

# AS Business

Specification/ Content	Additional Information
<p><b>3.1 What is business</b></p> <p>3.1.1 Understanding the nature and purpose of business</p> <ul style="list-style-type: none"> <li>• Why businesses exist</li> <li>• Relationship between mission and objectives</li> <li>• Common business objectives</li> <li>• Why businesses set objectives</li> <li>• Measurement and importance of profit</li> </ul>	<p>Business objectives such as profit, growth, survival, cash flow, social and ethical objectives</p> <p>The measurement of profit should include:</p> <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Fixed Costs</li> <li>• Variable Costs</li> <li>• Total Costs</li> </ul>
<p>3.1.2 Understanding different business forms</p> <ul style="list-style-type: none"> <li>• Reasons for choosing different forms of business and for changing business form</li> <li>• The role of shareholders and why they invest</li> <li>• Influence on share price and the significance of share price changes</li> <li>• The effects of ownership on mission, objectives, decisions and performance</li> </ul>	<p>Different forms of business include:</p> <ul style="list-style-type: none"> <li>• Sole traders</li> <li>• Private and Public Limited Companies</li> <li>• Private and Public Sector organisations</li> <li>• Non-profit organisations such as charities and mutual</li> </ul> <p>Issues with different forms of business include:</p> <ul style="list-style-type: none"> <li>• Unlimited and limited liability</li> <li>• Ordinary share capital</li> <li>• Market capitalisation</li> <li>• Dividends</li> </ul>
<p>3.1.3 Understanding that businesses operate within an external environment</p> <ul style="list-style-type: none"> <li>• How the external environment can affect costs and demand</li> </ul>	<p>Factors influencing costs and demand to include the effect of:</p> <ul style="list-style-type: none"> <li>• Competition</li> <li>• Market Conditions</li> <li>• Incomes</li> <li>• Interest rates</li> <li>• Demographic factors</li> <li>• Environmental issues and fair trade</li> </ul>
<p><b>3.2 Managers, leadership and decision making</b></p> <p>3.2.1 Understanding management, leadership and decision making</p>	<p>The role of managers should include:</p> <ul style="list-style-type: none"> <li>• Setting objectives</li> <li>• Analysing</li> </ul>

<ul style="list-style-type: none"> <li>• What managers do</li> <li>• Types of management and leadership styles and influences on these</li> <li>• The effectiveness of different styles of management and leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Leading</li> <li>• Making decisions</li> <li>• Reviewing</li> </ul> <p>Theories of management and leadership styles should include:</p> <ul style="list-style-type: none"> <li>• The Tannenbaum Schmidt continuum</li> <li>• The Blake Mouton Grid</li> </ul>
<p>3.2.2 Understanding decision making</p> <ul style="list-style-type: none"> <li>• The value of decision making based on data (scientific decision making) and on intuition</li> <li>• The use and value of decision trees in decision making</li> <li>• Influences on decision making</li> </ul>	<p>Scientific decision making should include understanding and interpreting decision trees and calculating expected value and net gains.</p> <p>Decision making to include an understanding of:</p> <ul style="list-style-type: none"> <li>• Risks</li> <li>• Rewards</li> <li>• Uncertainty</li> <li>• Opportunity cost.</li> </ul> <p>Influences on decision making to include:</p> <ul style="list-style-type: none"> <li>• Mission</li> <li>• Objectives</li> <li>• Ethics</li> <li>• The external environment including competition</li> <li>• Resource constraints.</li> </ul>
<p>3.2.3 The role and importance of stakeholders</p> <ul style="list-style-type: none"> <li>• The need to consider stakeholder needs when making decisions</li> <li>• Stakeholder needs and the possible overlap and conflict of these needs</li> <li>• Influences on the relationship with stakeholders</li> <li>• How to manage the relationship with different stakeholders</li> </ul>	<p>Stakeholder mapping: stakeholder power and interest.</p> <p>Managing the relationship with different stakeholders includes communication and consultation.</p>
<p><b>3.3 Decision making to improve marketing performance</b></p> <p>3.3.1 Setting marketing objectives</p> <ul style="list-style-type: none"> <li>• The value of setting marketing objectives</li> <li>• External and internal influences on marketing objectives and decisions</li> </ul>	<p>Marketing objectives include:</p> <ul style="list-style-type: none"> <li>• Sales volume and sales value</li> <li>• Market size</li> <li>• Market and sales growth</li> <li>• Market share</li> <li>• Brand loyalty.</li> </ul>

<p>3.3.2 Understanding markets and customers</p> <ul style="list-style-type: none"> <li>• The value of primary and secondary marketing research</li> <li>• The value of sampling</li> <li>• The interpretation of marketing data</li> <li>• The value of technology in gathering and analysing data for marketing decision making</li> <li>• The interpretation of price and income elasticity of demand data</li> <li>• The value of the concepts of price and income elasticity of demand to make marketing decisions</li> <li>• The use of data in marketing decision making and planning</li> </ul>	<p>Marketing research should include:</p> <ul style="list-style-type: none"> <li>•Qualitative and quantitative data</li> <li>•Market mapping.</li> </ul> <p>You should be able to calculate market and sales growth, market share and size.</p> <p>Interpretation of marketing data should include:</p> <ul style="list-style-type: none"> <li>•Positive and negative correlation and an understanding of the strength of the relationship</li> <li>•Understanding the concept of confidence intervals</li> <li>•Understanding extrapolation.</li> </ul> <p>Students should be able to interpret price and income elasticity of demand data and be able to analyse the impact of changes in price and income on revenue (they do not need to be able to calculate these).</p>
<p>3.3.3 Making marketing decisions: segmenting, targeting, positioning</p> <ul style="list-style-type: none"> <li>• The process and value of segmentation, targeting and positioning</li> <li>• Influences on choosing a target market and positioning</li> </ul>	<p>Segmentation methods include:</p> <ul style="list-style-type: none"> <li>•Demographic</li> <li>•Geographic</li> <li>•Income</li> <li>•Behavioural segmentation.</li> </ul> <p>Targeting may include niche and mass marketing</p>
<p>3.3.4 Making marketing decisions: using the marketing mix</p> <ul style="list-style-type: none"> <li>• The elements of the marketing mix (7p's)</li> <li>• The influences on and effects of changes in the elements of the marketing mix</li> <li>• Product decisions</li> <li>• Pricing decisions</li> <li>• Decisions about the promotional mix</li> <li>• Distribution (place) decisions</li> <li>• Decisions relating to other elements of the marketing mix: people, process and physical environment</li> <li>• The importance of an influences on an integrated marketing mix</li> <li>• Understanding the value of digital marketing and e-commerce</li> </ul>	<p>The marketing mix should be considered for goods and services, both industrial and consumer</p> <p>Types of consumer goods considered should include convenience, shopping and specialty products.</p> <p>Product decisions should include:</p> <ul style="list-style-type: none"> <li>•The value of product portfolio analysis and the Boston Matrix</li> <li>•The value of the product life cycle model including extension strategies</li> <li>•Influences on and the value of new product development.</li> </ul> <p>Pricing decisions should include penetration and price skimming</p> <p>Promotional decisions should include the value of branding</p> <p>Distribution channels should include multi-channel distribution</p>

	<p>Influences on an integrated marketing mix include:</p> <ul style="list-style-type: none"> <li>•The position in the product life cycle</li> <li>•The Boston Matrix</li> <li>•The type of product</li> <li>•Marketing objectives</li> <li>•The target market</li> <li>•Competition</li> <li>•Positioning</li> </ul>
<p><b>3.4 Decision making to improve operational performance</b></p> <p>3.4.1 Setting operational objectives</p> <ul style="list-style-type: none"> <li>• The value of setting operational objectives</li> <li>• External and internal influences on operational objectives and decisions</li> </ul>	<p>Operational objectives include:</p> <ul style="list-style-type: none"> <li>•Costs</li> <li>•Quality</li> <li>•Speed of response and flexibility</li> <li>•Dependability</li> <li>•Environmental objectives</li> <li>•Added value</li> </ul>
<p>3.4.2 Analysing operational performance</p> <ul style="list-style-type: none"> <li>• Interpretation of operations data</li> <li>• Calculation of operations data</li> <li>• The use of data in operational decision making and planning</li> </ul>	<p>Students should be able to calculate:</p> <ul style="list-style-type: none"> <li>•Labour productivity</li> <li>•Unit costs (average costs)</li> <li>•Capacity</li> <li>•Capacity utilisation.</li> </ul>
<p>3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity</p> <ul style="list-style-type: none"> <li>• The importance of capacity</li> <li>• The importance of efficiency and labour productivity</li> <li>• How to increase efficiency and labour productivity</li> <li>• The benefits and difficulties of lean production</li> <li>• Difficulties increasing efficiency and labour productivity</li> <li>• How to choose the optimal mix of resources</li> <li>• How to utilise capacity efficiently</li> <li>• How to use technology to improve operational efficiency</li> <li>•</li> </ul>	<p>Lean production should include 'Just in Time' operations</p> <p>The mix of resources should include an understanding of labour and capital intensive processes</p>
<p>3.4.4 Making operational decisions to improve performance: improving quality</p> <ul style="list-style-type: none"> <li>• The importance of quality</li> <li>• Methods of improving quality</li> <li>• The benefits and difficulties of improving quality</li> <li>• The consequences of poor quality</li> </ul>	<p>Methods of improving quality should include quality assurance</p>

<p>3.4.5 Making operational decisions to improve performance: managing inventory and supply chains</p> <ul style="list-style-type: none"> <li>• Ways and value of improving flexibility, speed of response and dependability</li> <li>• How to manage supply to match demand and the value of doing so</li> <li>• Influences on and the amount of inventory held</li> <li>• Influences on the choice of suppliers</li> <li>• How to manage the supply chain effectively and efficiently and the value of this</li> <li>• The value of outsourcing</li> </ul>	<p>An understanding of flexibility should include mass customisation</p> <p>Ways of matching supply to demand include:</p> <ul style="list-style-type: none"> <li>• Outsourcing</li> <li>• Temporary and part time employees</li> <li>• Producing to order</li> </ul> <p>Inventory control should include:</p> <ul style="list-style-type: none"> <li>• Interpreting inventory control charts</li> <li>• Lead time</li> <li>• Re-order levels</li> <li>• Buffer level of inventory</li> <li>• Re-order quantities</li> </ul>
<p><b>3.5 Decision making to improve financial performance</b></p> <p>3.5.1 Setting financial objectives</p> <ul style="list-style-type: none"> <li>• The value of financial objectives</li> <li>• The distinction between cash flow and profit</li> <li>• The distinction between gross profit, operating profit and profit for the year</li> <li>• Revenue, costs and profit objectives</li> <li>• Cash flow objectives</li> <li>• Objectives for investment</li> <li>• Capital structure objectives</li> <li>• External and internal influences on financial objectives and decisions</li> </ul>	<p>Financial objectives to include:</p> <ul style="list-style-type: none"> <li>•The concept of a return on investment</li> <li>•An understanding of the proportion of long-term funding that is debt.</li> </ul>
<p>3.5.2 Analysing financial performance</p> <ul style="list-style-type: none"> <li>• How to construct and analyse budgets and cash flow forecasts</li> <li>• The value of budgeting</li> <li>• How to construct and interpret break-even charts</li> <li>• How to calculate and illustrate on a break-even chart the effects of changes in price, output and cost</li> <li>• The value of break-even analysis</li> <li>• How to analyse profitability</li> <li>• How to analyse timings of cash inflows and outflows</li> <li>• The use of data for financial decision making and planning</li> </ul>	<p>Analysing budgets should include variance analysis and adverse and favourable variances</p> <p>Break-even analysis should include:</p> <ul style="list-style-type: none"> <li>•Break-even output</li> <li>•Margin of safety</li> <li>•Contribution per unit</li> <li>•Total contribution.</li> </ul> <p>Analysing profitability should include the following ratio analysis:</p> <ul style="list-style-type: none"> <li>•Gross profit</li> <li>•Profit from operations</li> <li>•Profit for the year.</li> </ul>

	Analysing timings of cash flow should include an understanding of payables and receivables.
<p>3.5.3 Making financial decisions: sources of finance</p> <ul style="list-style-type: none"> <li>• Internal and external sources of finance</li> <li>• Advantages and disadvantages of different sources of finance for short and long term uses</li> </ul>	<p>Sources of finance should include:</p> <ul style="list-style-type: none"> <li>•Debt factoring</li> <li>•Overdrafts</li> <li>•Retained profits</li> <li>•Share capital</li> <li>•Loans</li> <li>•Venture capital.</li> </ul>
<p>3.5.4 Making financial decisions: improving cash flow and profits</p> <ul style="list-style-type: none"> <li>• Methods of improving cash flow</li> <li>• Methods of improving profits and profitability</li> <li>• Difficulties improving cash flow and profit</li> </ul>	<p>Students should be able to assess ways of improving cash flow</p> <p>Students should be able to assess ways of improving profitability</p>
<p><b>3.6 Decision making to improve human resource performance</b></p> <p>3.6.1 Setting human resource objectives</p> <ul style="list-style-type: none"> <li>• The value of setting human resource objectives</li> <li>• Internal and external influences on human resource objectives and decisions</li> </ul>	<p>Human resource objectives include:</p> <ul style="list-style-type: none"> <li>•Employee engagement and involvement</li> <li>•Talent development</li> <li>•Training</li> <li>•Diversity</li> <li>•Alignment of values</li> <li>•Number, skills and location of employees</li> </ul>
<p>3.6.2 Analysing human resource performance</p> <ul style="list-style-type: none"> <li>• Calculating and interpreting human resource data</li> <li>• The use of data for human resource decision making and planning</li> </ul>	<p>Students should be able to calculate and interpret:</p> <ul style="list-style-type: none"> <li>•Labour turnover and retention rates</li> <li>•Labour productivity</li> <li>•Employee costs as percentage of turnover</li> <li>• Labour cost per unit.</li> </ul>
<p>3.6.3 Making human resource decisions: improving organisational design and managing the human resource flow</p> <ul style="list-style-type: none"> <li>• Influences on job design</li> <li>• Influences on organisational design</li> <li>• Influences on delegation, centralisation and decentralisation</li> <li>• The value of changing job and organisational design</li> <li>• How managing the human resource flow helps meet human resource objectives</li> </ul>	<p>Job design to include Hackman and Oldham’s model</p> <p>Decisions relating to organisational design include:</p> <ul style="list-style-type: none"> <li>•Authority</li> <li>•Span</li> <li>•Hierarchy</li> <li>•Delegation</li> <li>•Centralisation and decentralisation</li> </ul> <p>Human resource flow to include:</p> <ul style="list-style-type: none"> <li>•Human resource plan</li> <li>•Recruitment</li> <li>•Training</li> <li>•Redeployment</li> </ul>

	<ul style="list-style-type: none"> <li>•Redundancy</li> </ul>
<p>3.6.4 Making human resource decisions: improving motivation and engagement</p> <ul style="list-style-type: none"> <li>• The benefits of motivated and engaged employees</li> <li>• How to improve employee engagement and motivation</li> <li>• The value of theories of motivation</li> <li>• The use of financial methods of motivation</li> <li>• The use of non-financial methods of motivating employees</li> <li>• Influences on the choice and assessment of the effectiveness of financial and non-financial reward systems</li> </ul>	<p>Theories of motivation should include Taylor, Maslow and Herzberg</p> <p>Financial methods of motivation should include:</p> <ul style="list-style-type: none"> <li>•Piece rate</li> <li>•Commission</li> <li>•Salary schemes</li> <li>•Performance-related pay.</li> </ul>
<p>3.6.5 Making human resource decisions: improving employer-employee relations</p> <ul style="list-style-type: none"> <li>• Influences on the extent and methods of employee involvement in decision making</li> <li>• How to manage and improve employer-employee communications and relations</li> <li>• Value of good employer-employee relations</li> </ul>	<p>Employee representation methods to include trade unions and works councils.</p>

# A2 Business

Specification/ Content	Additional Information
<p><b>3.7 Analysing the strategic position of a business</b></p> <p><b>3.7.1 Mission, corporate objectives and strategy</b></p> <ul style="list-style-type: none"> <li>• Influences on the mission of a business</li> <li>• Internal and external influences on corporate objectives and decisions</li> <li>• The links between mission, corporate objectives and strategy</li> <li>• The impact of strategic decision making on functional decision making</li> <li>• The value of SWOT analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Influences on corporate objectives should include the pressures for short termism business ownership , the external and internal environment</li> </ul>
<p><b>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</b></p> <ul style="list-style-type: none"> <li>• How to assess the financial performance of a business using balance sheets, income statements and financial ratios</li> <li>• The value of financial ratios when assessing performance</li> </ul>	<p>Financial ratio analysis to include</p> <ul style="list-style-type: none"> <li>• Profitability (ROCE)</li> <li>• Liquidity (current ratio)</li> <li>• Gearing</li> <li>• Efficiency ratios: payables days, receivables days, inventory turnover</li> <li>• Data may be analysed over time or in comparison with other businesses</li> </ul>
<p><b>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</b></p> <ul style="list-style-type: none"> <li>• How to analyse data other than financial statements to assess the strengths and weaknesses of a business</li> <li>• The importance of core competencies</li> <li>• Assessing short and long-term performance</li> </ul>	<ul style="list-style-type: none"> <li>• Data other than financial statements should include operations, human resource and marketing data</li> <li>• Methods of assessing performance to include Kaplan and Norton’s Balance Scorecard model and Elkington’s Triple Bottom Line (Profit, People and Planet)</li> </ul>



<ul style="list-style-type: none"> <li>• The value of different measures of assessing business performance</li> </ul>	
<p><b>3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change</b></p> <ul style="list-style-type: none"> <li>• The impact of changes in the political and legal environment on strategic and functional decision making</li> </ul>	<ul style="list-style-type: none"> <li>• The political and legal environment should include a broad understanding of the scope and effects of UK and EU law related to competition, the labour market and environment legislation.</li> <li>• The impact of UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade</li> </ul>
<p><b>3.7.5 Analysing the external environment to assess opportunities and threats: economic change</b></p> <ul style="list-style-type: none"> <li>• The impact of changes in the UK and the global economic environment on strategic and functional decision making</li> <li>• Reasons for greater globalisation of business</li> <li>• The importance of globalisation for business</li> <li>• The importance of emerging economies for business</li> </ul>	<ul style="list-style-type: none"> <li>• Economic factors to include GDP, taxation, exchange rates, inflation, fiscal and monetary policy, more open trade v protectionism</li> <li>• Students should be able to understand economic data, interpret changes in economic data for the UK, the EU and globally, and consider the implications of such changes and business</li> </ul>
<p><b>3.7.6 Analysing the external environment to assess the opportunities and threats: social and technological</b></p> <ul style="list-style-type: none"> <li>• The impact of the social and technological environment on strategic and functional decision making</li> <li>• The pressure for socially responsible behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Social changes to include demographic changes and population movements such as urbanisation and migration, changes in consumer lifestyle and buying behaviour, the growth of online businesses</li> <li>• The social environment to include CSR, the reasons for and against CSR, the difference between the stakeholder v shareholder concept and Carroll's CSR pyramid</li> <li>• Technological change should include the impact of technological change on functional areas and strategy</li> </ul>
<p><b>3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment</b></p>	

<ul style="list-style-type: none"> <li>Porters five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of the five forces to include entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat</li> <li>Students should consider how the five forces shape competitive strategy</li> </ul>
<p><b>3.7.8 Analysing strategic options: investment appraisal</b></p> <ul style="list-style-type: none"> <li>Financial methods of assessing an investment</li> <li>Factors influencing investment decisions</li> <li>The value of sensitivity analysis</li> </ul>	<ul style="list-style-type: none"> <li>Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value</li> <li>Factors to include investment criteria, non-financial factors, risk and uncertainty</li> </ul>
<p><b>3.8 Choosing Strategic Direction</b></p> <p><b>3.8.1 Strategic direction: choosing which markets to compete in and what products to offer</b></p> <ul style="list-style-type: none"> <li>Factors influencing which markets to compete in and which products to offer</li> <li>The reasons for choosing and value of different options for strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Strategic direction to include the Ansoff matrix and value of market penetration, market development, new product development and diversification</li> </ul>
<p><b>3.8.2 Strategic positioning: choosing how to compete</b></p> <ul style="list-style-type: none"> <li>How to compete in terms of benefits and price</li> <li>Influences on the choice of positioning strategy</li> <li>The value of different strategic positioning strategies</li> <li>The benefits of having competitive advantage</li> <li>The difficulties of maintaining competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>Strategic positioning to include Porter's low cost, differentiation and focus strategies</li> <li>Bowman's strategic clock</li> </ul>
<p><b>3.9 Strategic methods: how to pursue strategies</b></p> <p><b>3.9.1 Assessing a change in scale</b></p>	

<ul style="list-style-type: none"> <li>• The reasons why businesses grow or retrench</li> <li>• The difference between organic and external growth</li> <li>• How to manage and overcome the problems of growth or retrenchment</li> <li>• The impact of growth or retrenchment on the functional areas of a business</li> <li>• Assessing methods of types of growth</li> </ul>	<ul style="list-style-type: none"> <li>• Types of growth to include organic and external</li> <li>• Issues with growth should include economies of scale (including technical, purchasing and managerial), economies of scope, diseconomies if scale, the experience curve, synergy and overtrading</li> <li>• Issues with managing growth should include Greiner’s model of growth</li> <li>• Methods of growth to include mergers, takeovers, ventures, franchising</li> <li>• Types of growth to include vertical (backward and forward), horizontal and conglomerate integration</li> </ul>
<p><b>3.9.2 Assessing innovation</b></p> <ul style="list-style-type: none"> <li>• The pressures of innovation</li> <li>• The value of innovation</li> <li>• The ways of becoming an innovative organisation</li> <li>• How to protect innovation and intellectual property</li> <li>• The impact of an innovation strategy on the functional areas of a business</li> </ul>	<ul style="list-style-type: none"> <li>• Types of innovation should include product and process innovation</li> <li>• Ways of becoming innovative include Kaizen. Research and development, intrapreneurship and benchmarking</li> <li>• Ways or protecting intellectual property include patents and copyrights</li> </ul>
<p><b>3.9.3 Assessing internationalisation</b></p> <ul style="list-style-type: none"> <li>• Reasons for targeting, operating and trading with international markets</li> <li>• Factors influencing the attractiveness of international markets</li> <li>• Reasons for producing more and sourcing more resources abroad</li> <li>• Ways of entering international markets and value of different methods</li> <li>• Influences on buying, selling and producing abroad</li> <li>• Managing international business including pressures for local responsiveness and pressures for cost reduction</li> <li>• The impact on internationalisation for the functional areas of the business</li> </ul>	<ul style="list-style-type: none"> <li>• Methods of entering international markets include export, licensing, alliances and direct investment</li> <li>• Decisions regarding producing overseas include off-shoring and re-shoring</li> <li>• Targeting overseas markets may include being a multinational</li> <li>• Managing international business including Bartlett and Ghosal’s international, multi-domestic, transnational and global strategies</li> </ul>
<p><b>3.9.4 Assessing greater use of digital technology</b></p> <ul style="list-style-type: none"> <li>• The pressures to adopt digital technology</li> <li>• The value of digital technology</li> <li>• The impact of digital technology on the functional areas of a business</li> </ul>	<ul style="list-style-type: none"> <li>• Digital technology should include e-commerce, big data, data mining and enterprise resource planning (ERP)</li> </ul>

<p><b>3.10 Managing strategic change</b></p> <p><b>3.10.1 Managing change</b></p> <ul style="list-style-type: none"> <li>• Causes and pressures for change</li> <li>• The value of change</li> <li>• The value of a flexible organisation</li> <li>• The value of managing information and knowledge</li> <li>• Barriers to change</li> <li>• How to overcome barriers to change</li> </ul>	<ul style="list-style-type: none"> <li>• Types of change include internal, external, incremental and disruptive change</li> <li>• Managing change should include Lewin's force field analysis</li> <li>• Flexible organisations include restructuring, delayering, flexible employment contracts, organic structures v mechanistic, knowledge and information management</li> <li>• Kotter and Schlesinger's four reasons for resistance to change</li> <li>• Kotter and Schlesinger's six ways of overcoming resistance to change</li> </ul>
<p><b>3.10.2 Managing organisational culture</b></p> <ul style="list-style-type: none"> <li>• The importance of organisational culture</li> <li>• The influences on organisational culture</li> <li>• The reasons for and problems of changing organisational culture</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural models should include Handy's task culture, role culture, power culture and person culture</li> <li>• Hofstede's national cultures</li> </ul>
<p><b>3.10.3 Managing strategic implementation</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>• The value of network analysis in strategic implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational structures to include functional, product based, regional and matrix structures</li> <li>• Network analysis to include understanding and interpreting network diagrams, amendment of network diagrams and identifying the critical path and total float</li> </ul>
<p><b>3.10.4 Problems with strategy and why strategies fail</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>• Evaluating strategic performance</li> <li>• The value of strategic planning</li> <li>• The value of contingency planning</li> </ul>	<ul style="list-style-type: none"> <li>• The effect of the divorce between ownership and control to include corporate governance</li> </ul>