



2021-22 CURRICULUM MAP FOR BUSINESS YEAR 13

<p>HALF TERM 1: Unit 2 Working in business</p> <p><u>Single/Double Business</u></p>		<p>Textbook – Cambridge Technicals Level 3 Business</p> <p>Websites such as www.tutor2u.net and www.businesscasestudies.co.uk and www.businessed.co.uk</p>
<p>What protocols need to be followed when working in business?</p> <p>KQ1 - How is the chain of command in a business structured?</p> <p><u>(a) Organisational Charts</u></p> <ul style="list-style-type: none"> -Job roles -Chain of command -Levels of authority -Authority in the workplace <p><u>(b) Decision making</u></p> <ul style="list-style-type: none"> -When to escalate a complaint -Who to escalate complaints to -When to see a superior <p><u>(c) Authorisation</u></p> <ul style="list-style-type: none"> -e.g. signing of letters, payment authorisation -Reasons for authority protocols 		<p>Unit 15 - Comparison of 'change management strategies' essay.</p> <p>Explanation and analysis of how the factors that influence or present a risk to a specific business are monitored, explaining potential impact(s) on the project and evaluating the effectiveness of the methods used for monitoring a specific project</p> <p>Gantt Chart</p> <p>Primary and Secondary research into project ideas and report making recommendations of enterprise project to follow</p> <p>Range of enterprise project documentation produced e.g. contingency plans, financial monitoring</p>
<p>KQ2 - Why must confidentiality be respected within a business?</p> <p><u>(a) Precautions</u></p> <ul style="list-style-type: none"> -Organisational procedures to maintain confidentiality - limiting access, 'need to know' basis, IT systems, and use of bcc. -Storage of data and documentation – paper based and electronic 		<p>Project plan group discussion of ideas and schedule and the running of enterprise activity as a team</p>
<ul style="list-style-type: none"> -Of maintaining confidentiality, to the individual and the organisation <p><u>(b) Importance</u></p> <ul style="list-style-type: none"> -Of breaching confidentiality, to the individual and the organisation. <p><u>(c) Implications</u></p> <ul style="list-style-type: none"> -Of breaching confidentiality, to the individual and the organisation. <p><u>(d) Exceptions</u></p> <ul style="list-style-type: none"> -Reasons why confidentiality may need to be breached. -There is disclosure that someone may come to harm. -There is evidence of illegal activity. <p>KQ3 - What constraints apply to document content?</p> <p><u>(a) Voluntary</u></p> <ul style="list-style-type: none"> -Organisational -Ethical -Codes of practice/professional conduct <p><u>(b) Legislation</u></p> <ul style="list-style-type: none"> -Copyright, including the avoidance of plagiarism and the need to quote sources. -Data protection -Consumer protection -Equal opportunities <p><u>(c) Purpose</u></p> <ul style="list-style-type: none"> -Of each constraint <p><u>(d) Implications</u></p> <ul style="list-style-type: none"> -Of not operating within each constraint, both to individuals and the company <p>KQ4 - Why are checking protocols important within business?</p> <p><u>(a) Checks</u></p>		<p>For Unit 16:</p> <p>Careers – Job roles in Businesses and how organisations work and skills required in an enterprise situation</p> <p>English – Literacy skills to produce final coursework</p> <p>Maths – numeracy for financial calculations</p> <p>Other Business Units - Unit 1 The business environment - Understand the relationship between businesses and stakeholders. Unit 2 Working in business - Be able to prioritise business tasks. Unit 3 Business decisions - Understand factors to be taken into account when making business decisions. Unit 4 Customers and communication - Be able to convey messages for business purposes. Unit 5 Marketing and market research - Be able to carry out market research for business opportunities. Unit 6 Marketing strategy - Understand the purpose of marketing strategies. Unit 22 Delivering a business project - Be able to scope a project, Be able to collaborate to deliver a project, Be able to evaluate the effectiveness of the project against its objectives and own contribution towards the project</p> <p>For Unit 22:</p> <p>Careers – Job roles in Businesses and how organisations work and skills required in an enterprise situation</p>



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<p>-Checking of documents -Checking of arrangements <u>(b) Importance/implications/benefits</u> -Of checking both documents and arrangements -Documents and arrangements need to be checked for accuracy/omissions/confusion -Communication about meetings, travel and accommodation need to be checked to ensure that all necessary parties have been informed.</p> <p>KQ5 – How do IT security protocols ensure that information is kept securely? <u>(a) Protection of information</u> -Against unauthorised access -e.g. passwords, screen savers, locked files, physical access <u>(b) Consequences</u> -Unauthorised to sensitive/confidential data -Breaking of laws e.g. data protection -Inappropriate use: during work time, accessing the internet, email, accessing prohibited information etc.</p> <p>KQ6 - Which legislation ensures that employment protocols are adhered to? <u>(a) Health and safety legislation</u> -Health and Safety at Work Act 1974 -Management of Health and Safety at Work Regulations 1999 <u>(b) Equal opportunities legislation</u> -Equal Opportunity Act 2010 <u>(c) Purpose/scope</u> -Of each piece of legislation</p> <p>KQ7 - Which employment protocols do employees need to adhere to? <u>(a) Minimum standards of professional behaviour</u> -Adhering to contractual obligations as given contract of employment - e.g. hours, leave, paternity/maternity leave) -Punctuality -Appearance and dress code/ suitably dressed -Use of appropriate language -Reporting in sick in line with sickness and absence policy -Open and honest in business dealings e.g.in line with anti-bribery and corruption policy <u>(b) Purpose/importance</u> -Of each employment protocol</p> <p>What factors influence the arrangement of business meetings?</p> <p>KQ1 - What are the factors that influence meeting arrangements? <u>(a) Factors</u> -Meeting criteria - e.g. internal/external, urgency, priority, purpose, required personnel -Personnel availability e.g. diary, electronic diary systems, calendars, meeting scheduling software -Venue/room e.g. availability, location, required resources, refreshments, catering service, shared office space -Resource packs e.g. documentation, visitor badges if required</p>		<p>English – Literacy skills to produce final coursework Maths – numeracy for financial calculations</p> <p>Other Business Units - Unit 1 The business environment - Understand how the functional areas of businesses work together to support the activities of businesses, Understand the relationship between businesses and stakeholders, Be able to assess the performance of businesses to be able to inform future business activities. Unit 2 Working in business - Understand protocols to be followed when working in business, Be able to prioritise business tasks, Understand how to communicate effectively with stakeholders. Unit 3 Business decisions - Understand factors to be taken into account when making business decisions. Unit 4 Customers and communication - Understand who customers are and their importance to business, Be able to establish a rapport with customers through non-verbal and verbal communication skills, Be able to convey messages for business purposes, Know the constraints and issues which affect the sharing, storing and use of information for business communications. Unit 5 Marketing and market research - Be able to carry out market research for business opportunities, Be able to validate and present market research findings. Unit 6 Marketing strategy - Understand the purpose of marketing strategies. Unit 7 Marketing campaign - Be able to plan marketing campaigns. Unit 15 Change management - Understand how to plan for change, manage change and overcome barriers. Unit 16 Principles of project management - Understand the stages of project management, Understand how and why projects are monitored and factors that influence a project, Be able to prepare project plans</p>
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-Business costs e.g. most cost effective or most timely method, face-to-face meeting or virtual meeting; who and how many are attending

(b) Practical experience

-Of planning a meeting, taking into account the factors that influence business meetings.

-Selection of suitable date/time for a meeting from diary/calendar entries.

-Costs should be a consideration.

-Different methods of meeting should be considered e.g. telephone conference, video conference, web conference, meeting at serviced offices.

KQ2 - What are the factors that influence travel arrangements?

(a) Factors/criteria

Destination

Dates/times

Personnel

Special requirements

Mode of transport timetables and schedules

(b) Timetables

Skill - Interpret timetables and schedules to determine if a mode of transport - e.g. train/plane/bus.

(c) Calculation and comparison of costs

-For a range of methods of transport, to a variety of different destinations

KQ3 - What are the factors that influence accommodation arrangements?

(a) Factors/criteria

-Accommodation criteria - e.g. location, grade, cost, meal arrangements.

-Personnel requirements - e.g. type of rooms, access, dietary requirements.

-Calculation and comparison of costs

(b) Considerations

-Payment arrangements, car parking, and transport links.

(b) Practical experience

-Of arranging accommodation, taking into account the factors that influence accommodation arrangements.

How are different business documents used?

KQ1 – What is the purpose of business documents, and how are they interpreted and completed?

(a) Transaction documents

-Purchase order

-Invoice

-Credit note

-Statement of account

(b) Employee documents

-Travel expense claim form, including mileage and cost calculations.

-LOA form

(c) Other internal documents

-Petty cash voucher

-Stock requisition form

-IT requisition form

-Reprographics requisition form



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(d) Purpose/use

- Of each document
- Of terms and abbreviations used on documents e.g. E&OE, T&C, COD, Terms 30 Days.
- Skill - be able to interpret and use the contents of documents, e.g. complete a credit note in response to a customer complaint.

KQ2 – What is the purpose of business documents, and how are they interpreted and completed?

(a) Documents

- Bank statement
- Budget variance report, including use the terms 'favourable' and 'adverse' when referring to budget variance
- Delivery note
- Goods received note
- Payslip
- Receipt
- Remittance advice
- Request for repair form

(b) Purpose/use

- Of each type of document
- Of terms and abbreviations used on documents e.g. deductions, subtotal, net pay, gross pay etc.
- Of calculations required, absolute and in percentage terms, when interpreting a budget variance report.

KQ3 - How are different payment methods used within business?

(a) Payment Methods

- Cheque
- Credit card
- Debit card
- Online/digital payment methods
- Bank payments - paying in slip
- Bank payments - electronic transfer/BACS

(b) Advantages/disadvantages

- Of each payment method, to both the payer and payee
- In a range of contexts e.g. to employees, suppliers, utility companies, hotels, travel companies, transport providers

KQ4 – What is the purpose of different meeting documentation?

(a) General Documentation

- Notice of meeting
- Agenda
- Minutes

(b) Conference documentation

- For delegates - e.g. publicity, invitations, joining instructions, evaluations forms
- For staff - e.g. help sheets, attendance register
- For presenters - e.g. prompt cards, slides

(c) Purpose/benefits

- Of each piece of documentation
- The importance of checking

(d) Practical experience

- Of completion and checking of meeting documentation

Unit 3 - Business Decisions



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<p>What are the key factors to be taken into account when making business decisions?</p> <p>KQ1 – What are the different types of decisions that need to be made within business?</p> <p><u>(a) Types</u></p> <ul style="list-style-type: none"> -Strategic -Tactical -Operational <p><u>(b) Characteristics/Examples</u></p> <ul style="list-style-type: none"> -Of each type of business decision <p>KQ2 - What are the different criteria used when making business decisions, i.e.</p> <p><u>(a) Internal</u></p> <ul style="list-style-type: none"> -Attitude to risk - financial, effect on reputation, likelihood of success, familiarity and competence (Ansoff's Matrix) -Organisational objectives -Core competencies of a business - overview of the work of Hamel and Prahalad. -Impact on internal stakeholders -Business ethics - including ethical objectives of a business and its stakeholders and where appropriate, corporate social responsibility -Financial considerations - including the availability of sources of finance. -Time -Opportunity cost (e.g. consequences of decisions and alternatives) <p><u>(b) External</u></p> <ul style="list-style-type: none"> -Level and nature of risk -Impacts on external stakeholders -Degree of uncertainty -Changes in market -Changes in external environment <p>KQ3 – How do businesses use different types of information when making business decisions?</p> <p><u>(a) Types of information</u></p> <ul style="list-style-type: none"> -Internal and external -Qualitative and quantitative -Historic and forecasted -Primary and secondary research <p><u>(b) Examples</u></p> <ul style="list-style-type: none"> -Of each type of information <p><u>(c) Strengths/Weaknesses</u></p> <ul style="list-style-type: none"> -Of each type of information <p>KQ4 - How does a business judge the validity of information used to make decisions?</p> <p><u>(a) Validity of information</u></p> <ul style="list-style-type: none"> -Reliability -Bias -Relevance -Complexity -Degree of detail -Currency (up to date) -Intended use -Quality <p><u>(b) Types of information</u></p> <ul style="list-style-type: none"> -Numerical 		
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<p>-Non-numerical</p> <p>KQ5 - Why is communication important when making business decisions?</p> <p><u>(a) Communication</u></p> <ul style="list-style-type: none"> -With internal stakeholders - employees -With external stakeholders – lenders, local community -With the media <p><u>(b) Timing of communication</u></p> <ul style="list-style-type: none"> -Before, during and after decisions are made <p><u>(c) Purposes/benefits/importance</u></p> <ul style="list-style-type: none"> -Of each type of communication -Of the timing of communication <p>KQ6 – Which factors affect the quality of decision-making in a business?</p> <p><u>(a) Factors</u></p> <ul style="list-style-type: none"> -Access to relevant information -Access to decision-making tools -Availability of finance -Key personnel e.g. knowledge, skills and experience of who is making the decision, analytical skills, solution-focused approach, problem-solving abilities -Training of managers in decision-making skills -Power differentials and potential for bias -Consultation <p><u>(b) Advice</u></p> <ul style="list-style-type: none"> -When to seek advice -Expertise from consultancies. <p>How is financial data used to inform business decisions?</p> <p>KQ1 - How is profitability data used in decision making?</p> <p><u>(a) Profitability Data</u></p> <ul style="list-style-type: none"> -The importance of profit/profitability -Costs and revenues -Gross and net profit/loss -Profitability ratios - net profit ratio and gross profit ratio -Business performance data <p><u>(b) Calculation/Interpretation</u></p> <ul style="list-style-type: none"> -Of each type of profitability data -Interpretation must be in context. <p>KQ2 - How is a break-even analysis used by a business?</p> <p><u>(a) Break-even analysis</u></p> <ul style="list-style-type: none"> -The purpose of a break-even analysis -The factors affecting the break-even level of output -Ways to lower the break-even level of output -Usefulness of break-even analysis. <p><u>(b) Practical experience</u></p> <ul style="list-style-type: none"> -Of using a break-even analysis -Of how to draw, label and interpret a break-even graph -Interpretation must be in context -Of how to calculate (by graph and formula) profit/loss at a given level of output, including margin of safety <p>KQ3 - How is a contribution data used by a business?</p> <p><u>(a) Contribution Data</u></p> <ul style="list-style-type: none"> -The significance of contribution -Special order decisions <p><u>(b) Practical experience</u></p>		
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-Of how to calculate unit contribution
-Of calculation and/or interpretation of data
-Interpretation must be in context
KQ4 - How is a cash-flow data used by a business?
(a) Cash-flow data
-Benefits of cash-flow management
-Ways to improve cash-flow
(b) Practical experience
-Of calculation and/or interpretation of cash-flow data
-How to interpret cash-flow position
-Interpretation must be in context.
KQ5 - How do businesses use investment appraisal?
(a) Calculate and interpret data
-Payback period
-Average rate of return (ARR)
-Net present value (NPV)
(b) Advantages and disadvantages
-Of each method of investment appraisal
-The usefulness of investment appraisal methods and data.

How does human resource information inform business decisions?

KQ1 - What are the factors involved in workforce planning
(a) Factors
-Size of workforce
-Skills of workforce
-Availability of workforce
-Training requirements of workforce – induction, on the job, off the job, internal, external
(b) Purpose and importance
-Of workforce planning
-Of carrying out a skills audit

KQ2 – How is workforce performance data used by a business?
(a) Measures of workforce performance
-Absenteeism
-Labour turnover
-Productivity
-Wastage
(b) Calculate and interpret
-Each type of workforce performance data
-Trends in workforce performance over time
-Use industrial averages to make comparisons with other businesses/industries
(c) Causes/Effect/Solutions
-The causes of poor workforce performance
-Effects of, and poor workforce performance
-Solutions for poor workforce performance

Double Business

Unit 15 - Change management

What drivers change in a business?

KQ1 - What are the factors that drive change in a business?
(a) Changes in technology



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-Change in production methods e.g. changes in technology such as automation, robotics, stock control, just-in-time

-Innovative marketing e.g. use of social media, mobile technology; e-commerce

-Electronic channels of distribution

(b) Market changes

-Consumer trends/tastes e.g. lifestyle changes, spending habits, social trends

-Ethics/sustainability e.g. ethical trading, environmental responsibility;

-Competition changes - nature and strength

(c) Changes in legislation

-Employee rights – e.g. minimum wage, living wage, maternity/paternity entitlement, zero hour contracts

-Health and safety e.g. limits to working hours, health and safety considerations

-Environmental – e.g. pollution, planning permission.

(d) Changes in the workforce

-Demographic e.g. age, gender

-Demands for flexible working – e.g. working from home, flexible hours, job shares

-Availability of skills to employers – e.g. skill shortages

-Availability of education and training opportunities – e.g. training provision

(e) Changes in the economy

-Inflation/deflation e.g. standard of living, disposable income

-Unemployment – e.g. local/national

-Interest rates – e.g. for borrowers and savers.

-Exchange rates

-Changes in taxation

-The economic cycle, i.e. boom/recession

(f) Internal changes

-Budgetary – e.g. increase and decrease

-Change in mission, corporate aims and objectives

-Changes in channels of distribution e.g. out-of-town developments, selling direct to the customer

-Changes to organisational structure – e.g. corporate restructuring, matrix management, employee empowerment,

-Restructuring of functional areas e.g. marketing/finance/HR/operations

(h) Key features/examples/impacts

-Of each driver for change

What are the theories that can be used to manage change?

KQ1 - Which theories can be used to manage change within an organisation?

(a) McKinsey 7-S model

-Hard elements, i.e. strategy, structure, systems

-Soft elements, i.e. shared values, skills, styles, staff

(b) Kotter's 8 Step process for leading change

-Create urgency

-Form a powerful coalition

-Create a vision for change

-Communicate the vision



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<p>-Remove obstacles -Create short-term wins -Build on the change -Anchor the changes in corporate culture <u>(c) Lewin’s change management theory</u> -Unfreeze -Change -Refreeze <u>(d) Characteristics/Features</u> -Of each theory of change management -How each theory can be used to plan for and implement change.</p> <p>How do you plan for change, manage change and overcome barriers?</p> <p>KQ1 - How can change within an organisation be planned for and managed? <u>(a) Managing Change</u> -Consult with key stakeholders -Set clear aims and objectives for the change -Identify resource requirements -Present plan to stakeholders -Evaluate stakeholder feedback -Assign a project group -Appoint project champions/change leaders -Pro-active versus reactive approach to change -Communicate the plan, vision and urgency for change -Engage in dialogue with stakeholders through discussions and formal meetings to ensure smooth delivery of change and gain stakeholder buy-in -Effective leadership - managers with the right skills and competencies to manage change -Develop strategies for knowledge/skills gaps -Monitor progress against the plan -Sell the positive benefits of change -Investment in training initiatives <u>(b) Advantages and disadvantages</u> -Of using each method of managing change -Of using each method of managing change in a variety of scenarios – different businesses and different drivers for change <u>(c) Real world examples</u> -The need to hold a public meeting -The need to communicate with employees before media broadcast -The need to gauge the interest and power of key stakeholders <u>(d) Consequences</u> -Of poor change management, on both an organisation and its employees <u>(e) Action Plan</u> Skill – creation of an action plan for managing change within a business -Identification of issue(s) that need to be addressed at -Explanation issue(s) that need to be addressed -Analysis of issue(s) that need to be addressed</p>		
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Unit 16 - Principles of Project Management

KQ1 – What is Included in a Project Plan?

(a) Components of a Project Plan

- Project vision, i.e.; description of project (e.g. key outcomes, deliverables, priorities), target audience (e.g. project stakeholders and their needs), setting aims and SMART objectives
- Resource requirements, i.e.; physical resources (e.g. materials, equipment, machinery, tools, software), human resources (e.g. project management team, support staff, key roles and responsibilities, own role)
- Project schedule, i.e.; activities/tasks to be carried out, who is to complete activities/tasks?, timeframes for completion of activities/tasks and utilisation of resources (e.g. dependencies, milestones and duration)
- Budget and costings (e.g. breakdown of salaries, consultancy fees, materials, venues, equipment)
- Contingency plan (e.g. allow time and budget for project risks and issues)
- Methods and frequency for communicating project progress to stakeholders
- Methods for monitoring
- Methods for evaluation, i.e.; how to obtain feedback from project stakeholders (e.g. surveys, observation, case studies, focus groups, interviews), when to obtain feedback from project stakeholders (e.g. lessons learnt on completion of stages of project), how project outcomes meet project vision (e.g. benefits received from project outcomes)

Unit 22 – Delivering a Business Project

KQ1 – What is Required to Collaborate to Deliver a Project?

(a) Agreeing Roles of Project Team Members

- Match members' skills and knowledge to team roles (e.g. problem solving, communication skills, IT, numeracy, leadership)

- Use an agreed method to reach consensus

(b) Agreeing Responsibilities of Project Team Members





- Compliance with procedures and policies (e.g. health and safety regulations, Data Protection Act), support other team members, show fairness and consideration to others (e.g. respect other people's opinions), be open and honest with one's ideas and values (e.g. express ideas, ask questions), participate and negotiate in discussions to reach agreement/consensus, maintain relationships, cooperate and collaborate with team members, diffuse and resolve conflict, solve problems

(c) Collaborating With Others Towards Achieving Common Project Activities

- Prepare for meetings (e.g. agendas, organising information, scheduling events/activities), be responsible and accountable, be responsive and flexible to the needs of the team • consider options, maintain focus, be open to feedback/provide constructive feedback, be able to adapt behaviour for different roles and situations, be able to adapt to unforeseen circumstances (e.g. response to internal/external changes), use appropriate verbal and non-verbal communication (e.g. face to face, telephone, email), apply appropriate responses to problems (e.g. identify



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<p>problems, identify possible solutions, resolve problems, escalate/delegate to managers and colleagues), give appropriate administrative support (e.g. note taking, ensuring documentation is up-to-date and available, recording attendance and absence, organising, collecting evaluation feedback)</p> <p><u>(d) Creating Project Documentation</u> - to include; accuracy, relevant content, frequency</p> <p><u>(e) Creating, Completing and Maintaining Logs (Cont.d)</u> - To include; risk register, issues log, decisions log</p> <p><u>(f) Monitoring and Reporting Progress Against a Plan</u> - Achievement/progress towards KPIs, spend against project budget, action taken to mitigate risks, action taken to address issues, timing and sequencing of activities and deviations; to include critical path analysis</p>		
<p>HALF TERM 2</p>		
<p><u>Single/Double Business</u></p>		<p>Textbook – Cambridge Technicals Level 3 Business</p>
<p>Unit 2 Working in business</p>		<p>Websites such as www.tutor2u.net and www.businesscasestudies.co.uk and www.businessed.co.uk</p>
<p>How are different business tasks prioritised?</p>		<p>Unit 15 - 'Barriers to change' essay.</p>
<p>KQ1 – What are the reasons for prioritising business tasks?</p>		
<p><u>(a) Reasons</u></p>		<p>Project plan for a specific project produced, justifying the choice for the use of a project plan tool, explaining how the risks to the project can be mitigated and evaluating the impact on the project if contingencies have to be implemented</p>
<p>-Workload</p>		
<p>-Conflicting demands on time</p>		
<p><u>(b) Deadlines</u></p>		<p>Outline proposal for allocation of roles and responsibilities for enterprise activity and an Individual plan written of own responsibilities for delivery of the enterprise project, Range of enterprise project documentation produced e.g. contingency plans, financial monitoring</p>
<p>-The importance of meeting deadlines</p>		
<p>-Internal/external deadlines</p>		
<p>-Interim/final deadlines</p>		
<p>-Prioritisation of certain deadlines</p>		
<p>-The impacts of missing deadlines on other business areas and business reputation</p>		
<p>KQ2 – What are the factors that influence task prioritisation?</p>		<p>Regular, informal group/one-to-one discussions of project enterprise activity as a team and monitoring of enterprise project during formal team meetings</p>
<p><u>(a) Factors</u></p>		<p>Liaising with stakeholders of enterprise activity</p>
<p>-Urgency of task</p>		
<p>-Importance of task</p>		
<p>-Significance of originator (e.g. line manager, customer, third party)</p>		
<p>-Interactivity of tasks (e.g. some tasks affect other tasks)</p>		<p>For Unit 16:</p>
<p>-Length of time required to complete task</p>		<p>Careers – Job roles in Businesses and how organisations work. The skills required in an enterprise situation</p>
<p>-Complexity of task</p>		<p>English – Literacy skills to present project plan</p>
<p>-Time commitments</p>		<p>Maths – numeracy skills to prepare financial information</p>
<p>-Resource constraints</p>		<p>Other Business Units - Unit 6 Marketing strategy</p>
<p>-Diary clashes</p>		<p>- Understand the purpose of marketing strategies. Unit 7 Marketing campaign - Be able to plan marketing campaigns. Unit 15 Change management - Be able to plan for change, manage change and overcome barriers. Unit 22 Delivering a business project - Be able to scope a project, Be able to collaborate to deliver a project, Be able to evaluate the effectiveness of the project against its objectives and own contribution towards the project</p>
<p>-Proximity of appointments (e.g. time, location)</p>		
<p>-Suitability for delegation</p>		
<p><u>(b) Making prioritisation decisions</u></p>		
<p>-Think practically</p>		
<p>-e.g. Does a piece of correspondence warrant an urgent response? Is it possible to attend two events on one day or do locations make this impossible? Can a task be delegated? Should a manager be kept waiting for the figures they requested?</p>		
<p>KQ3 - What information can be used to inform prioritisation?</p>		



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<p><u>(a) Internal sources</u> -Business objectives -Stakeholders' resources and budget</p> <p><u>(b) External sources</u> -Changes in the economy e.g. exchange rates/interest rates -External stakeholders' requirements, feedback and availability</p> <p><u>(c) Data sources</u> -Numerical -Graphical -Tabular -Types - Pie charts, spreadsheets, charts, tables and graphs -Sources - results from customer satisfaction surveys, sales trends, costings.</p> <p><u>(d) Practical examples</u> -Of how each source of information can inform prioritisation</p> <p>KQ4 - How are tasks assigned a priority?</p> <p><u>(a) Priority level</u> -High priority -Medium priority -Low priority</p> <p><u>(b) Reasons for prioritisation</u> -With the aim of persuading others to accept the assigned priority and agree to the actions to be taken.</p> <p>KQ5 - Why are changes in priority needed?</p> <p><u>(a) Priority changes</u> -Change of deadlines -Delegate tasks -External factors</p> <p><u>(b) Examples</u> -Of situations where the priority of a task needs to be changed.</p> <p>How do you communicate effectively with stakeholders?</p> <p>KQ1 - What are the characteristics that inform the design of business communications?</p> <p><u>(a) Characteristics</u> -Audience - e.g. internal, external, specialist -Purpose - e.g. to inform, to persuade, to thank, to deal with a complaint -Content - e.g. complexity, numerical, graphical -Business function - e.g. Marketing, Human Resources -Available resources</p> <p><u>(b) Resources</u> -Quality of paper/card -Colour/black and white -Hardcopy/electronic copy -Cost of consumables -Ease/cost of distribution -Timescales</p> <p><u>(c) Considerations</u> -Costs -IT resources -Reprographics -Printing -Waste -Environmental issues</p>		<p>For Unit 22: Careers – Job roles in Businesses and how organisations work. The skills required in an enterprise situation English – Literacy skills to present project plan Maths – numeracy skills to prepare financial information</p> <p>Other Business Units - Unit 1 The business environment - Understand how the functional areas of businesses work together to support the activities of businesses, Understand the relationship between businesses and stakeholders, Be able to assess the performance of businesses to be able to inform future business activities. Unit 2 Working in business - Understand protocols to be followed when working in business, Be able to prioritise business tasks, Understand how to communicate effectively with stakeholders. Unit 4 Customers and communication - Understand who customers are and their importance to business, Be able to establish a rapport with customers through non-verbal and verbal communication skills, Be able to convey messages for business purposes, Know the constraints and issues which affect the sharing, storing and use of information for business communications. Unit 5 Marketing and market research - Be able to carry out market research for business opportunities, Be able to validate and present market research findings. Unit 15 Change management - Understand how to plan for change, manage change and overcome barriers. Unit 16 Principles of project management - Understand the stages of project management, Understand how and why projects are monitored and factors that influence a project, Be able to prepare project plans</p>
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<p><u>(d) Impact</u> -Of each characteristic on the design of a business communication -Of each characteristic of a business communication’s design on the use/choice of resources, taking into account the other considerations KQ2 - How and when are different types of communication used? <u>(a) Formal communication</u> -Letter -Report – Title, introduction, body, conclusions, recommendations, appendix and references (if required). -Notice <u>(b) Verbal communication</u> -Telephone -Message -Face to face <u>(c) Electronic communication</u> -Email -Text message/short message service (SMS) -Picture message/multimedia messaging service (MMS) -Social media -Web page -Presentation slides <u>(d) Marketing documentation</u> -Business card -Press release -Promotional literature -Questionnaire -Data collection sheet <u>(e) Recruitment documentation</u> -Job description -Person specification -Job advertisement -Application form <u>(f) Purpose/uses</u> -Of each type of communication in a range of different situations, in relation to considerations as recipients/audience, message content, resource efficiency, speed, clarity, effectiveness. KQ3 - How are business communications reviewed to ensure that they are fit for purpose? <u>(a) Standards/errors</u> -Appropriate type of communication for purpose/audience -Tone -Layout/design – logo, letterhead, font, corporate colours, images -Relevance of information <u>(a) Practical experience</u> -Of reviewing documents for errors/improvements</p> <p>Unit 3 - Business Decisions</p> <p>How does marketing information inform business decisions?</p> <p>KQ1 - How is market research information used? <u>(a) Market research data</u></p>		
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<p>-Types of information – text, data, charts and tables, graphs and pie charts</p> <p>-Identify data correlations</p> <p>-Make estimations -line of best fit, graphical extrapolation, data patterns</p> <p>-Research - customers, competitors and the wider business environments</p> <p><u>(b) Strengths and weaknesses</u></p> <p>-Of different information types of data/information.</p> <p>-The validity and usefulness of data/information.</p> <p><u>(c) Time Series Analysis</u></p> <p>-To calculate moving averages</p> <p>-To interpret moving averages</p> <p>-Interpretation must be in context</p> <p>KQ2 - How do businesses use marketing decision-making tools</p> <p><u>(a) Decision making tools</u></p> <p>-The Boston Matrix</p> <p>-Porter’s Five Forces model</p> <p>-Porter’s Generic Competitive Strategies</p> <p><u>(b) Characteristics</u></p> <p>-Meaning, benefits and weakness of each marketing decision-making tool</p> <p><u>(c) Practical application</u></p> <p>-Of each decision making tool</p> <p>KQ3 – What considerations need to be made when making marketing decisions?</p> <p><u>(a) Considerations</u></p> <p>-Target market</p> <p>-Product/service features</p> <p>-Place/channels of distribution</p> <p>-Pricing</p> <p>-Promotion</p> <p>-Corporate image</p> <p>-Perception of the product/service and its intended audience.</p> <p><u>(b) Market identity</u></p> <p>-How businesses create their market identity.</p> <p>KQ4 - How do constraints on marketing impact business decisions?</p> <p><u>(a) Constraints</u></p> <p>-Legal</p> <p>-Ethical</p> <p>-Social</p> <p>-Financial</p> <p>-Time available</p> <p>-Corporate policy</p> <p>-Internal constraints</p> <p>-External constraints.</p> <p>How is resource, project and change management information used to inform business decisions?</p> <p>KQ1 - What are the issues and key tasks involved in resource management?</p> <p><u>(a) Resource management</u></p> <p>-Management of physical resources - e.g. rooms, furniture, equipment</p>		
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<p>-Management of IT resources - e.g. computers, projectors, printers</p> <p>-Inventory management - Stock control charts, electronic Point of Sale (EPOS) data, radio-frequency Identification (RFID)</p> <p><u>(b) Interpretation</u></p> <p>-Of all types of resource management data.</p> <p>-Interpretation must be in context</p> <p>KQ2 - How are project management tools used?</p> <p><u>(a) Project management tools</u></p> <p>-Gantt charts</p> <p>-Project plan</p> <p>-Risk register</p> <p><u>(b) Interpretation</u></p> <p>-Of each project management tool, including the interpretation of data.</p> <p>-Interpretation must be in context.</p> <p>KQ3 - How do you use and interpret critical path analysis (CPA)?</p> <p><u>(a) Critical path analysis</u></p> <p>-Critical path network diagrams</p> <p>-Earliest start times (EST)</p> <p>-Latest finish times (LFT)</p> <p>-Float time for an activity</p> <p>-How to identify a project's critical path</p> <p>-Why CPA is useful?</p> <p>KQ4 - How is change in a business managed?</p> <p><u>(a) Change management</u></p> <p>-Causes of change – Changes in technology, market changes, changes in legislation, changes in the workforce, changes in the economy, internal change</p> <p>-Resistors to change – Lack of employee engagement, economic implications, stakeholder habits, stakeholder fear</p> <p>-The importance of encouraging a positive response from the workforce to change</p> <p>-The importance and impact of change</p> <p><u>(b) Examples</u></p> <p>-Of resistors to change</p> <p>-Of responses to change</p> <p>-Of causes of change</p> <p>KQ5 - What are the factors involved in contingency planning?</p> <p><u>(a) Contingency planning</u></p> <p>The purpose, importance, benefits and drawbacks of contingency planning</p> <p><u>(b) Practical experience</u></p> <p>-How to create contingency plans</p> <p>-Suggest suitable contingencies that a business could make</p> <p>How do you use information to make and justify business decisions?</p> <p>KQ1 - How do businesses use decision-making tools?</p> <p><u>(a) Internal organisational audit</u></p> <p>-Includes all internal factors relevant to the decision to be made including (but not limited to):</p> <ul style="list-style-type: none"> -Attitude to risk -Core competencies 		
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<p>-Portfolio analysis -Market research -SWOT</p> <p><u>(b) External business environmental audit</u> -Includes all external factors relevant to the decision to be made including (but not limited to): -Financial, legal, ethical, economic, political, social, environmental and technological factors</p> <p><u>(c) Other tools</u> -Competitor analysis -Stakeholder analysis -Ansoff's matrix</p> <p><u>(d) Limitations and strengths</u> -Of decision-making tool</p> <p>KQ2 - How are different strategies used to help a business achieve a competitive advantage in different circumstances?</p> <p><u>(a) Circumstances</u> -Emerging positions -Maturing positions -Declining positions</p> <p><u>(b) Strategies</u> -Diversification -Horizontal and vertical integration -Retrenchment -Change of strategic direction -Market entry -Change product or service provision -Change market positioning -Market growth -Mergers and rebranding</p> <p>KQ3 - How do you make business decisions?</p> <p><u>(a) Structured approach</u> -The importance of using a structured approach when making business decisions.</p> <p><u>(b) Decision making process</u> -The identification of issues/causes -How to identify and prioritise decision-making criteria -The analysis and synthesis of supporting information -The use of decision-making tools to investigate solutions -How to match solutions to decision-making criteria -Respect other people's contributions to the decision-making process -Present rationale and conclusions</p> <p>KQ4 - How do you justify a business decision?</p> <p><u>(a) Justification</u> -Appropriateness - e.g. feasibility, desirability, chances of success -Awareness of other perspectives -Evidence based - justification should be based on evidence from supporting information.</p> <p><u>Double Business</u></p> <p>Unit 15 – Change Management</p> <p>How do you plan for change, manage change and overcome barriers?</p>		
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KQ2 – What are the barriers to change within an organisation?

(a) Barriers to change

- Lack of employee engagement
- Lack of agreement on the need for change between owners/management and employees
- Economic implications
- Stakeholder habits are often well-established and difficult to change
- Stakeholder inertia
- Stakeholder fear
- Existing power structures
- Resistance from work groups
- Failure of previous change initiatives
- Poor leadership

(b) Impact

- Of each barrier to change on a business.

(c) Examples

- Of each barrier to change within a business.

E.g.

- Ineffective communication
- Inadequate consultation between employees and managers, managers and owners, customers, suppliers.
- Employee resistance to change which is perceived as affecting their pay or other rewards.
- Fear of the unknown, lack of job security, uncertainty and anxiety.
- Empire building, personal objectives of owners/senior colleagues, balance of power.
- Business lacks clarity of objectives or vision.

(d) Overcoming barriers

- How to overcome each barrier to change

E.g.

- Ensure employees, managers, customers, suppliers etc. are consulted/engaged throughout the process
- Ensure that there is a clear vision/objectives and that these are shared
- If possible, work to minimise economic implications on stakeholders.

How do you assess the impacts of change on businesses and stakeholders?

KQ1 – What are the impacts of change on businesses?

(a) Short-term and long-term impacts

- Product life cycle
- Research and development
- Training
- Recruitment and selection
- Cost and profit implications
- New opportunities
- Different physical resource needs

(b) Practical examples

- Of each short-term and long-term impact, including;
- Change may lead to a shorter lifecycle than anticipated or provide an extension;
- More innovation being required for new products/services



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- Increased training needs and costs;
- The need for new skills or new staff
- Opportunities to expand the product range or enter new markets
- The need to acquire property, machinery and equipment.

KQ2 - What are the possible impacts of change on stakeholder groups?

(a) Stakeholder groups

- Owners
- Managers
- Employees
- Customers
- Local residents
- Suppliers

(b) Examples

- Owners – e.g. reduced return on investment, fall in share prices, impact on personal objectives
- Managers – e.g. ownership of objectives, buy-in to vision, difficulty in managing employees.
- Employees – e.g. redundancy, re-training, redeployment, empowerment, change in pay or working conditions, effect on morale, work ethos and culture.
- Customers – e.g. availability of new product/service, new customer service policies, new procedures, products withdrawn from sale.
- Local residents – e.g. noise, congestion, pollution, protests, withdrawal of goodwill, objections to planning permission
- Suppliers – e.g. additional/reduced orders, revised terms and conditions on contracts.

How do you use data to monitor change management in businesses?

KQ1 – How is quantitative data used to monitor and evaluate the change management process?

(a) Quantitative data

- Output
- Finance
- Human resource
- Measurement of performance against objectives
- Performance against competitors
- Comparisons over time, pre-/post-change
- Qualitative data to include (but not limited to):
 - Output level, labour productivity, waste level, Key Performance Indicators (KPIs)
 - Profit, costs, cash flow, break-even, ratio analysis
 - Labour turnover, labour productivity, absenteeism, punctuality
 - Benchmarking against industrial average or similar businesses

(b) Interpretation

- Of quantitative data

KQ2 – How is qualitative data used to monitor and evaluate the change management process?

(a) Qualitative data

- Customer feedback
- Employee feedback







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<p>-Media coverage -Comparison of performance against aims/objectives -Performance against competitors -Comparisons over time pre-/post-change -Qualitative data sources to include (but not limited to): -Questionnaires, surveys, informal feedback, observation, competitor websites, published works in newspapers and trade journals, radio and television.</p> <p><u>(b) Interpretation</u> -Of qualitative and quantitative data</p> <p>KQ3 – Why does the change management process need to be continually monitored against the original objectives and plan?</p> <p><u>(a) Monitoring</u> -The analysis of data -The assessment of current performance against previous performance -Recommendations for future action.</p> <p><u>(b) Reasons</u> -To make sure the process is on track or identify any issues -To identify improvements to the original objectives and plan -To identify how well the managers are managing the change -To identify when the change management process is complete</p> <p>Unit 16 - Principles of Project Management KQ1 – What Project Management Tools Are Available to Use?</p> <p><u>(a) Types of Project Management Tools</u> - Critical Path Analysis - Gantt Charts - Other tools e.g. Program Evaluation and Review Technique (PERT), software packages, flow diagrams to plan</p> <p>Unit 22 – Delivering a Business Project KQ1 – What is Required to Collaborate to Deliver a Project? (Cont.)</p> <p><u>(b) Agreeing Responsibilities of Project Team Members (Cont.d)</u> - Compliance with procedures and policies (e.g. health and safety regulations, Data Protection Act), support other team members, show fairness and consideration to others (e.g. respect other people’s opinions), be open and honest with one’s ideas and values (e.g. express ideas, ask questions), participate and negotiate in discussions to reach agreement/consensus, maintain relationships, cooperate and collaborate with team members, diffuse and resolve conflict, solve problems</p> <p><u>(c) Collaborating With Others Towards Achieving Common Project Activities (Cont.d)</u> - Prepare for meetings (e.g. agendas, organising information, scheduling events/activities), be responsible and accountable, be responsive and flexible to the needs of the team • consider options, maintain focus, be open to feedback/provide constructive feedback, be able to adapt behaviour for different roles and situations, be able to adapt</p>		
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<p>to unforeseen circumstances (e.g. response to internal/external changes), use appropriate verbal and non-verbal communication (e.g. face to face, telephone, email), apply appropriate responses to problems (e.g. identify problems, identify possible solutions, resolve problems, escalate/delegate to managers and colleagues), give appropriate administrative support (e.g. note taking, ensuring documentation is up-to-date and available, recording attendance and absence, organising, collecting evaluation feedback)</p> <p><u>(d) Creating Project Documentation (Cont.d)</u> - To include; accuracy, relevant content, frequency</p> <p><u>(e) Creating, Completing and Maintaining Logs (Cont.d)</u> - To include; risk register, issues log, decisions log</p> <p><u>(f) Monitoring and Reporting Progress Against a Plan</u> - Achievement/progress towards KPIs, spend against project budget, action taken to mitigate risks, action taken to address issues, timing and sequencing of activities and deviations; to include critical path analysis</p>		
<p>HALF TERM 3:</p> <p><u>Single/Double Business</u></p> <p>Unit 5 Marketing and Market Research</p>		<p>Textbook – Cambridge Technicals Level 3 Business</p> <p>Websites such as www.tutor2u.net and www.businesscasestudies.co.uk and www.businessed.co.uk</p>
<p>What is the role of marketing in businesses?</p> <p>QK1 - Which key marketing terms do I need to know?</p> <p><u>(a) Key marketing terms</u></p> <ul style="list-style-type: none"> -Market -Marketing e.g. customer needs and wants, demand, customer satisfaction -Marketing objectives -Marketing analysis -Marketing strategy -Marketing mix -Marketing campaign 		<p>Obtaining feedback on effectiveness of an enterprise activity and reviewing own and others performance when delivering the project. Assessing the effectiveness of the method, format and timing of gathering feedback. Analysing the impact of factors not originally planned for and recommending and justifying improvements to planning and running of future projects</p>
<p><u>(b) Understanding</u></p> <ul style="list-style-type: none"> -Of each key marketing term. <p>QK2 – What is the purpose of the marketing function?</p> <p><u>(a) Purpose of the marketing function</u></p> <ul style="list-style-type: none"> -The purpose of the marketing function <p><u>(b) Links to other business functions</u></p> <ul style="list-style-type: none"> -How the marketing function links with other functions of a business -Operations/Production, Finance, Human Resources. -Setting marketing aims and objectives linked to strategic objectives <p><u>(c) Stages of marketing</u></p> <ul style="list-style-type: none"> -Business objectives -Market analysis -Marketing strategy -Marketing mix -The purpose and function of each of the marketing stages <p>QK3 – How do businesses use market analysis?</p> <p><u>(a) Uses</u></p>		<p>Working as a team on an enterprise project. Providing feedback on team performance in a suitable way.</p>
		<p>Careers – developing skills in an enterprise activity and looked for by an organisation</p> <p>Other Business Units - Unit 1 The business environment - Understand how the functional areas of businesses work together to support the activities of businesses, Understand the relationship between businesses and stakeholders, Be able to assess the performance of businesses to be able to inform future business activities. Unit 2 Working in business - Understand protocols to be followed when working in business, Be able to prioritise business tasks, Understand how to communicate effectively with stakeholders. Unit 4 Customers and communication - Understand who customers are and their importance to business, Be able to establish a rapport with customers through non-verbal and verbal communication skills, Be able to convey messages for business purposes, Know the</p>



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<p>-To identify market structure - e.g. number of firms, market share, market size, market volume, market value</p> <p>-To identify potential market growth opportunities/downsizing</p> <p>-To recognise competitors - e.g. competitor analysis, market mapping</p> <p>-To carry out market segmentation e.g. demographic, geographic, behavioural, psychographic</p> <p><u>(b) Characteristics</u></p> <p>-Of each category of use</p> <p>-Of how data acquired from each use can be used by a business.</p> <p><u>(c) Benefits of market segmentation</u></p> <p>-The benefits of market segmentation to a business</p> <p>-e.g. competitiveness, retention</p> <p>KQ4 - How can the impact of marketing can be measured?</p> <p><u>(a) Methods</u></p> <p>-Sales e.g. trends</p> <p>-Income e.g. sales revenue</p> <p>-Awareness e.g. customer feedback</p> <p><u>(b) Uses</u></p> <p>-Uses of each method</p> <p>-How data from each be used by and benefit the company</p> <p>What constraints are placed on how an organisation can market?</p> <p>KQ1 - What constraints are placed on how an organisation can market?</p> <p><u>(a) External Constraints</u></p> <p>-Legal constraints - e.g. Consumer Protection Act, Consumer Rights Act, Consumer Credit Act, Sales of Goods Act, Supply of Goods and Services Act</p> <p>-Voluntary constraints - e.g. Advertising Standards Authority (ASA), Advertising Codes of Practice</p> <p>-Ethical constraints - e.g. invasion of privacy, stereotypes, regulations (ASA)</p> <p>-Cultural constraints - e.g. language, international differences</p> <p>-Broadcast codes (Ofcom)</p> <p>-Trading standards</p> <p><u>(b) Internal Constraints</u></p> <p>-Financial constraints e.g. budget, cash flow, liquidity</p> <p>-Technical constraints - e.g. IT limitations, legislation, budget</p> <p>-Employees - e.g. quantity, quality and skills of employees</p> <p><u>(c) Limitations</u></p> <p>-Penalties</p> <p><u>(d) Implications</u></p> <p>-Of each constraint on a business</p> <p><u>Double Business</u></p> <p>Unit 6 - Marketing Strategy</p> <p>What is the purpose of a marketing strategy?</p> <p>KQ1 - Which key marketing terms do I need to know?</p>	<p>constraints and issues which affect the sharing, storing and use of information for business communications. Unit 5 Marketing and market research - Be able to carry out market research for business opportunities, Be able to validate and present market research findings. Unit 16 Principles of project management - Understand the stages of project management, Understand how and why projects are monitored and factors that influence a project, Be able to prepare project plans</p>
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<p><u>(a) Key marketing terms</u> -Marketing objectives -Marketing strategy</p> <p>KQ2 - What are typical marketing objectives? <u>(a) Objectives</u> -Increase revenue -Increase customer base (e.g. reach new customers) -Increase repeat custom (e.g. improve customer loyalty) -Introduce new products or services -Increase market share -Increase brand awareness (e.g. increase awareness of products and services) -Launch advertising campaigns -Ensure businesses stay innovative</p> <p><u>(b) SMART</u> -Objectives should be SMART -Specific, Measurable, Achievable, Realistic, Timely</p> <p><u>(c) Practical experience</u> -Of writing SMART objectives</p> <p>KQ3 - What is the role of market segmentation in planning marketing strategies to understand the target market? <u>(a) Market Segmentation</u> -Dividing potential customers into groups depending on their needs and wants -By age, gender, income, geographical area, buying behaviour etc.</p> <p><u>(b) Increasing marketing efficiency</u> -Focusing efforts on targeting consumers with similar characteristics and needs -Knowing where, when, how and whom to market the product or service to -Reducing risk of overspending on marketing budget</p> <p><u>(c) Benefits</u> -Of using market segmentation when planning a marketing strategy -Giving businesses commercial advantage if they attract the right customer - increased sales revenue, greater market share.</p> <p>KQ4 – What are the different marketing strategies can a business use? <u>(a) Marketing strategies</u> -Market penetration - e.g. selling more of the existing product to existing customers -Market development - e.g. selling existing products to new target markets -Product development - e.g. selling new products to new existing markets -Diversification - e.g. selling new products to new markets -Cost leadership - e.g. selling to price-sensitive customers -Differentiation - e.g. unique selling point (USP), added value, branding</p> <p><u>(b) Examples/uses</u> -Of each type of marketing strategy</p> <p><u>(c) benefits/drawbacks</u> -Of each type of marketing strategy</p> <p>KQ4 – What are the different approaches that a business can take to marketing?</p>		
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(a) Approaches

Niche marketing -

- Small market segment
- Focusing a product or service on a subset of the market,
- Defines the product features aimed at satisfying specific market needs

Mass marketing -

- Appeals to whole market/segment
- Focuses on high sales and low prices

Product-led/product orientation -

- Primary focus is on its product
- Strategy in which a product or service is developed before the business has determined its market
- Focus on quality and design of product)

Market-led/market orientation -

- Uses market statistics to determine what customers will buy
- Produces a product or service to meet those needs

Asset-led -

- Uses product strengths and the needs of the market
- Strategy in which attributes of the product are used to market the product

(b) Examples/uses

- Of each approach to marketing

(c) Advantages/disadvantages

- Of each approach to marketing

Unit 22 – Delivering a Business Project

KQ1 – How Can You Evaluate the Effectiveness of a Project Against Objectives and Own Contribution to a Project?

(a) Gathering Feedback For a Project Review

- Identify feedback objectives (e.g. stakeholder satisfaction, recognise successes and failures, identify lessons learned)
- Identify sources of feedback, (e.g. project stakeholders)
- Identify methods of gathering feedback (e.g. response card/questionnaire, survey, interview/discussions with stakeholders)
- Timing (e.g. ongoing, during project, post-project)
- Question and response format (e.g. open or closed questions, open ended, multiple choice, Likert scale items
- Collate feedback using selected method(s) and format(s)

(b) Analysing Feedback From Stakeholders

- Identify patterns and trends in feedback data
- Make appropriate recommendations (i.e. achievable, within budget constraints, support project aims/objectives)

(c) Appraising Own Performance in Delivering a Project





- Consider own strengths and weaknesses
- Identify areas for own improvement
- What skills have been applied and how (e.g. communication, teamwork, ability to adapt to situations, ability to resolve problems)
- How own performance contributed to the project and its objectives and success criteria

(d) Providing Feedback to Others on Their Performance as Part of a Project Team

- Through discussion, interview or 360 degree feedback, considering ways to; improve ongoing performance of a team, inform future team activities



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<p>-Use of interpersonal skills (e.g. verbal and non-verbal communication, providing praise and constructive criticism, evidence-based, competency focussed, avoid being personal)</p>		
<p>HALF TERM 4:</p> <p><u>Single/Double Business</u></p> <p>Unit 5 – Marketing and Market Research</p> <p>How is market research undertaken?</p> <p>KQ1 - Which key market research terms do I need to know? (a) Key market research terms -Market research -Market research proposal)</p> <p>KQ2 - Why is market research important to a business (a) Importance -Gain better understanding of the market identify how customers and potential customers might view your business -Know where and how to advertise to a potential customer -Know the potential success of a product idea</p> <p>KQ3 - What different forms can research take? (a) Method -Primary -Secondary (b) Type -Qualitative research - e.g. subjective views, attitudes and opinions) -Quantitative research - e.g. facts, figures, analysis (c) Examples/uses -Of each method of research -Of each type of research</p> <p>KQ4 - How can primary research be undertaken? (a) Tools -Observation -Focus groups -Surveys/questionnaires -Technology-based e.g. social media analysis, mobile surveys, online communities (b) Sampling -Probability - random, stratified, cluster, systematic -Non probability – quota, convenience, judgement (c) Examples -Of how each tool is used to conduct primary research -Of how each type of sampling is used</p> <p>KQ5 - How can Qualitative and quantitative questions be used in primary research? (a) Qualitative and quantitative questions -Quantitative return data/numbers to prove the broad general points of research e.g. how many, what proportion etc. -Qualitative return details and the depth to understand full implications e.g. how or why questions. (b) Conducting Research -How to write and sequence questions</p>		<p>Online information detailing successful marketing campaigns and digital marketing campaigns.</p>
		<p>Explanation of the factors that influence marketing strategies and campaigns, and the impacts of digital marketing campaigns on a business.</p>
		<p>Peer discussion/explanation of a digital marketing campaign that has been successful, detailing why the campaign was successful</p>
		<p>Links to ICT – use and impacts of digital marketing</p>



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-Methods of response - e.g. Likert, optional routes, outcomes

(c) Practical experience

-Of writing both qualitative and quantitative questions
-Of writing questions using different methods of response

KQ6 - What are the different sources of secondary market research?

(a) Internal sources

-Loyalty cards
-Sales figures
-Stock control

(b) External sources

-Commercial sources (e.g. market research organisations)
-Competitors – company reports and websites
-Government publications
-Trade publications
-The media

(c) Examples/uses

-Of each of the different sources of information

KQ7 - How is market research undertaken using primary and secondary methods?

(a) Undertaking research

-Selection of method
-Creation of questions
-Design of response collection

(b) Practical experience

-Of undertaking both primary and secondary research

KQ8 – Which factors influence the choice of market research methods, types and tools to be used?

(a) Reasons for market research

-e.g. informed by the market research proposal, aims and objectives for market research

(b) Availability of resources

-e.g. budget, time, number and range of participants to be questioned, location, incentives to take part, permissions to use data)

(c) Reporting requirements

-e.g. timing, format of presentation of results: reports, graphs, charts)

(d) Examples

-Of each, in relation to each method of research
-Of each, in relation to each type of research
-Of each, in relation to each tool used to undertake research

KQ9 – What are the benefits and drawbacks of each type of market research?

(a) Factors to be considered

-Cost
-Time
-Resources
-Accuracy
-Relevance

(b) Benefits and drawbacks

-Of each factor, in relation to each method of research
-Of each factor, in relation to each type of research
-Of each factor, in relation to each tool used to undertake research






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<p><u>Double Business</u></p> <p>Unit 6 - Marketing Strategy</p> <p>What are the factors that influence marketing strategies?</p> <p>KQ1 – What factors influence marketing strategies?</p> <p>(a) Factors</p> <ul style="list-style-type: none"> -Resources - e.g. budget, skilled employees, time -Businesses at different stages of their life cycle - e.g. start-up compared with a mature business -Different markets - e.g. domestic markets, overseas markets, business to business, business to consumer -Social trend - e.g. health, lifestyle changes -Stakeholders - e.g. actions of competitors, consumer behaviour -Flexibility of the marketing mix <p>(b) Unforeseen circumstances</p> <ul style="list-style-type: none"> -Ability to react to unforeseen changes - e.g. changes in customer reaction/demand -Contingency planning - e.g. deal with unlikely events or changes <p>(c) Understanding</p> <ul style="list-style-type: none"> -Of how each factor can affect a marketing strategy -Of how companies need to plan for and deal with unforeseen circumstances <p>What is digital marketing?</p> <p>KQ1 - Which key marketing terms do I need to know?</p> <p>(a) Key marketing terms</p> <ul style="list-style-type: none"> -Digital marketing e.g. the marketing of products or services using digital channels/media to reach consumers <p>KQ2 - Why do businesses have digital marketing strategies?</p> <p>(a) Digital Marketing</p> <ul style="list-style-type: none"> -The nature of marketing has changed with the internet -e.g. global, 24-hour access, two-way customer interaction, dynamic, reach, choice of platform. -Controlled/not controlled by a business e.g. viral -Changes in consumer behaviour e.g. digital natives -To reduce costs -To improve reputation - e.g. two-way communication, visibility, keeping up with competitors -To improve and maintain electronic customer relationship management (e-CRM) -Increased participation in social communities and generating interest groups ('Digital tribes') <p>(b) Purpose/scope</p> <ul style="list-style-type: none"> -Of a digital marketing strategy 		
<p>HALF TERM 5:</p> <p><u>Single/Double Business</u></p>		<p>Textbook – Cambridge Technicals Level 3 Business</p> <p>Websites such as www.tutor2u.net and www.businesscasestudies.co.uk and www.businessed.co.uk</p>



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<p>Unit 5 – Marketing and Market Research</p> <p>How are market research findings validate and present?</p>		<p>Planning documentation for a marketing campaign.</p>
<p>KQ1 - How do you prepare market research findings before they are validated?</p> <p><u>(a) Preparation</u></p> <ul style="list-style-type: none"> -Examining raw data -Addressing incomplete responses 		<p>Creating a presentation and delivering a pitch for a marketing campaign. Presentation skills.</p>
<p>KQ2 – How do you validate and interpret market research findings?</p> <p><u>(a) Reliability of findings</u></p> <ul style="list-style-type: none"> -Repeatability of research findings -Size of sample -How it was collected -How many respondents were surveyed -Time taken/allocated for the research <p><u>(b) Validity of findings</u></p> <ul style="list-style-type: none"> -Do the findings measure what the market research campaign/exercise intended to measure? <p><u>(c) Limitations of findings</u></p> <ul style="list-style-type: none"> -How to identify any limitations of the findings -Taking into account the original purpose -Taking into account the reliability and validity of the data -Recommend what areas may require additional market research <p><u>(d) Conclusions</u></p> <ul style="list-style-type: none"> -How to draw conclusions from the findings to inform marketing decisions -Taking into account the original purpose <p>KQ3 - How do you present findings clearly in a format appropriate to the data obtained and audience?</p> <p><u>(a) Quantitative analysis</u></p> <ul style="list-style-type: none"> -Simple statistical analysis - mean, median, mode, range -Data presentation - pie charts, bar charts, line graphs, histograms <p><u>(b) Presentation methods</u></p> <p>Written reports-</p> <ul style="list-style-type: none"> -How to structure a report using appropriate headings -Introduction, research objectives, main findings, conclusions proposing actions of what marketing decision the business can take next, recommendations for any further market research <p>Presentations -</p> <ul style="list-style-type: none"> -How to structure a presentation or report using appropriate slides -Introduction, research objectives, main findings, conclusions proposing actions of what marketing decision the business can take next, recommendations for any further market research <p><u>(c) Practical experience</u></p> <ul style="list-style-type: none"> -Of presenting data using differing methods to perform analysis -Of presenting research findings using one of the detailed presentation methods. <p><u>Double Business</u></p>		<p>Links to ICT – creation of a presentation. Links to English – speaking and listening.</p>



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Unit 6 - Marketing Strategy and Marketing Campaign

What benefits can branding generate for businesses?

KQ1 - Which key marketing terms do I need to know?

(a) Key marketing terms

-Branding - the process involved in creating a unique name and image for a product in the consumers' mind

KQ2 - What benefits can branding generate?

(a) Benefits

-Recognition – e.g. consistent marketing message, consistent customer experience, positioning

-Unique selling point (USP) - e.g. how businesses add value for customers

-Alignment with customers' beliefs and values - e.g. emotional link with customers, familiarity, trust

(b) Understanding

-Of each benefit to a company

KQ3 - How are business tools used to propose marketing strategies?

(a) Business tools

-Ansoff's Matrix - product development, market penetration, market development, diversification

-Product portfolio analysis i.e. the Boston Matrix to consider the market share and growth

-Porter's Generic Strategies model to consider competitive advantage

-SWOT analysis - Strengths, Weaknesses, Opportunities and Threats

-STEEPLE analysis (Social, Technological, Economic, Environmental, Political, Legal and Ethical)

-Marketing mix (4Ps)

-Product - Product mix (e.g. range of products), USP (e.g. added value)

-Price - What customers are prepared to pay, compare price to competitors

-Place - Accessibility e.g. ease of purchase, types of outlets e.g. shop, market, Internet

-Promotion - Creating customer awareness e.g. communicating with customers

(b) Purpose/use

-Of each business tool

(c) Practical experience

-Of using each business tool