Management and Administration Core Content – Scheme of Learning

# 1 Business Context

# 1.1 The different types of organisations and the environments in which they operate

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| **GLH** | **Specification Content** | **Learning Objectives** | **Additional guidance** | **Learning Activities** | **Link to employers** |
| 10 | 1.1 The different types of organisations and the environments in which they operate | * To know the features of different types of private business ownership. * To understand limited and unlimited liability and how they relate to different business ownerships. * To know the features and purposes of different types of organization (private, public, not-for-profit, voluntary) * To compare the similarities and differences between organization types. * To analyse the reasons for setting up different types of organisations * To assess the impact of the external environment (PESTLE) on different organisations. * To assess the impact of a range of factors on different organisations. * To understand the local and national political and legal environments that organisations operate in. * To evaluate the impact of different political and legal environments on organisations. | * Types of organisation (private, public, not-for-profit, voluntary) * Characteristics of organisations * Range of environments organisations operate in * Range of factors that impact organisations * Local and national political environment, laws and regulations * **Environments** – regional (national, international), political, social, economic, technological changes, cultural | Types of business ownership: [Types of Business Ownership Explained | Sole Traders, Partnerships, LTD, PLC and Franchise - YouTube](https://www.youtube.com/watch?v=BN2cQNNvg_4)  Task - Can you identify one business for each ownership type in your local area? Students are to match the business examples to the correct type of ownership.  Task - Show 4 or 5 statements on the board about different business ownership. Students are to use MWB to inform teacher if each statement is True or False.  Task -List example organisations in the private and public sector and whether they sell goods or services. What types of goods and services are mainly provided by the public sector? Why is this?  *Task* ***-***  Students to work in groups. Each group to be given a case study for each of the different organisation types e.g. private, public, not-for-profit, voluntary. Students are to find out: the purpose of the organisation, organisation governance, the reasons why the organisation was set up. Students split into different groups (so each group has at least one member of the original groups). Students to share the information about their organisation. Students discuss and compare the similarities and differences between the organisations.  Task -Which type of organisation is least likely to take risks? Why do some industries e.g. health care and education exist in both the private and public sector? Do you think this is true in all countries?  Task -Select **one local** and **one national** business. Prepare a presentation to explain how each business is affected by the following factors: Political, economic, social, technological, legal, environmental. For each business rank how significant each factor is and whether the affect is primarily positive or negative  Students to identify which category different examples of external factors fit into.  Task - Students are to be given a list of different organisations/businesses with a brief summary of what they do. Explain how each of these factors would (or would not) impact the organisation: time zones, language barriers, currency rates, budget, capital, staff management, internal processes.  Justify which is the most significant factor that would impact each business.  <https://www.bbc.co.uk/news/business-58473802>, [<https://www.bbc.co.uk/news/topics/cm2j3qk8djzt/employment-discrimination>](https://www.bbc.co.uk/news/topics/cm2j3qk8djzt/employment-discrimination)  Task - Fill in the gaps about different UK laws: Employment law, health and safety, consumer law, environmental law, competition law.  Task - Students are to carry out a PESTLE analysis on two different types of business e.g. a public and private sector organisation and compare the similarities and differences.  Tutor2U Business Legal presentation - [tutor2u | Business Legislation](https://www.tutor2u.net/business/reference/business-legislation)  Task - Students can choose two businesses and evaluate the impact that the political and legal environment has on their operations in relation to: competition, labour market and the environment. | * Local business owner to talk to students about their chosen type of ownership * School governor to talk to students about their role |

# 1.2 How size, purpose and sector have an impact on organisations

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| 14 | 1.2 How size, purpose and sector have an impact on organisations | To understand the impact of organisation size on activities and operations  To know the purposes of business including their vision, mission and values.  To know the difference between the public and private sector  To understand a range of business structures; hierarchy, functions, divisional, matrix, flat.  To understand the impact of a business structure on communication, time scales, complexity and responsibility.  To know a range of operations and functions within a business.  To understand the roles within organisations. | * Impact of organisation size on activities and operations * Purpose of business * Range of sector types * Business models and structures (hierarchy, functions, divisional, matrix, flat) * Impact of organisations structures on communication, time scales, complexity and responsibility * Operations and functions within an organisations (e.g. finance) * Roles within organisations (e.g. CEO) * Differences between organisations in the private and public sector   **Size** – micro businesses, small/, medium/large enterprises  **Purpose** – vision, mission statement, values  **Sector** – private, public, non-profit | [What is a business? - Video - GCSE Business - BBC Bitesize](https://www.bbc.co.uk/bitesize/guides/zrvb9j6/video)  [Mission Statements (Introduction) - YouTube](https://www.youtube.com/watch?v=CVByJVRWNqs)  [Mission, Aims & Objectives (slideshare.net)](https://www.slideshare.net/tutor2u/mission-aims-objectives)  Organisational structure quiz: [tutor2u | Organisational Structure](https://www.tutor2u.net/business/reference/organisational-structure-revision-quiz)  [tutor2u | Matrix structures](https://www.tutor2u.net/business/reference/matrix-structures)  Students are to write a report that compares the mission, vision and values of a private and public sector organisation.  Students are to read the news articles about different organisational structures and write a one paragraph summary about the impact of the organisation structure on communication, time scales, complexity and responsibility.  [Why flat structures destroy employee retention - CMI (managers.org.uk)](https://www.managers.org.uk/knowledge-and-insights/article/why-flat-structures-destroy-employee-retention/)  Two Teachers – Functions <https://www.youtube.com/watch?v=ohm4b6tqDEw>  Students to complete a matching exercise to identify responsibilities of different functional areas in a business e.g. HR, Finance, Operations, IT, Marketing etc.  Group task – students to create a short 3 min presentation to explain the roles of different business people e.g. CEO, CFO, CIO etc. | * Guest speakers from industry * Local business owner to talk to students about business ownership * School governor to talk about their role and its importance |

# 1.3 The economic, social and environmental impacts of organisations

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| 14 | 1.3 The economic, social and environmental impacts of organisations | To understand the role of organisations in society.  To analyse the economic and environmental influences organisations can have on a local, national and global level.  To evaluate the reasons organisations adopt CSR.  To analyse organisation’s responsibility to have a positive social, economic and environmental impact.  To analyse the benefits to organisations and society of organisations having a positive social, economic and environmental impact. | * The role of organisations in society and the range of economic and environmental influences that they can have on a local, national and global level. * The reasons organisations adopt CSR * The responsibility of organisations to act and behave in ways that have appositive social, economic and environmental impact. Business ethics. * The benefits of organisations having a positive social, economic and environmental impact. * **Economic –** economic growth, revenue and profit generation, geographic implications, supply and demand * **Social –** CSR, social mobility, ethical finance, anti-slavery/human trafficking, ethical working conditions, promoting equality and diversity * **Environmental –** waste reduction, sustainability, the circular economy | Two Teachers – Business Ethics - <https://www.youtube.com/watch?v=A9i8dwKC7TE>  [The Business Cycle and Economic Growth (slideshare.net)](https://www.slideshare.net/tutor2u/buss4-business-cycle-economic-growth)  [Business and Unemployment (slideshare.net)](https://www.slideshare.net/tutor2u/buss4-unemployment)  [Macroeconomic Issues in Business - Video & Lesson Transcript | Study.com](https://study.com/academy/lesson/macroeconomic-issues-in-business.html#lesson)  [What is Corporate Social Responsibility (CSR)? - YouTube](https://www.youtube.com/watch?v=E0NkGtNU_9w)  [Business & Corporate Social Responsibility (slideshare.net)](https://www.slideshare.net/tutor2u/buss4-corporate-social-responsibility)  Dragons Den – Why are so many businesses now eco-friendly? [BBC - Dragons' Den - Entrepreneurs - Adejare Doherty](https://www.bbc.co.uk/dragonsden/entrepreneurs/adejaredoherty.shtml)  Plastic bag charge - [Plastic bag usage down 78% since introduction of 5p charge, says Tesco | Supermarkets | The Guardian](https://www.theguardian.com/environment/2015/dec/05/plastic-bag-usage-down-78-since-introduction-of-5p-charge-says-tesco)  Does a large business have to consider the environment more than a small business? [Bigger Picture - We believe better business creates a better world. That’s why we push ourselves to achieve the highest standards of sustainability and responsibility. | Sky Group](https://www.skygroup.sky/bigger-picture)  China’s polluted city [Linfen, China - The World's Most Polluted City - Pt1 - YouTube](https://www.youtube.com/watch?v=xliXcv0TjSs)  Show students images of Oxford Street and China’s pollution – what is the impact of business activities? [london-uk-22nd-november-2014-oxford-street-in-london-is-very-busy-eb10t4.jpg (1300×956) (alamy.com)](https://c8.alamy.com/comp/eb10t4/london-uk-22nd-november-2014-oxford-street-in-london-is-very-busy-eb10t4.jpg) and [o-CHINA-POLLUTION-FACTORY-facebook.jpg (2000×1000) (huffpost.com)](https://i.huffpost.com/gen/1621413/images/o-CHINA-POLLUTION-FACTORY-facebook.jpg)  [Social costs and the environment - Business and the environment - GCSE Business Revision - Other - BBC Bitesize](https://www.bbc.co.uk/bitesize/guides/zkc9jxs/revision/1)  Argos fails to pay minimum wage: <https://www.theweek.co.uk/87847/why-do-companies-like-argos-fail-to-pay-the-minimum-wage> | Speaker from a national/international business that can discuss their approach to CSR and the importance to the business. |

# 1.4 Legal entity types that organisations can form

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| 14 | 1.4 Legal entity types that organisations form | To explain using key terms, the difference between **unlimited** and **limited liability** businesses.  To understand legal entities and the reasons why a business would choose to operate with each type of ownership.  To evaluate the advantages and disadvantages of different types of each legal entity.  To discuss the benefits and drawbacks for a franchisee and a franchisor of starting a business as a franchise. | * The range of legal entity types that exist, the characteristics of each and examples of each legal entity in society/industry. * The advantages and disadvantages of different types of each type of legal entity. The structure of each legal entity type. * The governance, regulation and key elements associated with the range of legal entities. * The potential reasons for choosing specific types of business organisation structure. * **Legal entity types** – Sole Trader, Partnerships, Limited Liability Partnership (LLP), Public Limited Company (PLC), Private Limited Company (LTD), Community Interest Company (CIC), Charity, social Enterprise, Franchise, Cooperative, Multinational Company (MNC) | Two Teachers – Types of Business Ownership <https://www.youtube.com/watch?v=BN2cQNNvg_4>  Small business owner: [mytwinkletoeshoe Featured on Tonight, ITV 6/11/09 - YouTube](https://www.youtube.com/watch?v=BxvJxneRYFs)  Fill in the gaps exercise using these key terms: Limited liability, Assets, Incorporated, Unincorporated, Unlimited liability, Sole trader, Partnership, Private limited company. Shareholders.  Task - You will find out about and create a presentation about:   1. The features of different business ownerships 2. The advantages and disadvantages of each type of business ownership   Answer these questions:  1. Explain why it is easier to make bold business decisions if your business is a limited company than if you are a sole trader with unlimited liability. ​  2. Why might an entrepreneur be reluctant to sell more than 50% of the shares in their business?​  3. Can it ever be wise for a business owner to sell a 50.1% share in the business that they founded?  Exam question practice: Explain **one** reason why a **sole trader** may decide to become a **private limited company**. **(4 marks)**  Make a list of private and public sector organisations.  Review an example of a social enterprise: [www.virtuousvoices.co.uk](http://www.virtuousvoices.co.uk/)  Research the Co-operative group – how are they different to a private or public limited company?  Franchises: Watch this video about franchises and answer the questions [1.4.1 What is a Franchise\_Podcast.m4v (dropbox.com)](https://www.dropbox.com/sh/8m2ntlqux1a4lak/AADcaDLdDEzW7Ao3VF01-eVta/Theme%201/Topic%201.4%20Making%20the%20business%20effective?dl=0&preview=1.4.1++What+is+a+Franchise_Podcast.m4v&subfolder_nav_tracking=1)   1. What are the risks for a franchise holder of allowing franchisees to setup under their franchise name? 2. What are the benefits for a franchisor of allowing franchisees to setup under their franchise name? 3. Explain why a bank may be more willing to lend money to someone opening a franchise business than someone opening as a sole trader. | Invite a local small business owner in to talk to students about moving from a sole trader/partnership to an Ltd. |

# 1.5 Organisational objectives and strategies for achieving them

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| 14 | 1.5 Organisational objectives and strategies for achieving them | To understand the range of aims and objectives business may set.  To understand the reasons why business aims and objectives change as businesses grow.  To know the difference between short, medium and long term objectives.  To know the different between corporate and functional objectives.  To understand the objectives that different functions in a business have.  To know the strategies businesses implement to achieve objectives.  To understand how businesses measure the success of objectives. | * The purpose of setting organisational aims and objectives, e.g., to increase sales, decrease staff turnover * Recognition that organisational objectives can be short-term, medium-term, and long-term objectives, and examples of each e.g., marketing objectives * The strategies used to achieve objectives and how these are implemented, embedded, and reviewed within organisations e.g., marketing strategy, competitor analysis, * How objectives can be measured using different resources and tools, including key performance indicators and through business plans. Objectives should be set as SMART (specific, measurable, achievable, relevant, timebound). * **Objectives** – short, medium, long term * **Strategies** – business planning, corporate plan, key performance indicators (KPI) | Financial and non-financial aims and objectives: [Business Aims and Objectives Explained - YouTube](https://www.youtube.com/watch?v=OzWTEe4bna4&t=3s)  Choose a local business. What do you think their key objectives are? How does each objective link to the success of the business? Can you think of any other non-financial objectives that would benefit the business?  Set yourself 3 SMART objectives for studying the T-Level Business.  Identify how businesses objectives may conflict.  [What is a KPI? - YouTube](https://www.youtube.com/watch?v=HJNHT_1aUao)  Find out the business objectives for three different types of business e.g. a social enterprise, a franchise and a public limited company. Compare the similarities and differences.  Measurement of objectives – Elkington’s triple bottom line - [tutor2u | Elkington's Triple Bottom Line (CSR)](https://www.tutor2u.net/business/reference/corporate-social-responsibility-elkingtons-triple-bottom-line)  Measurement of objectives – Kaplan and Norton’s scorecard model - [tutor2u | Balanced Scorecard (Kaplan & Norton)](https://www.tutor2u.net/business/reference/balanced-scorecard-introduction-overview) | Work experience link – find out what your businesses aims and objectives are for this year. Ask your employer about how their work contributes to meeting these aims and objectives. |

# 1.6 The different forms of governance that operate in organisations

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| 14 | 1.6 The different forms of governance that operate in organisations | To understand the role, purpose and importance of governance.  To know how governance differs between different types of organisations.  To know the roles within an organisations different functions and their associated responsibilities.  To know the different between internal and external audit activities.  To compare the differences between public and private sector audits.  To understand the roles and responsibilities of a board of directors/trustees.  To know the rules and regulations that organisational governance teams are accountable to.  To investigate the consequences for organisations if there is a failure of governance. | * The importance of governance in an organisation, including the responsibilities associated with governance, e.g., protecting financial accounts and public money. * How governance differs in relation to an organisation’s size, purpose, legal constitution and regulatory environment. * The roles (e.g., Finance Director, Head of Department, Administrators) within different functions and their responsibilities. * How governance is monitored in an organisation through both the use of internal and external audit activities. * The difference in governance from public sector to private sector. * The format and responsibility of a board of directors/trustees and their control/impact on the organisation. * Key rules and regulations that organisational governance teams are held accountable to. * The potential consequences of failing to ensure proper governance of an organisation * **Types of governance** – appointed board, cooperative, membership, representative * **Forms of governance** – advisory, administrative, management team, policy board | Tutor2U video - [tutor2u | Corporate Governance (Introduction)](https://www.tutor2u.net/business/reference/corporate-governance-introduction)  Tutor2U video - [tutor2u | Corporate Governance the Divorce Between Ownership and…](https://www.tutor2u.net/business/reference/corporate-governance-the-divorce-between-ownership-and-control)  Tesco serious fraud fine **-** [Tesco fined £129m by Serious Fraud Office for overstating profits | The Independent | The Independent](https://www.independent.co.uk/news/business/news/tesco-fined-ps129-million-by-serious-fraud-office-overstating-profits-a7653166.html)  Task – Find out about the governance of your school/college. Compare the similarities and differences to the governance of a plc/ltd.  The collapse of Carillion [Carillion collapse: 'I wouldn't trust you to audit the contents of my fridge', MP tells KPMG | The Independent | The Independent](https://www.independent.co.uk/news/business/news/carillion-collapse-kpmg-deloitte-mps-worthless-accounts-business-committee-rachel-reeves-a8223626.html)  Public sector internal audit standards: [PSAIS\_1\_April\_2017.pdf (publishing.service.gov.uk)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/641252/PSAIS_1_April_2017.pdf)  Corporate governance framework: [Corporate Governance Framework - GOV.UK (www.gov.uk)](https://www.gov.uk/government/publications/ssro-corporate-governance-framework/corporate-governance-framework) | * Talk from school/ college governors about their role * Talk from school/college Business Manager to explain how they are audited (public sector) * Talk from an auditor from a consultancy to explain their role when auditing accounts * Talk from a charity trustee on their role in auditing |

# 1.7 The main legislative and regulatory frameworks that apply to organisations

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| 18 | 1.7 The main legislative and regulatory frameworks that apply to organisations | To know the range of legal frameworks that organisations must comply with.  To understand why legal frameworks exist.  To know the methods that are used to ensure organisations comply with legislation.  To know the financial, legal and reputational risks associated with not complying with the law.  To know the purpose and role of regulatory bodies.  To understand the penalties that regulatory bodies can impose on organisations.  To understand the rights of individuals in legal frameworks and the impact this can have on organisations.  To know what a data breach is and the impact these can have to an organisation.  To know the methods used to protect organisations from data breaches.  To know the roles and responsibilities of staff in organisations regarding individuals’ data.  To understand the concept of ‘due diligence’ and the importance of organisations’ demonstrating this.  To know the range of environmental and sustainability requirements expected of organisations.  To know how an organisation would be reported to a regulatory body for breaches in laws or regulations.  To understand why an organisation would be reported to a regulatory body for breaches in laws and regulations and the potential outcome. | * The range of frameworks to be complied with by organisations and the reasons why these frameworks exist (e.g., to protect consumers). * The methods of ensuring organisations comply with frameworks, to include risk registers, audits, risk management, policies, processes, and procedures. * The financial, legal, and reputational risks associated with not complying with legislative and regulatory frameworks. * The role of each regulatory body and the penalties they can impose to organisations, the rights on individuals under these frameworks and how this can impact the organisations such as freedom of information requests, subject access requests, the right to be forgotten. * The impact data breaches could have to an organisation. How to protect the organisation from breaches to the framework guidance such as completing data protection impact assessments, the role of a data protection officer and the responsibilities of staff within organisations. * The importance of being able to demonstrate due diligence. * The types of environmental issues and sustainability requirements expected to be managed by organisations. * How and why an organisation would be reported to a regulatory body for breaches in laws or regulations and the potential outcome.   **Frameworks –** GDPR, data protection act, health and safety at work act, equality act, anti-bribery act, anti-competitive regulations, environmental/sustainability, consumer protection  **Regulatory bodies –** Information Commissioners Office (ICO), Health and Safety Executive (HSE) Equality Advisory Support Group and Human Rights commission, Prosecution Service | UK government GDPR guide: [Guide to the UK General Data Protection Regulation (UK GDPR) | ICO](https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/)  GDPR for sole traders: [How well do you comply with data protection law: an assessment for small business owners and sole traders | ICO](https://ico.org.uk/for-organisations/sme-web-hub/checklists/assessment-for-small-business-owners-and-sole-traders/)  Data protection self assessment for businesses: [Data protection self assessment | ICO](https://ico.org.uk/for-organisations/sme-web-hub/checklists/data-protection-self-assessment/)  GDPR video aimed at Computer Science A-Level students: [OCR A’LEVEL SLR16 Data Protection Act (superseded by GDPR) – Craig 'n' Dave | Students (craigndave.org)](https://student.craigndave.org/videos/ocr-alevel-slr16-data-protection-act-superseded-by-gdpr)  BBC Bitesize guide to GDPR : [The need for the General Data Protection Regulation (GDPR) - General Data Protection Regulation (GDPR) - GCSE ICT Revision - WJEC - BBC Bitesize](https://www.bbc.co.uk/bitesize/guides/zmjwcqt/revision/1)  CIPD factsheet for GDPR aimed at employers: [Data Protection and GDPR in the Workplace | Factsheets | CIPD](https://www.cipd.co.uk/knowledge/fundamentals/emp-law/data-protection/factsheet)  The biggest fines for GDPR breaches: [Three years of GDPR: the biggest fines so far - BBC News](https://www.bbc.co.uk/news/technology-57011639)  WhatsAPP GDPR fine: [WhatsApp issued second-largest GDPR fine of €225m - BBC News](https://www.bbc.co.uk/news/technology-58422465)  Consumer law: [Consumer law - The impact of legislation on businesses - Eduqas - GCSE Business Revision - Eduqas - BBC Bitesize](https://www.bbc.co.uk/bitesize/guides/z49xxyc/revision/3)  Labour market legislation: [tutor2u | Labour Market Legislation](https://www.tutor2u.net/business/reference/labour-market-legislation)  Competition legislation: [tutor2u | Competition Legislation](https://www.tutor2u.net/business/reference/competition-legislation)  Environmental legislation: [tutor2u | Environmental Legislation and Business](https://www.tutor2u.net/business/reference/environmental-legislation-and-business)  Hotel chains aim to reduce waste: [tutor2u | Multinational Hotel Chains Take Action to Reduce Plastic…](https://www.tutor2u.net/business/blog/multinational-hotel-chains-take-action-to-reduce-plastic-waste)  Should e-cigarettes be regulated? <https://www.bbc.co.uk/news/av/health-22867161>  Task – Students are to identify a small start-up business idea that they would be interested in creating. Students are to write a report that:   1. Explains the purpose of the acts listed in the specification 2. Explains the actions that their business will need to take to comply with the law 3. Evaluates the benefits and drawbacks of having to take these actions 4. Analyses the impact of not following these laws. | Talk from GDPR lead from a local business (or school or college) about their role and responsibilities.  Work experience link – ask your employer about how GDPR is managed in the workplace and who has responsibility for this. |

# 1.8 Different types of internal and external stakeholders and customers

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| 14 | 1.8 Different types of internal and external stakeholders and customers | - To understand the role of internal and external stakeholders and how businesses have to prioritise their interests.  - To justify the most important and influential stakeholders for a specific business.  -To understand how stakeholders influence a businesses success  -To evaluate the influence of stakeholders for a given organization.  - To understand the purpose of a stakeholder requirement document. | * How stakeholders are managed and the importance of ensuring regular clear communication with a stakeholder, setting expectation with stakeholders and how to monitor this, involving stakeholders in any major decision-making process or project. * The power of stakeholder opinions and how their needs, priorities and feedback influence the way that organisations operate. * How stakeholder needs are transformed into a defined set of stakeholder requirements, which may be specified in a document containing statements | What is a stakeholder (Two Teachers): [Stakeholders | What is a Stakeholder? - YouTube](https://www.youtube.com/watch?v=tZGol4xtY3g)  [tutor2u | Stakeholders (Introduction)](https://www.tutor2u.net/business/reference/stakeholders-introduction)  Stakeholders quiz: [tutor2u | Stakeholders](https://www.tutor2u.net/business/reference/stakeholders-revision-quiz)  Task - Draw a mind map to identify stakeholders. Which are the most influential stakeholders? Why? Is this dependent on the business?  Identify which are internal and which are external stakeholders.  What do you think the primary objective is for each of these stakeholders?  Are they the same?  Why does this make it difficult for the business?  Task – make a list of all of the stakeholders for your college/school. Identify why each of the stakeholders has an interest in the organization. Explain how each stakeholder can influence a business’s success.  Task – Evaluate how stakeholders influence the success of your college/school. You essay should have at least 3 paragraphs and include a conclusion to justify which is the most influential stakeholder.  Task – Find an example of a stakeholder requirements template. Complete the template for a given project scenario. | Visit to local business and discussion with management regarding their interaction with stakeholders. |

# 1.9 Impacts of current and emerging digital technologies

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| **GLH** | **Specification Content** | **Learning Objectives** | **Additional guidance** | **Learning Activities** | **Link to employers** |
| 14 | 1.9 Impacts of current and emerging digital technologies | To understand the potential risks to organisations of use of digital systems and technologies.  To understand the potential impact of identified risks on the organisations and its stakeholders.  To understand the importance of maintaining privacy and confidentiality of an organisation’s information, as well as that of stakeholders.  To understand the potential impact on an organisation of failing to maintain privacy and confidentiality.  To understand potential technical threats and vulnerabilities to systems, data and information.  To understand potential physical vulnerabilities to systems, data and information. | * The range of and prevalence of current and emerging technologies that are used within and influence organisations, e.g., digital processes, cloud-based software, remote working, robotics, big data, biometrics, internet of things (IoT), Augmented Reality/Virtual Reality, cloud computing, 5G, artificial intelligence, cloud computing, 3D printing, drones, hybrid infrastructures. * The impact new digital technologies can have on how an organisation operates. The rapid advancement of digitalisation and changing/emerging technologies, and the approaches organisations use to embed these technologies to support currency, operate effectively and efficiently. * The security considerations when deploying new technologies (e.g., access, cyber threats). * The methods of using digital technologies and how they are used to communicate. The considerations needed to ensure users are safe and responsible when using online digital technologies. * Methods to keep up to date with emerging technologies such as subscribing to blogs, attending webinars, seminars, and events. * **Impacts** - Cost, training, process changes, operational ability/effectiveness | How are brands using digital technology to attract customers? [10 examples of how brands are using digital technology to attract customers - CMO Australia](https://www.cmo.com.au/article/600880/10-examples-how-brands-using-digital-technology-attract-customers/)  Digital risk to a business: [Digital Risk | Deloitte UK](https://www2.deloitte.com/uk/en/pages/risk/articles/digital-risk.html)  Digital risk solutions: [Enterprise Technology Solutions: PwC](https://www.pwc.com/us/en/services/consulting/cybersecurity-risk-regulatory/risk-control-security-transformation.html)  TED Talk – The new digital business: <https://www.youtube.com/watch?v=_h1XmNejD-s>  Task – develop a roadmap for digital change in a given business. Analyse how digital technologies may affect each department/functional area in a business.  Emerging technologies:  Article: [https://www.forbes.com/sites/steveandriole/2019/04/01/the-executives-guide-to-emerging-business-technologies/#4b1f38432e89](https://www.forbes.com/sites/steveandriole/2019/04/01/the-executives-guide-to-emerging-business-technologies/)  Article: <https://www.techrepublic.com/article/top-10-emerging-technologies-of-2019/>  Collaborative technologies: <https://blog.hypeinnovation.com/the-four-main-types-of-collaboration>  Business Reputation and Risk: <https://hbr.org/2007/02/reputation-and-its-risks>  Task - Look at the current Gartner Hype Cycle. Choose 3 technologies and complete a SWOT analysis on each.  Emerging technologies blog: [Emerging Technologies Blog | Simera Limited](https://www.simera.co.uk/blog)  European oil facilities hit by cyber attack [European oil facilities hit by cyber-attacks - BBC News](https://www.bbc.co.uk/news/technology-60250956)  KP snacks hack [KP Snacks hack prompts crisp and nut supplies warning - BBC News](https://www.bbc.co.uk/news/technology-60230077)  Sainsbury’s payroll cyber attack [Sainsbury's payroll hit by Kronos attack - BBC News](https://www.bbc.co.uk/news/technology-59683889) | * Invite a business into discuss their use of apps, social media and other technology. * Work experience link – find out about the technology that your business relies upon. What technologies does your business rely on and why? |

# 1.10 Organisational culture and values

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| **GLH** | **Specification Content** | **Learning Objectives** | **Additional guidance** | **Learning Activities** | **Link to employers** |
| 14 | 1.10 Organisational culture and values | - To ***understand*** what business culture is and the influence it has on a business.  - How does organisational culture influence a business’s success?  -To understand the importance of organisational values and how these are communicated, reinforced and embedded with staff.  - To analyse the impact of organisational culture and values on a range of stakeholders.  - To know the process of changing culture in an organisation.  - To identify and explain the barriers that exist when implementing a change of culture.  - To understand why there may be resistance to change and the methods to overcome this resistance. | * What is meant by culture and values in an organisation. * The importance of values and culture to an organisation. What values mean to organisations and staff. * The impacts of organisational culture and values on stakeholders. * The reasons why organisations would have different cultures and values. * The importance of embedding organisational values in the organisation’s daily workings. * The process of changing culture in an organisation, resistance to change and the barriers that exist with changes to an organisation’s culture. * The methods that organisations use to demonstrate and reinforce their culture and values, both internally (e.g., internal branding, expected employee conduct/behaviour) and externally (e.g., branding, mission statements, letterheads, email signatures). * **Culture** – Principles, core beliefs, mission statements, vision * **Values** – integrity, respect | Mission statements: [tutor2u | Mission Statements](https://www.tutor2u.net/business/reference/mission-statements)  Purposeful businesses: [tutor2u | The Purposeful Business](https://www.tutor2u.net/business/blog/the-purposeful-business)  Changing office spaces – how do these affect employees? <http://www.bbc.co.uk/news/business-36342595>  [tutor2u | Organisational Culture](https://www.tutor2u.net/business/reference/organisational-culture-revision-video)  Organisational culture quiz: [tutor2u | Organisational Culture Revision Quiz](https://www.tutor2u.net/business/reference/organisational-culture-revision-quiz)  Ikea culture and values: [tutor2u | Organisational Culture Revision Quiz](https://www.tutor2u.net/business/reference/organisational-culture-revision-quiz)  Strong business culture – examples: [4 Great Company Culture Examples to Learn From (toggl.com)](https://toggl.com/blog/4-company-culture-examples)  Task – Compare the organisational culture of two contrasting organisations e.g. a public sector organisation and a large public limited company and evaluate the impact it has on the organisation’s success.  Criticism of Amazon’s culture: [Amazon's company culture under fire - YouTube](https://www.youtube.com/watch?v=QzcHhjbea4g)  Apple’s culture: [Corporate Culture Apple example - YouTube](https://www.youtube.com/watch?v=EcHpgsTg458)  Task – Compare the culture at Amazon and Apple and evaluate how important culture is to the success of each company.  Change management: [tutor2u | Change Management](https://www.tutor2u.net/business/reference/change-management-revision-video)  Value of change: [tutor2u | Value of Change](https://www.tutor2u.net/business/reference/value-of-change-1)  Change at Tesco: [tutor2u | Thousands of Tesco Jobs at Risk](https://www.tutor2u.net/business/blog/thousands-of-tesco-jobs-at-risk)  Resistance to change: [tutor2u | Kotter & Schlesinger - Four Causes of Resistance to Change](https://www.tutor2u.net/business/reference/kotter-schlesinger-four-causes-of-resistance-to-change)  Overcoming resistance to change: [tutor2u | Kotter & Schlesinger - Six Methods of Overcoming Resistance…](https://www.tutor2u.net/business/reference/kotter-schlesinger-six-methods-of-overcoming-resistance-to-change) | Students to talk to employees at a local business to ask them about the organisational culture and values and how this influences them in their job.  Visit to a business such as Google or Amazon who have a very strong culture.  Work experience link – write a reflection about the mission, values and culture at the business that you work in. |

# 1.11 The different methods and channels through which organisations communicate

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| **GLH** | **Specification Content** | **Learning Objectives** | **Additional guidance** | **Learning Activities** | **Link to employers** |
| 14 | 1.11 The different methods and channels through which organisations communicate | - To ***understand*** the communication methods used by a business and how they contribute to its success.  - To know a range of communication channels that businesses use.  - To understand the directions of communication; horizontal, vertical.  - To know the types of content that would be shared on different communication channels.  - To understand the importance of intended audience when communicating through different channels.  - To know the professional etiquette expected when using different communication channels.  - To analyse a business’s social media footprint and the impact this has on a business’s reputation. | * How to select the most appropriate communication methods depending on the circumstances and audience. * The different methods of communication that may be used internally within an organisation and externally outside of an organisation. * The types of content that would be shared on different communication channels * The tone and format of messages and methods of adapting based on intended audience. * How to maintain professional etiquette when using different communication channels. * Considerations when communicating externally using different public channels (e.g., impact of social media footprint). * **Methods –** Face-to-face, verbal and written * **Channels** – email, telephone, video conferencing, social media, intranet, internet, mobile applications, instant messaging tools, live chat, press releases. | Task – Create a table for an organisation which identifies different stakeholders in the left column and different communication methods across the first row. Identify which stakeholders use which communication methods.  Task - Write a report to evaluate the use of communication methods at your school/college and how they influence the organisation’s success. Make a judgment as to whether or not communication methods are significant.  What is communication? [What is communication? - Communication - GCSE Business Revision - Other - BBC Bitesize](https://www.bbc.co.uk/bitesize/guides/zypsb9q/revision/1)  Written business communication: [GCSE Business Studies (Unit 4.2 Types of written communication) - YouTube](https://www.youtube.com/watch?v=oot36n8f2wc&t=202s)  Oral business communication: [GCSE Business Studies (Unit 4.2 Types of oral communication) - YouTube](https://www.youtube.com/watch?time_continue=183&v=EN2y3j30ErQ&feature=emb_logo)  Benefits of good business communication: [GCSE Business Studies (Unit 4.1 Benefits of good business communication) - YouTube](https://www.youtube.com/watch?v=M2V7j_jMAQI&t=187s)  Fork Handles – Two Ronnies - <https://www.youtube.com/watch?v=pV1IP4N9ajg>  How does this communication affect the business, customer and staff?  Task – students are to be given a formal written complaint in the format of a letter from a customer and they are to write a formal response.  Task – present students with a range of scenarios. Which communication method would be most suited to each of these scenarios? Justify your answer.  Task – role play scenario. Students are to work in groups of 3 and film role play scenarios acting as a customer and as a business representative to take part in verbal communication. Ideas include: hotel reception, mobile phone store, restaurant, travel agent. Students are to write an evaluation of their own performance and explain their ideas for improvement.  Task – Students are to create a social media presence for a business scenario. Ideas include to create a Facebook, Instagram and Twitter profile and then create some example posts e.g. images, hashtags, poll, video. | Speaker from marketing/social media job role to discuss their use of communication channels.  Work experience link – write a reflection on how the business uses a variety of different communication channels to communicate with internal and external stakeholders. |