

Meden School Curriculum Planning							
<b>Subject</b>	A Level Business	<b>Year Group</b>	13	<b>Sequence No.</b>	Four	<b>Topic</b>	Managing Strategic change

Retrieval	Core Knowledge	Student Thinking
What do teachers need <b>retrieve</b> from students before they start teaching <b>new content</b> ?	What <b>specific ambitious knowledge</b> do teachers need teach students in this sequence of learning?	What real life examples can be applied to this sequence of learning to <b>development of our students thinking, encouraging them to see the inequalities around them</b> and 'do something about them!'
<p>Review of AS Content:</p> <ul style="list-style-type: none"> <li>- Types of organisations</li> <li>- Delaying</li> <li>- Chain of command and span of control</li> <li>- Change &amp; why it happens</li> <li>- Review of Human resources and people management</li> <li>- Review of leadership styles and organisation structure</li> <li>- Divorce of ownership and control</li> <li>- Review of shareholder vs stakeholder conflict</li> </ul> <p>Implied knowledge of Business, Marketing</p> <p>Review of KS4 Personal finance curriculum. Students should understand the role of entrepreneurs in providing enterprising ideas, employment and</p>	<p><b>Managing change</b></p> <ul style="list-style-type: none"> <li>- Causes of and pressures for change</li> <li>- Types of change include: <ul style="list-style-type: none"> <li>- internal change</li> <li>- external change</li> <li>- incremental change</li> <li>- disruptive change.</li> </ul> </li> <li>- Managing change should include: <ul style="list-style-type: none"> <li>- Lewin's force field analysis.</li> <li>- The value of change</li> </ul> </li> </ul> <p><b>The value of a flexible organisation</b></p> <ul style="list-style-type: none"> <li>- Flexible organisations include: <ul style="list-style-type: none"> <li>- restructuring</li> <li>- delaying</li> <li>- flexible employment contracts</li> <li>- organic structures v mechanistic</li> <li>- knowledge and information management.</li> <li>- The value of managing information and knowledge</li> </ul> </li> </ul> <p><b>Barriers to change</b></p> <ul style="list-style-type: none"> <li>- Kotter and Schlesinger's four reasons for resistance to change</li> <li>- How to overcome barriers to change</li> </ul>	<p>Consider whether all firms 'have' to change. Why cannot they stay doing the same thing that they have always done?</p> <p>What would happen if they remained the same in the industry?</p> <p>Implications of different types of change on a local, national and international business and the barriers to change for these firms</p> <p>Do all strategies go to plan? What happens when they don't?</p> <p>Should all firms have a contingency plan, even a small local firm?</p>

<p>taking risks to get a reward. The use of money in society, credit cards and debt, borrowing money and interest repayments. Also, an awareness of the economy and how that can affect personal finance e.g. in a Boom, inflation is high, so are interest rates and repayment charges on loans are high</p>	<ul style="list-style-type: none"> <li>- Kotter and Schlesinger's six ways of overcoming resistance to change</li> </ul> <p><b><u>Managing organisational culture</u></b></p> <ul style="list-style-type: none"> <li>- The importance of organisational culture</li> <li>- Cultural models should include: <ul style="list-style-type: none"> <li>- Handy's task culture, role culture, power culture and person culture</li> <li>- Hofstede's national cultures.</li> </ul> </li> <li>- The influences on organisational culture</li> <li>- The reasons for and problems of changing organisational culture</li> </ul> <p><b><u>Managing strategic implementation</u></b></p> <ul style="list-style-type: none"> <li>- How to implement strategy effectively</li> <li>- The value of leadership in strategic implementation</li> <li>- The value of communications in strategic implementation</li> <li>- The importance of organisational structure in strategic implementation</li> <li>- Organisational structures to include: functional, product based, regional and matrix structure.</li> </ul> <p><b><u>The value of network analysis in strategic implementation</u></b></p> <ul style="list-style-type: none"> <li>- Network analysis to include: <ul style="list-style-type: none"> <li>- understanding and interpreting network diagrams</li> <li>- amendment of network diagrams</li> <li>- identifying the critical path and total float.</li> </ul> </li> </ul> <p><b><u>Problems with strategy and why strategies fail</u></b></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>- The effect of the divorce between ownership and control to include corporate governance.</li> </ul> <p><b><u>Evaluating strategic performance</u></b></p> <ul style="list-style-type: none"> <li>- The value of strategic planning</li> <li>- The value of contingency planning</li> </ul>	
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

