

# AQA A Level BUSINESS

Year 13

Scheme of Work 2024 - 2025

**Subject Leader: Mrs Lola Owolabi**

Topics by Term	Topic Overview for Year Group					
	Term 1	Term 2	Term 3	Term 4	Term 5	Term 6
<b>Topics Taught</b>	1. Mission and strategy (2 lessons) 2. Analysing the internal position of a business (10 lessons) 3. Analysing the External position of a business ( 6 lessons) 4. Term 4 Year 1 Recap (6 lessons) <b>Exam Technique Focus in each lesson – past paper question visited</b>	1. Analysing Economic (6 lessons) 2. Analysing Social and Technological (6 lessons) 3. The competitive environment (4 lessons) 4. Investment Appraisal (4 lessons) 5. Term 5 Year 1 Recap (8 lessons)	1. Choosing markets and products (3 lessons) 2. Strategic Positioning (3 lessons) 3. Assessing a change of scale (5 lessons) 4. Assessing innovation (3 lessons) 5. Assessing internationalisation (4 lessons)	1. Digital Technology (2 lessons) 2. Managing Change (8 lessons) 3. Organisational Culture (4 lessons) 4. Strategic Implementation (6 lessons) 5. Problems with strategies (5)	Revision using Past Papers, Mark Schemes and Examiners Reports Exam Technique focus	

	regularly – 16/24 mark questions completed for assessment every fortnight	Exam Technique Focus in each lesson – past paper question visited regularly – 16/24 mark questions completed for assessment every fortnight	6. Term 6 Year 1 Recap (8 lessons) Exam Technique Focus in each lesson – past paper question visited regularly – 16/24 mark questions completed for assessment every fortnight	6. Past Paper and Exam Technique (8 lessons) Exam Technique Focus in each lesson – past paper question visited regularly – 16/24 mark questions completed for assessment every fortnight		
<b>Week Times</b>	6 Weeks (24 lessons)	7 Weeks (28 lessons)	6 Weeks (24 lessons)	6 Weeks (24 lessons)		

Year 13 / Term 1		A level / AQA				
Specification o References	Big questions	Topic area: main Items and learning objectives All: grades 1-3 Most: grades 4-6 Some: grades 7-9 Examples	Outcomes	Key Terms/ concepts Literacy Numeracy	Assessment and homework tasks	Resources
<b>Term 1</b>						
<b>Topic 1: 3.7 Analysing the strategic position of a business</b>						
<b>Week 1 Section 1 Topic 1.1</b>	<p>Can you define 'short termism'?</p> <p>Can you distinguish between tactics and strategy?</p> <p>Can you explain why a small business facing competition from larger rivals should engage in a SWOT analysis before making strategic decisions?</p>	<p>Define the term 'corporate objective'</p> <p>State two disadvantages that may result from managers taking decisions that are influenced by short-termism</p> <p>Explain the relationship between a business's mission and its corporate objectives</p> <p>Explain how the external and internal environment can influence corporate objectives</p>	<p>3.7.1 Mission, corporate objectives and strategy</p> <ul style="list-style-type: none"> <li>Influences on the mission of a business</li> <li>Internal and external influences on corporate objectives and decisions</li> <li>The links between mission, corporate objectives and strategy</li> <li>The impact of strategic decision making on functional decision making</li> <li>The value of SWOT analysis</li> </ul>	<b>Functional decision Short-termism</b>	<ul style="list-style-type: none"> <li>Question from past paper (9 marks)</li> <li>Extended writing activity - IKEA</li> </ul>	<p><b>PPT</b></p> <p>Mission statements – Revision presentation <a href="http://www.tutor2u.net/business/reference/mission-statements-revision-presentation">http://www.tutor2u.net/business/reference/mission-statements-revision-presentation</a></p> <p>SWOT analysis – Study note <a href="http://www.tutor2u.net/business/reference/swot-analysis">http://www.tutor2u.net/business/reference/swot-analysis</a></p>
<b>3.7 Analysing the strategic position of a business</b>						
<b>Weeks 2 and 3</b>	<p>Can you explain the possible benefits to a public limited company's shareholders if it earns 'high quality profit' regularly?</p>	<p>Calculate profitability and liquidity ratios</p> <p>State two examples of current assets and two current liabilities</p> <p>Explain the difference between an income</p>	<p>3..7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p>	<ul style="list-style-type: none"> <li>Profitability (ROCE)</li> <li>Liquidity (current ratio)</li> <li>Gearing</li> </ul>	<ul style="list-style-type: none"> <li>Question from past paper (16 marks)</li> <li>Extended writing activity - HSBC</li> </ul>	<p><b>PPT</b></p> <p><b>AQA Textbook</b></p> <p>What Happened Next – Balance sheet activity</p> <p>The Accountant – Income statement activity</p>

	To what extent do you think that profitability is the most important measure of performance for the directors of a public limited in the UK?	statement and a balance sheet Define 'non-current liability' Explain two possible external factors that need to be taken into account when conducting ratio analysis	<ul style="list-style-type: none"> <li>How to assess the financial performance of a business using balance sheets, income statements and financial ratios</li> <li>The value of financial ratios when assessing performance</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency ratios: payables days, receivables days, inventory turnover</li> </ul>		Balance Sheet – Revision quiz <a href="http://www.tutor2u.net/business/reference/swot-analysis">http://www.tutor2u.net/business/reference/swot-analysis</a> Using financial accounts to assess business performance – Study note <a href="http://www.tutor2u.net/business/reference/using-financial-accounts-to-assess-business-performance">http://www.tutor2u.net/business/reference/using-financial-accounts-to-assess-business-performance</a>
<b>3.7 Analysing the strategic position of a business</b>						
Weeks 4 and 5	<p>Can you state one reason why labour cost per unit of production might be a good measure of a businesses HR performance?</p> <p>Can you state three elements of Elkington's Triple Bottom Line?</p> <p>Can you explain why core competencies are important for large multinational firms that sell a range of products in global markets?</p>	<p>State two examples of operations data that may be used to analyse a business's strengths and weaknesses</p> <p>Distinguish between core competencies and competitive advantage</p> <p>Explain what a 'balanced scorecard' is</p> <p>Explain one circumstance in which capacity utilisation can be a vital measure of a business's performance</p>	<p>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p> <ul style="list-style-type: none"> <li>How to analyse data other than financial statements to assess the strengths and weaknesses of a business</li> <li>The importance of core competencies</li> <li>Assessing short and long-term performance</li> <li>The value of different measures of assessing business performance</li> </ul>	<p>Core competencies</p> <p>Competitive advantage</p> <p>Outsourcing</p>	<ul style="list-style-type: none"> <li>Past Paper 2, 16 marks Q14 2017</li> <li>Case Study – Southwest Airlines, Triple Bottom Line</li> </ul>	<ul style="list-style-type: none"> <li>PPT</li> <li>AQA Textbook</li> </ul> <p>Opportunity to re-cap Year 1 Content:</p> <p>3.3.1 market share</p> <p>3.4.2 labour productivity, unit costs, capacity and capacity utilisation</p> <p>3.6.2 labour turnover and retention rates, employee costs as a percentage of turnover and labour cost per unit</p> <p>Youtube – Robert Kaplan, the Balance Scorecard</p>

	<b>3.7 Analysing the strategic position of a business</b>					
Week 6	<p>Can you state two actions that regulators may take to protect the interest of consumers?</p> <p>Can you explain the main areas in which competition law operates?</p>	<p>State two areas of government policy that might shape the political environment in which UK businesses operate</p> <p>Explain what is meant by the term 'enterprise-friendly' business environment</p>	<p>3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change</p> <p>The impact of changes in the political and legal environment on strategic and functional decision making</p>	<p>Cartels</p> <p>Anti-competitive practices</p> <p>A dominant market position</p> <p>Merger</p> <p>Takeover</p>	<ul style="list-style-type: none"> <li>• Questions from a past paper</li> <li>• Data Response Homework – Case Study</li> </ul>	<p>PPT</p> <p>AQA Textbook</p> <p>Business Legislation – Revision presentation</p> <p><a href="http://www.tutor2u.net/business/blog/revision-business-legislation">http://www.tutor2u.net/business/blog/revision-business-legislation</a></p> <p>Is the sugar tax a threat to business? – blog</p> <p><a href="http://www.tutor2u.net/business/blog/is-the-sugar-tax-a-threat-to-business">http://www.tutor2u.net/business/blog/is-the-sugar-tax-a-threat-to-business</a></p>
Term 1 Assessment Topics 3.7.1 – 3.7.3						
<b>Term 2</b>	<b>3.7 Analysing the strategic position of a business</b>					
Weeks 1 and 2	<p>Can you list three factors that have led to greater globalisation of businesses?</p> <p>Can you explain one possible benefit to UK businesses from the government decision to balance its budget as soon as possible?</p> <p>Can you explain the difference between 'inflation' and 'deflation'?</p> <p>Can you analyse the possible implications of a substantial fall in the pound's exchange rate for large UK businesses manufacturing chocolate, such as Cadbury?</p>	<p>Define 'Gross domestic product'</p> <p>Distinguish between a recession and a boom in an economy</p> <p>State three main taxes that are paid by businesses in the UK</p> <p>State Two techniques of monetary policy that are available to the UK government</p> <p>Explain what happens to the prices of exports and imports when a currency appreciates.</p>	<p>3.7.5 Analysing the external environment to assess opportunities and threats: economic change</p> <p>The impact of changes in the UK and the global economic environment on strategic and functional decision making</p> <p>Reasons for greater globalisation of business</p> <p>The importance of globalisation for business</p> <p>The importance of emerging economies for business</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p>Budget balance</p> <p>Fiscal spending</p> <p>Monetary spending</p> <p>Emerging market</p> <p>Economic growth</p> <p>BRIC countries</p> <p>Multinational businesses</p>	<ul style="list-style-type: none"> <li>• Data Response Question – Japan Tobacco International (page 111)</li> <li>• Past Paper 3, 2016 Q9</li> </ul>	<p>PPT</p> <p>AQA Business textbook</p> <p>Opportunity to re-cap Year 1 content:</p> <p>3.1.3 factors influencing costs and demand; interest rates</p> <p>Business cycle cards – paired group activity</p> <p>China aspires to IKEA – Youtube</p>

	<b>3.7 Analysing the strategic position of a business</b>					
Weeks 3 and 4	<p>Can you distinguish between migration and urbanisation?</p> <p>Can you list two possible implications of the continued growth of online businesses?</p> <p>Can you explain one benefit a manufacturer operating in a price competitive market may receive as a result of population movements?</p>	<p>Identify the two major changes currently taking place in the UK's population</p> <p>State two possible examples of the implications for businesses of meeting social responsibilities</p> <p>List the four types of responsibility set out in Carroll's CSR pyramid</p> <p>Explain the four key elements of digital technology that will influence business models in the future</p> <p>Analyse the possible reasons why multinational manufacturers of sports clothing are under considerable pressure to be socially responsible</p>	<p>3.7.6 Analysing the external environment to assess the opportunities and threats: social and technological</p> <p>The impact of the social and technological environment on strategic and functional decision making</p> <p>The pressure for socially responsible behaviour</p>	<p>Demography</p> <p>Migration</p> <p>Urbanisation</p> <p>Ethical behaviour</p> <p>CSR</p> <p>Stakeholders</p> <p>Pressure group</p>	<ul style="list-style-type: none"> <li>25 mark Exam Practice – Questions 1 and 2 (Page 135)</li> </ul>	<p>PPT</p> <p>AQA Textbook</p> <p>Opportunity to recap Year 1 content:</p> <p>3.1.3 factors influencing costs and demand; demographic factors, environmental issues and fair trade</p> <p>Business ethics – revision quiz</p> <p><a href="http://www.tutor2u.net/business/reference/business-ethics-revision-quiz">http://www.tutor2u.net/business/reference/business-ethics-revision-quiz</a></p> <p>CSR revision video</p> <p><a href="http://www.tutor2u.net/business/reference/corporate-social-responsibility-csr-revision-video">http://www.tutor2u.net/business/reference/corporate-social-responsibility-csr-revision-video</a></p>
	<b>3.7 Analysing the strategic position of a business</b>					
Week 5	<p>Can you define 'barriers to entry'?</p> <p>Can you list the five forces that comprise the model Michael Porter developed to assess a business's competitive position?</p> <p>Can you explain one reason why customers in the European market for low-cost flights have considerable power?</p>	<p>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</p> <p>Porters five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits</p>	<p>List two factors that make up a business's competitive environment</p> <p>State two competitive characteristics that are associated with high profit industries</p> <p>Explain why the new entrant threat to the motor vehicle manufacturing industry is relatively low</p> <p>Analyse the ways in which producers in the UK grocery</p>	<p>Barriers to entry</p>	<ul style="list-style-type: none"> <li>Question from past paper Paper 3 2018, Q11 (9 marks)</li> <li>Extended writing activity – Business in Focus (Tesco faces investigation), Page 138</li> </ul>	<p>PPT</p> <p>AQA Business Textbook</p> <p>DVD (Tesco)</p> <p>Porters five forces – revision quiz</p> <p><a href="http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz">http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz</a></p> <p>Porters five forces – revision video</p> <p><a href="http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz">http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-quiz</a></p>

			market, such as Tesco and Asda, might respond to the high level of rivalry that exists within the industry			<a href="http://www.tutor2u.net/business/reference/porters-five-forces-model-revision-video">2u.net/business/reference/porters-five-forces-model-revision-video</a> Taylor Swift meets Michael Porters five forces – blog <a href="http://www.tutor2u.net/business/blog/taylor-swift-meets-michael-porters-five-forces">http://www.tutor2u.net/business/blog/taylor-swift-meets-michael-porters-five-forces</a>
<b>Term 2 Assessment Topics 3.7.4 – 3.7.7</b>						
<b>3.7 Analysing the strategic position of a business</b>						
<b>Week 6</b>	Can you explain two qualitative factors that an oil company may consider as part of the appraisal of a proposed investment to extract oil from the seabed under the English Channel?	Define ‘discounting’ State two criteria that a business may use as part of making an investment decision Explain the reasons why a start-up business might use payback as a method of investment appraisal	3.7.8 Analysing strategic options: investment appraisal  Financial methods of assessing an investment Factors influencing investment decisions The value of sensitivity analysis	Investment appraisal Cash Flow Discounting Opportunity Cost Present Value ROCE	<ul style="list-style-type: none"> <li>Knowledge Check Questions (Page 155)</li> <li>Data Response Questions – Tidal Lagoon Power (Page 155)</li> </ul>	PPT AQA textbook Investment appraisal – revision quiz <a href="http://www.tutor2u.net/business/reference/investment-appraisal-revision-quiz">http://www.tutor2u.net/business/reference/investment-appraisal-revision-quiz</a> Investment appraisal – revision webinar <a href="http://www.tutor2u.net/business/reference/investment-appraisal-revision-webinar">http://www.tutor2u.net/business/reference/investment-appraisal-revision-webinar</a>
<b>Term 3</b>						
<b>3.8 Choosing Strategic Direction</b>						
<b>Week 1</b>	According to Ansoff, what is the name of the strategy that offers new products in a new market?  Can you explain one reason why a games app business might choose a new product development strategy?	Explain what is meant by ‘a strategic decision’ State what is on the axes of the Ansoff matrix Explain one way a business might pursue a market penetration strategy	3.8. 1Strategic direction: choosing which markets to compete in and what products to offer  Factors influencing which markets to compete in and which products to offer	Strategic direction	Business Case Study – The Arcadia Group – Questions 1 and 2 <ul style="list-style-type: none"> <li>16 mark Questions from Paper 2 (2016, Q10)</li> </ul>	PPT AQA Business textbook Ansoffs matrix – revision quiz <a href="http://www.tutor2u.net/business/reference/ansoffs-">http://www.tutor2u.net/business/reference/ansoffs-</a>

	To what extent do you think that a strategy of diversification is too risky for a market leader to choose?	Explain one reason why a business may choose a diversification strategy Explain one risk of choosing a new product development strategy	The reasons for choosing and value of different options for strategic direction			<a href="#">matrix-revision-presentation</a>
<b>3.8 Choosing Strategic Direction</b>						
<b>Week 2</b>	Can you explain how a hotel chain might pursue a differentiation strategy? Can you explain the factors that might influence the strategic positioning of a new web design business? To what extent is differentiation the best strategic position for a start-up business to adopt?	Explain what is meant by 'strategic positioning'	3.8.2 Strategic positioning: choosing how to compete  How to compete in terms of benefits and price Influences on the choice of positioning strategy The value of different strategic positioning strategies The benefits of having competitive advantage The difficulties of maintaining competitive advantage	<b>Competitive advantage</b>	<ul style="list-style-type: none"> <li>Extended writing activity – Business in Focus (Ikea, page 171)</li> <li>Business in Focus (Netflix, page 172)</li> <li>Business in Focus (Iceland, page 173)</li> <li>Data Response question (Morrisons, page 176)</li> </ul>	PPT AQA Business textbook Porter's generic strategies – study note <a href="http://www.tutor2u.net/business/reference/porters-generic-strategies-for-competitive-advantage">http://www.tutor2u.net/business/reference/porters-generic-strategies-for-competitive-advantage</a>
<b>3.9 Strategic Methods: How to pursue strategies</b>						
<b>Week 3</b>	What is meant by 'synergy'?  Can you explain how backward vertical integration may benefit a supermarket?	Explain the difference between a 'merger' and a 'takeover' Explain the possible benefits of two airlines joining together	3.9.1 Assessing a change in scale  The reasons why businesses grow or retrench The difference between organic and external growth How to manage and overcome the problems of growth or retrenchment The impact of growth or retrenchment on the functional areas of a business Assessing methods of types of growth	<b>Economies of scope Experience curve Diseconomies of scale Overtrading Vertical integration Horizontal integration</b>	<ul style="list-style-type: none"> <li>Past Paper Question (Paper 3 2016, 16 marks)</li> <li>Extended writing task – Data Response (Kingfisher, page 194)</li> </ul>	PPT AQA Business textbook Economies and diseconomies of scale – revision presentation <a href="http://www.tutor2u.net/economics/reference/economies-and-diseconomies-of-scale-revision-presentation">http://www.tutor2u.net/economics/reference/economies-and-diseconomies-of-scale-revision-presentation</a>
<b>3.9 Strategic Methods: How to pursue strategies</b>						

Week 4	<p>What is mean by process innovation? Can you explain one reason why a car manufacturer aiming to increase competitiveness may invest more in R&amp;D? Can you explain one problem a manger may face when trying to introduce Kaizen groups into a relatively successful business?</p>	<p>State one benefit of being an innovative organisation Explain the difference between R&amp;D and market research Define 'benchmarking' Explain the difference between entrepreneurship and intrapreneurship</p>	<p>3.9.2 Assessing innovation  The pressures of innovation The value of innovation The ways of becoming an innovative organisation How to protect innovation and intellectual property The impact of an innovation strategy on the functional areas of a business</p>	<p>Kaizen Benchmarking Patent Copyright</p>	<ul style="list-style-type: none"> <li>Data Response - Toyota Case Study (page 203)</li> <li>Paper 3 2017, Q7</li> </ul>	<p>PPT AQA Business textbook What is benchmarking – study note <a href="http://www.tutor2u.net/business/reference/what-is-benchmarking">http://www.tutor2u.net/business/reference/what-is-benchmarking</a></p>
Term 3 Assessment Topics 3.7.8 – 3.9.2						
3.9 Strategic Methods: How to pursue strategies						
Weeks 5 and 6	<p>According Ansoff, what is the name for a strategy that targets a new market with an existing product?  Can you explain one reason why a business might want to sell overseas?</p>	<p>State three reasons why the amount of international business worldwide is increasing Explain the meaning of 'emerging economy' State two possible problems of entering an overseas market</p>	<p>3.9.3 Assessing internationalisation  •Reasons for targeting, operating and trading with international markets •Factors influencing the attractiveness of international markets •Reasons for producing more and sourcing more resources abroad •Ways of entering international markets and value of different methods •Influences on buying, selling and producing abroad</p>	<p>Free trade Tariff Quota Customs union MNC Outsourcing Re-shoring</p>	<ul style="list-style-type: none"> <li>Assessment Activities (page 222)</li> <li>Data response activity (Airbnb case study)</li> </ul>	<p>PPT AQA Business textbook China aspires to IKEA – Youtube video and activity Airbnb Handout</p>
Term 4 3.9 Strategic Methods: How to pursue strategies						
Week 1	<p>Can you explain one reason why digital technology might lead to better decision making?</p>	<p>Define 'data mining' Explain the difference between B2B and B2C e-commerce</p>	<p>3.9.4 Assessing greater use of digital technology  •The pressures to adopt digital technology</p>	<p>E-commerce Data mining Big data</p>	<ul style="list-style-type: none"> <li>Business in Focus: Netflix (page 232) – Case study questions</li> <li>Paper 3 2018, Q12</li> </ul>	<p>PPT AQA Business textbook 'Big Data' Youtube</p>

	To what extent is digital technology inevitably an opportunity for a start-up business?	Explain how digital technology provides an opportunity for business	<ul style="list-style-type: none"> <li>•The value of digital technology</li> <li>•The impact of digital technology on the functional areas of a business</li> </ul>			
<b>3.10 Managing Strategic Change</b>						
Week 2 and 3	<p>Can you outline Lewin's model of force field analysis?</p> <p>According to Kotter and Schlesinger, can you state four reasons why people resist change?</p>	<p>State one way the competitive environment of a business may change</p> <p>Explain the differences between organic and mechanistic change</p> <p>Explain why employees of a failing business might welcome change of management</p>	<p>3.10.1 Managing change</p> <p>Causes and pressures for change</p> <p>The value of 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>Delaying</p> <p>Restructuring</p>	<ul style="list-style-type: none"> <li>• Assessment Activities (page 246)</li> <li>• Paper 3 2017, Q11</li> </ul>	<p>PPT</p> <p>AQA Business textbook</p> <p>Youtube – John Kotter, resistance to change</p> <p>Change management – revision video</p> <p><a href="http://www.tutor2u.net/business/reference/change-management-revision-video">http://www.tutor2u.net/business/reference/change-management-revision-video</a></p> <p>Force Field Analysis study note</p> <p><a href="http://www.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model">http://www.tutor2u.net/business/reference/models-of-change-management-lewins-force-field-model</a></p>
<b>3.10 Managing Strategic Change</b>						
Week 4	<p>Can you explain how the culture of Google might be important to its success?</p> <p>Can you explain why a power culture may not be appropriate to a rapidly growing business?</p>	<p>Explain what is meant by 'organisational culture'</p> <p>State Handy's four types of culture</p> <p>Explain one reason why changing culture may be difficult</p>	<p>3.10.2 Managing organisational culture</p> <ul style="list-style-type: none"> <li>•The importance of organisational culture</li> <li>•The influences on organisational culture</li> <li>•The reasons for and problems of changing organisational culture</li> </ul>	<p>Organisational culture</p>	<p>Case Study questions – Johnson and Johnson (page 256)</p> <p>To what extent do you think the organisational culture of a retailer determines the success of the</p>	<p>PPT</p> <p>AQA Business textbook</p> <p>Hofstede national cultures – Youtube</p> <p>Models of organisational</p>

					business? Justify your answer (25 marks)	culture, Handy – study note <a href="http://www.tutor2u.net/business/reference/models-of-organisational-culture-handy">http://www.tutor2u.net/business/reference/models-of-organisational-culture-handy</a>
<b>3.10 Managing Strategic Change</b>						
<b>Week 5</b>	Can you explain one way a network diagram may help with the implementation of a strategy of new product development?	Define 'matrix structure' Define 'centralisation' Explain what is meant by the earliest start time of an activity in a project Explain what is meant by the 'float time' Explain what is meant by the 'critical path'	3.10.3 Managing strategic implementation  •How to implement strategy effectively •The value of leadership in strategic implementation •The value of communications in strategic implementation •The importance of organisational structure in strategic implementation •The value of network analysis in strategic implementation	<b>Network Analysis</b>	<ul style="list-style-type: none"> <li>• Network Analysis Worksheet</li> <li>• Paper 2 2016, Q6</li> </ul>	PPT AQA Business textbook Matrix structures – study note <a href="http://www.tutor2u.net/business/reference/matrix-structures">http://www.tutor2u.net/business/reference/matrix-structures</a> Critical cocktails – network analysis Managing a night out – network analysis The Big Breakfast – network analysis
<b>3.10 Managing Strategic Change</b>						
<b>Week 6</b>	To what extent is effective leadership the key to the successful implementation of a	Explain one reason why strategic drift may occur	3.10.4 Problems with strategy and why strategies fail	<b>Planned strategy Emergent strategy Strategic drift</b>	<ul style="list-style-type: none"> <li>• Assessment Activities (page 276)</li> </ul>	PPT AQA Business textbook Marks and Spencer's

	<p>significantly new strategy? Justify your view (25 marks)</p>	<p>Explain what is meant by the divorce between ownership and control Explain one benefit of strategic planning</p>	<ul style="list-style-type: none"> <li>•Difficulties of strategic decision making and implementing strategy</li> <li>•Planned v emergent strategy</li> <li>•Reasons for strategic drift</li> <li>•The possible effect of the divorce between ownership and control</li> <li>•Evaluating strategic performance</li> <li>•The value of strategic planning</li> <li>•The value of contingency planning</li> </ul>		<ul style="list-style-type: none"> <li>• Microsoft Case Study – questions 1-5 (Page 278)</li> </ul>	<p>fashion – where did it all go wrong article What is strategic drift – article Managing risk – revision presentation <a href="http://www.tutor2u.net/business/blog/revision-">http://www.tutor2u.net/business/blog/revision-</a></p>