Mar 13

Mar 15

Tutor2u¹⁸presentation

- calculation of market share & market size

- calculation of market growth & sales growth

- value of sampling

- interpretation of marketing data including
 - positive & negative correlation
 - strength of any correlation/relationship
 - confidence intervals
 - extrapolation
 - value of technology in gathering & analysing marketing data for decision making
 - interpreting price elasticity of demand data
 - impact of price changes on revenue
 - interpreting income elasticity of demand data
 - impact of income changes on revenue
 - value of price & income elasticities of demand to marketing decisions
 - use of data in marketing decision making & planning
- Mar 16
Tutor2u²²presentation

 Mar 16

 Mar 17
Tutor2u¹⁹presentation
 Mar 17
Youtube¹²: PED
 Mar 17
Tutor2u²⁰presentation
 Mar 17
Youtube¹¹: YED
 Mar 17

Tutor2u²¹presentation

iv Making marketing decisions: segmentation, targeting and positioning

- process & methods of segmentation including

- demographic
- geographic
- income
- behavioural

Mar 19

Tutor2u²⁴presentation

- value of segmentation

Mar 19

Tutor2u²⁵presentation

- process & methods of targeting & positioning including

Mar 19 & 20

Tutor2u²³presentation

- niche marketing
- mass marketing

Tutor2u²⁶presentation

Tutor2u²⁷presentation

- influences on choice of target market & positioning

Mar 19

- value of targeting & positioning

Mar 19

Tutor2u²⁹presentation

v Making marketing decisions: the marketing mix

- elements of the marketing mix (7Ps)

Mar 21

Marketing Series 2: the 4 Ps and beyond*

Youtube¹³:marketing mix

- influences on the elements of marketing mix

Mar 21

The marketing mix at Haagen-Dazs*

Tutor2u⁴³presentation

- effects of changes in elements of marketing mix

Mar 21

- marketing mix for goods & services

Mar 21

Tutor2u⁴⁴presentation

- marketing mix for industrial & consumer goods
 - consumer goods considered to include convenience, shopping & speciality goods
 - product decisions including
 - value of product portfolio analysis
 - value of Boston Matrix
 - value of product life cycle model & extension strategies
 - influences on new product development
 - value of new product development
 - pricing decisions including
 - penetration pricing
 - price skimming
 - promotional mix decisions including
 - value of branding
 - place/distributional decisions including
 - multi-channel distribution
- Mar 21
- Mar 22
Marketing mix: product case studies*
Marketing mix: product*
Tutor2u²⁸presentation
Tutor2u³⁰presentation
Tutor2u³¹presentation
Tutor2u³²presentation
Tutor2u³³presentation
- Mar 23
Marketing mix: price*
Tutor2u³⁴presentation
Tutor2u³⁵presentation
BBC²: Dragons' Den
- Mar 24
The Marketing Series 7*
Tutor2u³⁶presentation
Tutor2u³⁷presentation
Tutor2u³⁸presentation
- Mar 24
Tutor2u³⁹presentation
Tutor2u⁴⁰presentation
Tutor2u⁴¹presentation
Youtube¹⁴:advertising

- decisions relating to other elements of mix
 - people
 - process
 - physical environment
 - influences on an integrated marketing mix including
 - position in the product life cycle
 - Boston Matrix
 - type of product
 - marketing objectives
 - target market
 - competition
 - positioning
 - importance of an integrated marketing mix
 - value of digital marketing & e-commerce
- Mar 25
Tutor2u⁴quiz
- Mar 25
- Mar 25
 The internet revolution & marketing*
Tutor2u⁴presentation

3. Decision making to improve human resource performance

i Setting human resource objectives

- value of setting human resource objectives including
 - employee engagement & involvement
 - talent development
 - training
 - diversity
 - alignment of values
 - number, skills & location of employees
- internal & external influences on human resources objectives & decisions including
 - soft human resource management
 - hard human resource management

Mar 45
Tutor2u⁶⁶presentation
Youtube³⁰: human resource management
Youtube²⁹: hard HRM
Tutor2u⁹quiz

Mar 45
Human resource strategy*

ii Analysing human resource performance

- calculation & interpretation of human resources data including
 - labour turnover & retention rates
 - labour productivity
 - employee costs as a percentage of turnover
 - labour cost per unit
- use of human resources data for human resources decision making & planning

Mar 51
Workforce & remuneration*
Tutor2u⁶⁷presentation

Mar 51
Tutor2u⁸quiz

iii Making human resource decisions: improving organisational design and managing the human resource flow

- influences on job design including
 - Hackman & Oldham's model

Mar 48
Youtube³⁰: Hackman & Oldham

- influences on organisation design including
 - authority
 - span
 - hierarchy
 - delegation
 - centralisation & decentralisation

Mar 48
Organisational structures: introduction & case studies*
Tutor2u⁶⁸presentation
Youtube³³: organisational structure
Tutor2u⁶⁹presentation
Youtube³⁴: centralised v decentralised
Tutor2u⁷⁰presentation
Tutor2u¹⁰quiz

- influences on delegation, centralisation & decentralisation
- value of changing job & organisational design
- managing human resource flow & meeting human resource objectives including
 - human resource plan
 - recruitment
 - training
 - redeployment
 - redundancy

Mar 48
Youtube³²: delegation
Mar 48
Youtube³¹: job design
Mar 49
Training & development*
Recruitment & selection*
Recruitment in action*

iv Making human resource decisions: improving motivation and engagement	<ul style="list-style-type: none"> - theories of motivated & engaged employees including <ul style="list-style-type: none"> • Taylor • Maslow • Herzberg - benefits of motivated & engaged employees - financial methods to improve employee engagement & motivation including <ul style="list-style-type: none"> • piece rate • commission • salary schemes • performance-related pay - non-financial methods to improve employee engagement & motivation - value of theories of motivation - influences on choice & assessment of effectiveness of financial & non-financial reward systems 	<p>Mar 46 Motivation theories & employee participation* Motivation in action* What is motivation?* <i>Tutor2u⁷¹presentation</i> <i>Youtube³⁵: motivation</i> Mar 46</p> <p>Mar 46 & 47 <i>Tutor2u⁷²presentation</i></p> <p>Mar 46 & 47</p> <p>Mar 46</p> <p>Mar 46 & 47</p>
v Making human resource decisions: improving employer-employee relations	<ul style="list-style-type: none"> - methods of employee involvement in decision making including <ul style="list-style-type: none"> • trade unions • works councils - influences on extent of employees involvement in decision making - ways to manage & improve employer-employee communications & relations - value of good employer-employee relations 	<p>Mar 50 <i>Tutor2u⁷³presentation</i> <i>Youtube³⁶: managing conflict</i> Mar 50</p> <p>Mar 50 <i>Youtube³⁷: communication</i> Mar 50</p>

4. Managers, leadership and decision making

i Understanding management, leadership and decision making	- what managers do including <ul style="list-style-type: none">• setting objectives• analysing• leading• decision making• reviewing	Mar 5 <i>Youtube⁵: management</i> <i>Youtube⁹:setting goals</i>
	- types of management & leadership styles & influences on them including <ul style="list-style-type: none">• Tannenbaum Schmidt continuum• Blake Mouton grid	Mar 6 Leadership & motivation: introduction & case studies* Management styles* Management styles II* <i>Youtube⁶: leadership</i> <i>Youtube⁷:Blake Mouton grid</i> <i>Tutor2u⁶presentation</i>
	- effectiveness of different styles of management & leadership	Mar 6 <i>Youtube⁸:leadership orientation</i>

ii Understanding management decision making	<ul style="list-style-type: none"> - value of decision making based on data & on intuition - factors affecting decision making including <ul style="list-style-type: none"> • risks • rewards • uncertainty • opportunity cost - use, interpretation & value of decision trees - calculating expected value & net gains - influences on decision making including <ul style="list-style-type: none"> • mission • objectives • ethics • external environment, including competition • resource constraints 	<p>Mar 7 <i>Tutor2u⁷presentation</i> <i>BBC¹: The Bottom Line</i> Mar 7 & 9 <i>Youtube¹⁰:decision making for managers</i></p> <p>Mar 8</p> <p>Mar 8 Mar 7</p>
iii Understanding the role and importance of stakeholders	<ul style="list-style-type: none"> - consideration of stakeholder needs when making decisions including <ul style="list-style-type: none"> • stakeholder mapping • stakeholder power & interest - stakeholder needs, overlaps & conflicts - influences on stakeholders relationships - managing relationships with different stakeholders including <ul style="list-style-type: none"> • communication • consultation 	<p>Mar 10 <i>Tutor2u⁸presentation</i> <i>Tutor2u⁹presentation</i></p> <p>Mar 10 Mar 10 Mar 10</p>

5. Decision making to improve financial performance

i Setting financial objectives

- value of financial objectives including
 - concept of a return on investment
 - understanding of proportion of long-term funding that is debt
 - distinction between cash flow & profit
 - distinction between gross profit, operating profit & profit for the year
 - revenue, costs & profit objectives
 - cash flow objectives
 - objectives for investment/capital expenditure levels
 - capital structure objectives
 - internal influences on financial objectives & decisions
 - external influences on financial objectives & decisions
- Mar 36
Tutor2u⁵⁷presentation
- Mar 42
Tutor2u⁶⁰presentation
- Mar 42
Tutor2u⁵⁸presentation
Tutor2u⁵⁹presentation
- Mar 37
Youtube²⁴: costs
- Mar 36
Youtube²³: cash flow
- Mar 36
- Mar 36
- Mar 36
- Mar 36

ii Analysing financial performance

- construction & analysis of cash flow forecast

Mar 39
Cash flow*
Accounting & Finance Clips
4*
Managing the money*
Tutor2u⁶²presentation
Youtube²²: cash flow forecasts

- construction & analysis of budgets including

- variance analysis
- adverse variance
- favourable variance

Mar 40
Accounting & Finance Clips
3*
Tutor2u⁶¹presentation
Youtube²⁰: budgeting
Youtube²¹: variances

- value of budgeting
- construction & interpretation of break-even charts
- break-even analysis including
 - break-even output
 - margin of safety
 - contribution per unit
 - total contribution

Mar 40
Mar 38
Mar 38
Tutor2u⁶³presentation
Youtube²⁵: break even & contribution
Youtube²⁶: break even charts

- calculate effects of changes in price, output & costs on break-even output
- illustrate effects of changes in price, output & costs on break-even chart
- value of break-even analysis
- analysis of profitability using ratios including
 - gross profit
 - profit from operations
 - profit for the year

Mar 38
Mar 38
Mar 38
Mar 41
Are we making a profit?*

	- analysis of timings of cash inflows & cash outflows including	Mar 39
	• an understanding of payables	
	• an understanding of receivables	
	- use of data for financial decision making & planning	Mar 44
iii Making financial decisions: sources of finance	- internal & external sources of finance including	Mar 43
	• debt factoring	Accounting & Finance Clips
	• overdrafts	2*
	• retained profits	Finance for starting a
	• share capital	business*
	• loans	<i>Tutor2u⁶⁴presentation</i>
	• venture capital	<i>Youtube²⁷: sources of</i>
		<i>finance</i>
		<i>Youtube²⁸: loan v overdraft</i>
		<i>Youtube²⁹: debt factoring</i>
	- advantages & disadvantages of different sources of finance for short-term uses	Mar 43
	- advantages & disadvantages of different sources of finance for long-term uses	Mar 43
iv Making financial decisions: improving cash flow and profits	- methods of improving cash flow	Mar 42
		<i>Tutor2u⁶⁵presentation</i>
	- methods of improving profits & profitability	Mar 41
	- difficulties with improving cash flow & profit	Mar 42
	- methods of improving profits & profitability	Mar 41
	- difficulties with improving cash flow & profit	Mar 42

6. Decision making to improve operational performance

i Setting operational objectives	<ul style="list-style-type: none"> - operational objectives including <ul style="list-style-type: none"> • costs • quality • speed of response & flexibility • dependability • environmental objectives • added value - value of setting operational objectives - internal influences on operational objectives & decisions - external influences on operational objectives & decisions 	<p>Mar 26 <i>Tutor2u⁴⁵presentation</i> <i>Tutor2u⁴⁷presentation</i></p> <p>Mar 26 Mar 26 Mar 26</p>
ii Analysing operational performance	<ul style="list-style-type: none"> - calculation of operations data <ul style="list-style-type: none"> • labour productivity • unit costs (average costs) • capacity • capacity utilisation - interpretation of operations data - use of data in operational decision making & planning 	<p>Mar 27, 29 & 31 <i>Tutor2u⁴⁸presentation</i></p> <p>Mar 27 Mar 27</p>
iii Making operational decisions to improve performance: increasing efficiency and productivity	<ul style="list-style-type: none"> - importance of capacity - importance of efficiency & labour productivity - methods to increase efficiency & labour productivity - difficulties increasing efficiency & labour productivity - benefits & costs of lean production including <ul style="list-style-type: none"> • 'Just in Time' operations 	<p>Mar 27 & 29 <i>Tutor2u⁴⁶presentation</i></p> <p>Mar 27 & 29</p> <p>Mar 27 & 29 <i>Tutor2u⁴⁹presentation</i> Mar 27 & 29</p> <p>Mar 28 How a factory works*</p>

	<ul style="list-style-type: none"> - choosing the optimal mix of resources <ul style="list-style-type: none"> • labour intensive processes • capital intensive processes - efficient utilisation of capacity - use of technology to improve operational efficiency 	<p><i>Tutor2u⁵⁰presentation</i> <i>Tutor2u⁵quiz</i> <i>BBC⁴ Learning Zone: JIT</i> <i>BBC⁵ Learning Zone: JIT</i> <i>Inside a Factory III*</i> <i>Inside a Factory IV*</i> <i>Inside a Factory: how they make a Jaguar*</i> <i>BBC⁶ Learning Zone: mechanised production</i> <i>Youtube¹⁵: Loake shoes</i></p>
iv Making operational decisions to improve performance: improving quality	<ul style="list-style-type: none"> - importance of quality - methods of improving quality including <ul style="list-style-type: none"> • quality assurance - benefits & costs of improving quality - consequences of poor quality 	<p><i>BBC³ Learning Zone: technology & efficiency</i> <i>Tutor2u⁵¹presentation</i> Mar 32 <i>Tutor2u⁵²presentation</i> Mar 32 Mar 32 Mar 32 <i>Tutor2u⁶quiz</i></p>
v Making operational decisions to improve performance: managing inventory and supply chains	<ul style="list-style-type: none"> - methods of improving flexibility, speed of response & dependability including <ul style="list-style-type: none"> • mass customisation - value of improving flexibility, speed of response & dependability - managing supply to match demand including 	<p>Mar 33 <i>Tutor2u⁵³presentation</i> Mar 33 Mar 33</p>

- outsourcing
- use of temporary & part-time employees
- producing to order
- value of matching supply to demand Mar 33
- influences on inventory control including Mar 34
 - interpreting inventory control charts *Tutor2u⁵⁴presentation*
 - lead time *Youtube¹⁶: stock control*
 - re-order levels *Youtube¹⁷: stock control & lean production*
 - buffer level inventory
 - re-order quantities
- factors influencing choice of suppliers Mar 33
 - Tutor2u⁵⁵presentation*
- ways to manage the supply chain effectively & efficiently Mar 33
 - Tutor2u⁷quiz*
 - Youtube¹⁸: supply chain management*
- value of managing the supply chain effectively & efficiently Mar 33
 - Youtube¹⁹: Walmart supply chain*
- value of outsourcing Mar 33
 - Tutor2u⁵⁶presentation*

TEACHER 1: RPN (Year 2)

1. Analysing the strategic position of a business

- i Mission, corporate objectives and strategy
- influences on the mission of a business
 - internal & external influences on corporate objectives & decisions including
 - pressures for short termism
 - business ownership
 - internal environment
 - external environment
 - distinction between strategy & tactics
 - links between mission, corporate objectives & strategy
 - impact of strategic decision making on functional decision making
 - value of SWOT analysis
- Tutor2u⁷⁴presentation*
Youtube³⁸: mission statements
Tutor2u⁷⁵presentation
- ii Analysing the existing internal position of a business to assess strengths and weaknesses overall performance
- analysis of data other than financial statements over time & in comparison with other firms to assess strengths & weaknesses of a business including
 - operations data
 - human resources data
 - marketing data
 - importance of core competences
 - assessment of short-term performance
 - assessment of long-term performance
 - value of different measures of assessing overall business performance including
 - Kaplan & Norton's balanced scorecard model
 - Elkington's triple bottom line (profit, people, planet)
- Tutor2u⁷⁶presentation*
Youtube³⁷: corporate strategy
Tutor2u⁷⁷presentation
Youtube³⁸: strategy clock
Tutor2u⁷⁸presentation
- Tutor2u⁶⁷presentation*
Tutor2u⁸⁶presentation
Tutor2u⁸⁷presentation
Youtube⁴¹: triple bottom line

- | | | |
|---|---|--|
| <p>iii Analysing the external environment to assess opportunities and threats: economic change</p> | <ul style="list-style-type: none"> - impact of changes in the UK & global economic environment on strategic & functional decision making including <ul style="list-style-type: none"> • GDP • taxation • exchange rate • inflation • fiscal & monetary policy • more open trade v protectionism - interpretation of economic data for the UK, EU & global economy - implication of changes in relevant economic data for business - reasons for greater globalisation of business - importance of globalisation for business - importance of emerging economies for business | <p><i>Tutor2u⁸⁹presentation</i>
 <i>BBC⁷ Learning Zone: interest rates</i>
 <i>Tutor2u⁹⁰presentation</i>
 <i>Tutor2u⁹¹presentation</i>
 <i>Tutor2u⁹²presentation</i>
 <i>Tutor2u⁹³presentation BBC³: what is GDP?</i>
 <i>Tutor2u⁹⁴presentation</i>
 <i>Tutor2u⁸³presentation</i></p> |
| <p>iv Analysing the external environment to assess opportunities and threats: the competitive environment</p> | <ul style="list-style-type: none"> - identification of Porter's five forces <ul style="list-style-type: none"> • barriers to entry • buyer power • supplier power • rivalry • substitute threat - how Porter's five forces might change - why Porter's five forces might change - implications of Porter's five forces for shaping competitive strategy, functional decision making & profits | <p><i>Tutor2u⁹⁹presentation</i>
 <i>Tutor2u¹⁰⁰presentation</i>
 <i>Tutor2u¹⁰¹presentation</i></p> |

2. Choosing strategic direction

- | | | |
|--|---|--|
| i Strategic direction: choosing which markets to compete in and what products to offer | <ul style="list-style-type: none">- factors influencing which markets to compete in & which products to offers including<ul style="list-style-type: none">• Ansoff's matrix• market penetration• market development• new product development• diversification- reasons for choosing different options for strategic direction- value of different options for strategic direction | <p><i>Tutor2u¹⁰⁶presentation</i>
<i>Tutor2u¹⁰⁷presentation</i>
<i>Tutor2u¹⁰⁸presentation</i>
<i>Tutor2u¹⁰⁹presentation</i>
<i>Tutor2u¹¹⁰presentation</i>
<i>Tutor2u¹¹¹presentation</i></p> |
| ii Strategic positioning: choosing how to compete | <ul style="list-style-type: none">- how to compete in terms of benefits & price including<ul style="list-style-type: none">• Porter's low cost, differentiation & focus strategies• Bowman's strategic clock- influences on choice of a positioning strategy- value of different strategic positioning strategies- benefits of having competitive advantage- difficulties of maintaining a competitive advantage | <p><i>Tutor2u¹¹²presentation</i>
<i>Tutor2u¹¹³presentation</i>
<i>Tutor2u¹¹⁴presentation</i></p> |

3. Managing strategic change

- i Managing change
- types of change including
 - internal change
 - external change
 - incremental change
 - disruptive change
 - causes of & pressures for change including
 - managing change including
 - Lewin's force field analysis
 - value of change
 - value of a flexible organisation including
 - restructuring
 - delayering
 - flexible employment contracts
 - organic structures v mechanistic
 - knowledge & information management
 - value of managing information & knowledge
 - barriers to change including
 - Kotter & Schlesinger's four reasons for resistance to change
 - how to overcome barriers to change including
 - Kotter & Schlesinger's six ways of overcoming resistance to change

- ii Managing organisational culture
- importance of organisational change including
 - Handy's task culture, role culture, power culture & person culture
 - Hofstede's national cultures
 - influences on organisational culture
 - reasons for changing organisational culture
 - problems of changing organisational culture

Youtube⁵²: change management
Tutor2u¹²⁵presentation
BBC¹⁰ Learning Zone: crisis management

Youtube⁵³: Lewin's model of change

Tutor2u¹²⁶presentation

Youtube⁵⁴: Kotter's change management

Tutor2u¹²⁷presentation
Youtube⁵⁵: Hofstede's model on culture
Youtube⁵⁶: Hofstede's model

TEACHER 2: PS (Year 2)

1. Analysing the strategic position of a business

- i Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis
- assessing the financial performance of a business using balance sheets & income statements
 - assessing the financial performance of a business using financial ratios including
 - profitability (return on capital employed)
 - liquidity (current ratio)
 - gearing
 - efficiency ratios: payables days
receivables days
inventory turnover
 - value of financial ratios when assessing performance over time & in comparison with other businesses
- ii Analysing the external environment to assess opportunities and threats: political and legal
- impact of political environment on strategic & functional decision making including UK and EU government policies relating to
 - enterprise
 - the role of regulators
 - infrastructure
 - the environment
 - international trade

Tutor2u⁷⁹presentation
Youtube³⁹: balance sheet
Youtube⁴⁰: profit & loss statement
Tutor2u⁸⁰presentation
Tutor2u⁸¹presentation
Tutor2u⁸²presentation
Tutor2u⁸³presentation
Tutor2u⁸⁴presentation

<p>iii Analysing the external environment to assess opportunities and threats: social and technological</p>	<ul style="list-style-type: none"> - impact of legal environment on strategic & functional decision making including UK and EU laws relating to <ul style="list-style-type: none"> • competition • the labour market • the environment - impact of the social environment on strategic & functional decision making including <ul style="list-style-type: none"> • urbanisation & migration • changes in consumer lifestyles & buying behaviour • growth of online business - reasons for & against corporate social responsibility 	<p><i>Tutor2u⁸⁸presentation</i> <i>Youtube⁴²: EU red tape</i></p>
<p>iv Analysing strategic options: investment appraisal</p>	<ul style="list-style-type: none"> - pressures for socially responsible behaviour - Carroll's corporate social responsibility pyramid - difference between shareholder concept and stakeholder concept - impact of technological change on strategic & functional decision making - calculation & interpretation of investment appraisal methods including <ul style="list-style-type: none"> • payback • average rate of return • net present value - factors influencing investment decisions including <ul style="list-style-type: none"> • investment criteria • non-financial factors • risk • uncertainty - value of sensitivity analysis 	<p><i>Tutor2u⁹⁶presentation</i></p> <p><i>Tutor2u⁹⁷presentation</i> <i>Youtube⁴³: CSR</i> <i>Youtube⁴⁴: CSR</i></p> <p><i>Tutor2u⁹⁸presentation</i></p> <p><i>Tutor2u⁹⁵presentation</i></p> <p><i>Tutor2u¹⁰²presentation</i> <i>Tutor2u¹⁰³presentation</i> <i>Tutor2u¹⁰⁴presentation</i> <i>Tutor2u¹⁰⁵presentation</i></p>

2. Strategic methods: how to pursue strategies

i Assessing a change in scale - reasons why businesses grow or retrench including

- the difference between organic growth & external growth

- how to overcome the problems of growth or retrenchment including

- economies of scale (including technical, purchasing & managerial)
- economies of scope
- diseconomies of scale
- the experience curve
- synergy
- overtrading

- how to manage the problems of growth or retrenchment including

- Greiner's model of growth

- the impact of growth or retrenchment on the functional areas of the business

- assessing methods of growth including

- mergers
- takeovers
- ventures
- franchising

- assessing types of growth including

- forward vertical integration
- backward vertical integration
- horizontal integration
- conglomerate integration

Tutor2u¹¹⁵presentation

Tutor2u¹¹⁶presentation

Tutor2u¹¹⁹presentation

Youtube⁴⁵: stages of business growth

Tutor2u¹¹⁸presentation

Youtube⁴⁶: Greiner curve

Tutor2u¹¹⁷presentation BBC⁸

Learning Zone: franchise growth model

- | | |
|--|---|
| <p>ii Assessing innovation</p> <ul style="list-style-type: none"> - types of innovation including <ul style="list-style-type: none"> • product innovation • process innovation - pressures for innovation - value of innovation - ways of becoming an innovative organisation including <ul style="list-style-type: none"> • Kaizen • research & development • intrapreneurship • benchmarking - protecting innovations & intellectual property including <ul style="list-style-type: none"> • patents • copyrights - impact of an innovation strategy on the functional areas of a business | <p><i>Youtube⁴⁷: innovation</i>
 <i>Tutor2u¹²⁰presentation</i></p> <p><i>Youtube⁴⁸: Kaizen</i></p> <p><i>Tutor2u¹²¹presentation</i>
 <i>BBC⁴: patent wars</i></p> |
| <p>iii Assessing internationalisation</p> <ul style="list-style-type: none"> - methods of entering international markets including <ul style="list-style-type: none"> • export • licensing • alliances • direct investment - reasons for targeting, operating in & trading with international markets - factors influencing the attractiveness of international markets - reasons for producing more & sourcing more resource abroad including <ul style="list-style-type: none"> • off-shoring • re-shoring - ways of entering international markets including <ul style="list-style-type: none"> • multinationals - value of different methods of entering international markets - influences on buying, selling & producing abroad | <p><i>Youtube⁴⁹: McDonalds global strategy</i>
 <i>Tutor2u¹²²presentation</i>
 <i>Tutor2u¹²³presentation</i></p> <p><i>Youtube⁵¹: Adventure capitalists in Brazil</i></p> <p><i>Youtube⁵⁰: structure & strategy of MNC</i></p> |

- managing international business including
 - pressures for local responsiveness
 - pressures for cost reduction
 - Bartlett & Ghoshal's international, multi-domestic, transnational & global strategies
- impact of internationalisation on the functional areas of the business

- iv Assessing greater use of digital technology
- areas of digital technology used by business including
 - e-commerce
 - big data
 - data mining
 - enterprise resource planning (ERP)
 - pressures to adopt digital technology
 - value of digital technology
 - impact of digital technology on the functional areas of businesses

BBC⁹ Learning Zone: the online business
Tutor2u¹²⁴presentation

3. Managing strategic change

i Managing strategic implementation

- how to implement strategy effectively
- value of leadership in strategic implementation
- value of communications in strategic implementation
- importance of organisational structure in strategic implementation including
 - functional structure
 - product based structure
 - regional structure
 - matrix structure
- understanding & interpreting network diagrams
- amendment of network diagrams
- identifying the critical path & total float
- value of network analysis in strategic implementation

Tutor2u¹²⁸presentation

Tutor2u¹²⁹presentation

Tutor2u¹³⁰presentation

ii Problems with strategy and why strategies fail

- difficulties of strategic decision making
- difficulties of implementing strategy
- planned v emergent strategy
- reasons for strategic drift
- possible effect of the divorce between ownership & control including
 - corporate governance
- evaluating strategic performance
- value of strategic planning
- value of contingency planning

Tutor2u¹³¹presentation

Digital Resources

BBC Learning Zone ¹ : What is a business?	http://www.bbc.co.uk/schools/gcsebitesize/business/aims/aimsactivitiesvid.shtml
Tutor2u ¹ presentation	http://www.slideshare.net/tutor2u/objectives-of-a-new-business
Tutor2u ² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-aims-objectives-and-stakeholders
BBC Learning Zone ² : Business Structures	http://www.bbc.co.uk/schools/gcsebitesize/business/aims/limitedcompaniesvid.shtml
Tutor2u ³ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-startup-business-structures
Tutor2u ¹ quiz	http://www.tutor2u.net/business/quiz/basics-legalstructure/quiz.html
Tutor2u ² quiz	http://beta.tutor2u.net/business/blog/revision-quiz-sole-traders-and-partnerships
Tutor2u ³ quiz	http://beta.tutor2u.net/business/blog/revision-quiz-limited-companies
Youtube ¹ : Big Issue	https://www.youtube.com/watch?v=jlO8GJke6EU
Youtube ² : Why go limited?	https://www.youtube.com/watch?v=b15Ov8w-ijQ
Tutor2u ⁴ presentation	http://www.tutor2u.net/business/presentations/accounts/shares/default.html
Youtube ³ : Stock exchange	http://www.youtube.com/watch?v=F3QpgXBtDeo
Tutor2u ⁵ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-revenues-and-demand
Youtube ⁴ : PEST analysis	http://www.youtube.com/watch?v=eGLFVjs1Zak
Youtube ⁵ : management	https://www.youtube.com/watch?v=iB334D7-iOY&list=PLSJnyH6TwwIRSdMttTegDl4iXXiEVbtK
Youtube ⁶ : leadership	http://www.youtube.com/watch?v=XixkUiRy1Fg
Youtube ⁷ : Blake Mouton grid	http://education-portal.com/academy/lesson/the-blake-mouton-managerial-grid-five-leadership-styles.html#lesson
Youtube ⁸ : leadership orientation	http://education-portal.com/academy/lesson/leadership-orientation-task-oriented-people-oriented.html#lesson
Tutor2u ⁶ presentation	http://www.slideshare.net/tutor2u/business-leadership-12281544
Youtube ⁹ : setting goals	http://education-portal.com/academy/lesson/setting-business-department-goals.html#lesson
Tutor2u ⁷ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-risks-and-rewards-to-enterprise
BBC ¹ : The Bottom Line	http://www.bbc.co.uk/iplayer/episode/poodt2rn/The_Bottom_Line_22_02_2011/
Youtube ¹⁰ : decision making for managers	http://education-portal.com/academy/lesson/decision-making-for-managers-certainty-risk-uncertainty.html#lesson
Tutor2u ⁸ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-aims-objectives-and-stakeholders
Tutor2u ⁹ presentation	http://www.tutor2u.net/business/presentations/strategy/changemanagement/default.html
Tutor2u ¹⁰ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingintroduction/default.html
Tutor2u ¹¹ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingobjectives/
Tutor2u ¹² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-marketing-objectives
Tutor2u ¹³ presentation	http://www.tutor2u.net/business/presentations/marketing/marketinganalysis/default.html
Tutor2u ¹⁴ presentation	http://www.tutor2u.net/business/presentations/marketing/marketresearchintroduction/default.html
Tutor2u ¹⁵ presentation	http://www.tutor2u.net/business/presentations/marketing/marketresearchmethods/default.html

Tutor2u ¹⁶ presentation	http://www.tutor2u.net/business/presentations/marketing/secondaryresearch/default.html
Tutor2u ¹⁷ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-market-mapping
Tutor2u ¹⁸ presentation	http://www.tutor2u.net/business/presentations/marketing/sampling/default.html
Tutor2u ¹⁹ presentation	http://www.tutor2u.net/economics/presentations/aseconomics/markets/PriceElasticityofDemand/default.html
Youtube ¹¹ : YED	https://www.youtube.com/watch?v=CnNe1ri0l4&index=14&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ²⁰ presentation	http://www.tutor2u.net/economics/presentations/aseconomics/markets/IncomeElasticityofDemand/default.html
Youtube ¹² : PED	https://www.youtube.com/watch?v=uOFueiyyFqc&index=8&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ²¹ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingforecasting/default.html
Tutor2u ²² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-analysing-marketing-data
Tutor2u ²³ presentation	http://www.tutor2u.net/business/presentations/marketing/targeting/default.html
Tutor2u ²⁴ presentation	http://www.tutor2u.net/business/presentations/marketing/consumersegmentation/default.html
Tutor2u ²⁵ presentation	http://www.tutor2u.net/business/presentations/marketing/stpsegmentation/default.html
Tutor2u ²⁶ presentation	http://www.tutor2u.net/business/presentations/marketing/productpositioning/default.html
Tutor2u ²⁷ presentation	http://www.tutor2u.net/business/presentations/marketing/nichemarketing/default.html
Youtube ¹³ :marketing mix	http://www.youtube.com/watch?v=CiLTrVuN8mk
Tutor2u ²⁸ presentation	http://www.tutor2u.net/business/presentations/marketing/levelsofproducts/default.html
Tutor2u ²⁹ presentation	http://www.tutor2u.net/business/presentations/marketing/productpositioning/default.html
Tutor2u ³⁰ presentation	http://www.tutor2u.net/business/presentations/marketing/productmix/default.html
Tutor2u ³¹ presentation	http://www.tutor2u.net/business/presentations/marketing/productlifecycle/default.html
Tutor2u ³² presentation	http://www.tutor2u.net/business/presentations/marketing/bostonmatrix/
Tutor2u ³³ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-marketing-and-product-portfolios
Tutor2u ³⁴ presentation	http://www.tutor2u.net/business/presentations/marketing/pricing/default.html
BBC ² : Dragons' Den	http://www.bbc.co.uk/dragonsden/entrepreneurs/adejaredoherty.shtml
Tutor2u ³⁵ presentation	http://www.tutor2u.net/business/presentations/marketing/skimmingvpenetration/default.html
Tutor2u ³⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-marketing-mix-introduction-to-promotion
Tutor2u ³⁷ presentation	http://www.tutor2u.net/business/presentations/marketing/advertising/default.html
Tutor2u ³⁸ presentation	http://www.tutor2u.net/business/presentations/marketing/branding/default.html
Tutor2u ³⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-marketing-mix-introduction-to-place
Tutor2u ⁴⁰ presentation	http://www.tutor2u.net/business/presentations/marketing/physicaldistribution/default.html
Tutor2u ⁴¹ presentation	http://www.tutor2u.net/business/presentations/marketing/channelstrategy/
Tutor2u ⁴² presentation	http://www.tutor2u.net/business/gcse/marketing_ecommerce.htm
Youtube ¹⁴ :advertising	http://www.youtube.com/watch?v=lioMujmOTGk
Tutor2u ⁴³ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingmix/default.html
Tutor2u ⁴⁴ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingservices/default.html
Tutor2u ⁴ quiz	http://www.tutor2u.net/quiz/marketing/
Tutor2u ⁴⁵ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-operational-objectives

Tutor2u ⁴⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-making-operational-decisions
Tutor2u ⁴⁷ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-adding-value
Tutor2u ⁴⁸ presentation	http://www.tutor2u.net/business/presentations/people/labourproductivity/player.html
Tutor2u ⁴⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-economies-of-scale-resource-mix
BBC ³ Learning Zone: technology & efficiency	http://www.bbc.co.uk/learningzone/clips/new-technology-efficiency-and-redundancy/11363.html
Tutor2u ⁵⁰ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-lean-production
Tutor2u ⁵ quiz	http://www.tutor2u.net/business/quiz/leanproduction/quiz.html
BBC ⁴ Learning Zone: JIT	http://www.bbc.co.uk/learningzone/clips/just-in-time-delivery/11381.html
BBC ⁵ Learning Zone: JIT	http://www.bbc.co.uk/learningzone/clips/just-in-time-practice/368.html
Tutor2u ⁵¹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-operations-and-technology
Tutor2u ⁵² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-managing-quality
Youtube ¹⁵ : Loake shoes	http://www.youtube.com/watch?v=_W7_hPugqro
BBC ⁶ Learning Zone: mechanised production	http://www.bbc.co.uk/learningzone/clips/production-on-mechanised-production-lines/8487.html
Tutor2u ⁶ quiz	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-quiz-quality
Tutor2u ⁵³ presentation	http://www.tutor2u.net/business/presentations/accounts/specialorders/default.html
Tutor2u ⁵⁴ presentation	http://tutor2u.net/business/presentations/accounts/stock_management.swf
Youtube ¹⁶ : stock control	https://www.youtube.com/watch?v=mC1Apvobetg
Youtube ¹⁷ : stock control & lean production	https://www.youtube.com/watch?v=d8xr_G_Voc4&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ⁵⁵ presentation	http://www.slideshare.net/tutor2u/operations-working-with-suppliers
Tutor2u ⁷ quiz	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-quiz-working-with-suppliers
Youtube ¹⁸ : supply chain management	https://www.youtube.com/watch?v=_SPNu_il7el
Youtube ¹⁹ : Walmart supply chain	https://www.youtube.com/watch?v=yZC4neLax5o
Tutor2u ⁵⁶ presentation	http://www.tutor2u.net/business/presentations/strategy/outsourcing/default.html
Tutor2u ⁵⁷ presentation	http://www.slideshare.net/gemdeane1/intro-financial-objectives
Tutor2u ⁵⁸ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-calculating-and-measuring-profit
Tutor2u ⁵⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-measuring-profit
Tutor2u ⁶⁰ presentation	http://www.tutor2u.net/business/presentations/finance/profitandcash/player.html
Youtube ²⁰ : budgeting	https://www.youtube.com/watch?v=4Teulqp4Fuo&index=36&list=UUaey8K-hi8GvHnQ4MbWPGng
Youtube ²¹ : variances	https://www.youtube.com/watch?v=NFuziqmCnX4&list=UUaey8K-hi8GvHnQ4MbWPGng&index=1
Tutor2u ⁶¹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-using-budgets
Youtube ²² : cash flow forecasts	https://www.youtube.com/watch?v=horcvlqUiTM

Youtube ²³ : cash flow	https://www.youtube.com/watch?v=oexkKuTaugc&list=UUaey8K-hi8GvHnQ4MbWPGng&index=37
Tutor2u ⁶² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-the-startup-cash-flow-forecast
Youtube ²⁴ : costs	https://www.youtube.com/watch?v=_VwWOLn-ocs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=38
Youtube ²⁵ : break even & contribution	https://www.youtube.com/watch?v=Y22_AC6BN9Y&list=UUaey8K-hi8GvHnQ4MbWPGng&index=30
Youtube ²⁶ : break even charts	https://www.youtube.com/watch?v=TL0o2mY6Flw&index=31&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ⁶³ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-brokeven-analysis-introduction
Tutor2u ⁶⁴ presentation	http://www.tutor2u.net/business/presentations/accounts/sourcesoffinance/default.html
Youtube ²⁷ : sources of finance	https://www.youtube.com/watch?v=5llomKg6-yl&index=32&list=UUaey8K-hi8GvHnQ4MbWPGng
Youtube ²⁸ : loan v overdraft	https://www.youtube.com/watch?v=R5ZhsReqlOM
Youtube ²⁹ : debt factoring	https://www.youtube.com/watch?v=NdTbkvfCsg
Tutor2u ⁶⁵ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-improving-cash-flow
Youtube ³⁰ : human resource management	https://www.youtube.com/watch?v=sHT_WsxkgfY&index=16&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ⁶⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-introduction-to-hr-objectives-strategies
Youtube ²⁹ : hard HRM	http://www.youtube.com/watch?v=BlbXOn5zjko
Tutor2u ⁶⁷ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-measuring-workforce-effectiveness
Tutor2u ⁸ quiz	http://www.tutor2u.net/business/quiz/workforceplanning/quiz.html
Tutor2u ⁹ quiz	http://www.tutor2u.net/business/quiz/hrmobjectives/quiz.html
Youtube ³⁰ : Hackman & Oldham	http://education-portal.com/academy/lesson/hackman-oldhams-job-characteristics-model.html#lesson
Youtube ³¹ : job design	http://education-portal.com/academy/lesson/job-design-definition-and-purpose.html#lesson
Youtube ³² : delegation	http://education-portal.com/academy/lesson/what-is-delegation-definition-parties-duties.html#lesson
Tutor2u ⁶⁸ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-organisational-structures-intro
Youtube ³³ : organisational structure	https://www.youtube.com/watch?v=R-m8grawp1k&index=4&list=UUaey8K-hi8GvHnQ4MbWPGng
Tutor2u ⁶⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-centralised-decentralised-decision-making
Youtube ³⁴ : centralised v decentralised	http://education-portal.com/academy/lesson/authority-in-centralized-decentralized-organizations.html#lesson
Tutor2u ⁷⁰ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-improving-organisational-structures
Tutor2u ¹⁰ quiz	http://www.tutor2u.net/business/quiz/competitiveorgstructures/quiz.html
Youtube ³⁵ : motivation	https://www.youtube.com/watch?v=Ou7f3YwFaUs&list=UUaey8K-hi8GvHnQ4MbWPGng&index=5
Tutor2u ⁷¹ presentation	http://www.tutor2u.net/business/presentations/people/motivation-theory/player.html
Tutor2u ⁷² presentation	http://www.tutor2u.net/business/presentations/people/motivation-practice/player.html
Tutor2u ⁷³ presentation	http://www.tutor2u.net/business/presentations/people/employeerelations/player.html
Youtube ³⁶ : managing conflict	http://education-portal.com/academy/lesson/conflict-resolution-managing-team-conflict-in-organizations.html#lesson
Youtube ³⁷ : communication	http://education-portal.com/academy/lesson/the-communication-process.html#lesson

Tutor2u ⁷⁴ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-aims-objectives-and-stakeholders
Tutor2u ⁷⁵ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-mission-statements
Youtube ³⁸ : mission statements	http://www.youtube.com/watch?v=jT7xIFTinlw&feature=related
Tutor2u ⁷⁶ presentation	http://www.tutor2u.net/business/presentations/strategy/introductiontostrategy/default.html
Tutor2u ⁷⁷ presentation	http://www.slideshare.net/tutor2u/introduction-to-business-objectives-in-strategy
Youtube ³⁷ : corporate strategy	http://www.youtube.com/watch?v=43kZDnyDXOc
Tutor2u ⁷⁸ presentation	http://www.slideshare.net/tutor2u/buss4-planning-for-change-swot-analysis
Youtube ³⁸ : strategy clock	http://www.youtube.com/watch?v=qJjbBH-gvbo
Youtube ³⁹ : balance sheet	http://www.youtube.com/watch?v=ixCPM5HznRU&feature=player_embedded
Tutor2u ⁷⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-balance-sheet-basics
Youtube ⁴⁰ : profit & loss statement	http://www.youtube.com/watch?v=ulpX3jX_UTo
Tutor2u ⁸⁰ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-income-statement-basics
Tutor2u ⁸¹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-liquidity-ratios
Tutor2u ⁸² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-profitability-ratios
Tutor2u ⁸³ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-financial-efficiency-ratios
Tutor2u ⁸⁴ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-shareholder-ratios
Tutor2u ⁸⁵ presentation	http://www.tutor2u.net/business/presentations/strategy/balancedscorecard/default.html
Tutor2u ⁸⁶ presentation	http://www.tutor2u.net/business/presentations/strategy/balancedscorecard/default.html
Tutor2u ⁸⁷ presentation	http://www.tutor2u.net/business/presentations/strategy/shortrunlongrun/default.html
Youtube ⁴¹ : triple bottom line	http://www.youtube.com/watch?v=2f5m-jBf81Q
Tutor2u ⁸⁸ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-business-legislation
Tutor2u ⁸⁹ presentation	http://www.slideshare.net/tutor2u/business-and-interest-rates
BBC ⁷ Learning Zone: interest rates	http://www.bbc.co.uk/learningzone/clips/why-do-interest-rates-matter/11888.html
Tutor2u ⁹⁰ presentation	http://www.slideshare.net/tutor2u/buss4-inflation
Tutor2u ⁹¹ presentation	http://www.slideshare.net/tutor2u/buss4-exchange-rates
Tutor2u ⁹² presentation	http://www.slideshare.net/tutor2u/buss4-unemployment
Tutor2u ⁹³ presentation	http://www.slideshare.net/tutor2u/buss4-business-cycle-economic-growth
BBC ³ : what is GDP?	http://www.bbc.co.uk/news/business-13200758
Tutor2u ⁹⁴ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/video-case-study-eu-legislation-impact-on-business
Youtube ⁴² : EU red tape	https://www.youtube.com/watch?v=nwOo5mMK8M8
Tutor2u ⁹⁵ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-business-the-technological-environment
Tutor2u ⁹⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-social-environment-business
Tutor2u ⁹⁷ presentation	http://www.slideshare.net/tutor2u/buss4-corporate
Youtube ⁴³ : CSR	http://www.youtube.com/watch?v=EoNkGtNU_gw

Youtube ⁴⁴ : CSR	https://www.youtube.com/watch?v=yzvyslgqTvw
Tutor2u ⁹⁸ presentation	http://www.slideshare.net/viren3616/introduction-to-csr
Tutor2u ⁹⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-porters-five-forces
Tutor2u ¹⁰⁰ presentation	http://www.tutor2u.net/business/presentations/strategy/fiveforces/default.html
Tutor2u ¹⁰¹ presentation	http://www.slideshare.net/tutor2u/porters-five-forces-model-analysing-competiton
Tutor2u ¹⁰² presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-making-investment-decisions-introduction
Tutor2u ¹⁰³ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-quiz-investment-appraisal-1
Tutor2u ¹⁰⁴ presentation	http://www.tutor2u.net/business/presentations/accounts/investappraisalnondiscounting/default.html
Tutor2u ¹⁰⁵ presentation	http://www.tutor2u.net/business/presentations/accounts/investappraisaldiscounting/default.html
Tutor2u ¹⁰⁶ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingenvironment/default.html
Tutor2u ¹⁰⁷ presentation	http://www.tutor2u.net/business/presentations/strategy/ansoff/default.html
Tutor2u ¹⁰⁸ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-ansoffs-matrix
Tutor2u ¹⁰⁹ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingstrategy/default.html
Tutor2u ¹¹⁰ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/samsung-boston-matrix-culture-and-dividend-yield
Tutor2u ¹¹¹ presentation	http://www.tutor2u.net/business/presentations/strategy/shortrunlongrun/default.html
Tutor2u ¹¹² presentation	http://www.tutor2u.net/business/presentations/strategy/genericstrategies/default.html
Tutor2u ¹¹³ presentation	http://www.tutor2u.net/business/presentations/marketing/marketingstrategy/default.html
Tutor2u ¹¹⁴ presentation	http://www.marketingteacher.com/bowmans-strategy-clock
Tutor2u ¹¹⁵ presentation	http://www.tutor2u.net/business/presentations/strategy/businessgrowth/default.html
Youtube ⁴⁵ : stages of business growth	http://www.youtube.com/watch?v=G2uwHXEAB7o
Tutor2u ¹¹⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-motives-for-takeovers-and-mergers
Tutor2u ¹¹⁷ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-acquisitions
BBC ⁸ Learning Zone: franchise growth model	http://www.bbc.co.uk/learningzone/clips/exploring-the-franchise-business-model/13156.html
Tutor2u ¹¹⁸ presentation	http://www.slideshare.net/tutor2u/improving-cash-flow
Tutor2u ¹¹⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-retrenchment
Youtube ⁴⁶ : Greiner curve	http://www.youtube.com/watch?v=Rth18GeBaa0
Youtube ⁴⁷ : innovation	http://www.youtube.com/watch?v=B4ZSGQWoUMI
Tutor2u ¹²⁰ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-innovation
BBC ⁴ : patent wars	http://www.bbc.co.uk/news/technology-17040699
Tutor2u ¹²¹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-protecting-a-startups-business-idea
Youtube ⁴⁸ : Kaizen	http://www.youtube.com/watch?v=KHxi4T_DboU
Youtube ⁴⁹ : McDonalds global strategy	https://www.youtube.com/watch?v=OCG7ScRP1ws
Tutor2u ¹²² presentation	http://www.tutor2u.net/business/presentations/strategy/global/default.html

Tutor2u ¹²³ presentation	http://www.tutor2u.net/business/presentations/marketing/internationalmarketing/default.html
Youtube ⁵⁰ : structure & strategy of MNC	http://www.powershow.com/view/14c7ca-
Youtube ⁵¹ : Adventure capitalists in Brazil	http://www.youtube.com/watch?v=a8iHhYIJ6Xw
BBC ⁹ Learning Zone: the online business	http://www.bbc.co.uk/learningzone/clips/the-online-business/11368.html
Tutor2u ¹²⁴ presentation	http://www.tutor2u.net/ebusiness/ebusiness-marketing-promotion-introduction.html
Youtube ⁵² : change management	https://www.youtube.com/watch?v=__lIYNMdv9E&feature=kp
Tutor2u ¹²⁵ presentation	http://www.slideshare.net/tutor2u/change-management-
BBC ¹⁰ Learning Zone: crisis management	http://www.bbc.co.uk/learningzone/clips/crisis-management-in-business/12256.html
Youtube ⁵³ : Lewin's model of change	http://education-portal.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html#lesson
Youtube ⁵⁴ : Kotter's change management	http://education-portal.com/academy/lesson/kotters-8-step-change-model-of-management.html#lesson
Tutor2u ¹²⁶ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-delaying
Tutor2u ¹²⁷ presentation	http://www.slideshare.net/tutor2u/business-strategy-and-culture
Youtube ⁵⁵ : Hofstede's model on culture	https://www.youtube.com/watch?v=ITY6LHgWdZ4
Youtube ⁵⁶ : Hofstede's model	https://www.youtube.com/watch?v=LBv1wLuY3Ko
Tutor2u ¹²⁸ presentation	http://www.tutor2u.net/business/presentations/strategy/strategicplanning/default
Tutor2u ¹²⁹ presentation	http://www.tutor2u.net/blog/index.php/business-studies/comments/revision-presentation-corporate-planning-and-strategy
Tutor2u ¹³⁰ presentation	http://www.slideshare.net/tutor2u/critical-path-analysis-10762045
Tutor2u ¹³¹ presentation	http://tutor2u.net/economics/revision-notes/a2-micro-divorce-ownership-control.html