

Concept	Explanation of Concept	Content	Analysis Tools	Case Study	Hyperlink
YEAR 1					
CULTURE (6.5 weeks)	<p>Every organization operates in a range of environments in which its role may be interpreted differently. These expectations affect planning, decision-making and strategy implementation.</p> <p>Within an organization, values and backgrounds influence what stakeholders focus on and how they work.</p>	<p>Bus Org</p> <p>1.2 Types of Organisation-diff between public/private sector/social enterprises/charities/Sole traders/partnerships/private companies</p> <p>1.6 Growth and Evolution-econ & diseconomies of scale-clash of culture/conflict-mergers/acquisitions</p> <p>HR</p> <p>2.3 Leadership and management-functions/styles/cultural differences affecting styles</p> <p>2.4 Motivation theory(all)-financial and non-financial rewards –link to globalisation</p> <p>2.5 Organisational culture HL-power/role etc-evaluation/consequences of clashes due to growth & change in leadership styles/individuals</p>	<p>1.3 Ansoffs Matrix</p> <p>Porters generic strategies</p>	<p>BA-public to private</p> <p>Emirates and Qantas 1.6</p> <p>1.6-Starbucks growth strategy</p> <p>1.6- Amazon vs ?</p> <p>2.5-Emirates-culture-nationalities</p> <p>4.7-Ikea-expansion</p> <p>4.7-Amazon e-commerce</p> <p>4.7- Mc Donald’s</p> <p>5.3 Toyota-quality/Ikea</p>	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\Business Organisation\1.2 Types of Business Organisation</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\Business Organisation\1.6 Growth and Evolution</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\HRM\2.3 Leadership and Management</p> <p>T:\Staff Resources\Business Studies and Economics 2013-14\IB Business and Management\RESOURCES\Culture\HRM\2.3 Leadership and Management</p>

					ulture\HRM\2.4 Motivation T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\HRM\2.5 Culture
Autumn season					
CULTURE (2.5 weeks)		Finance none Marketing 4.2 –Marketing planning- 4 P’s(just an overview of product-taught in depth in innovation)- market segments, niche vs mass, differentiation & USP, TMG 4.7 –International Marketing-glocalisation Operations 5.3- HL- Lean Production (all)	1.3 Ansoffs Matrix Porters generic strategies	BA-public to private Emirates and Qantas 1.6 1.6-Starbucks growth strategy 1.6- Amazon vs ? 2.5-Emirates-culture-nationalities 4.7-Ikea-expansion 4.7-Amazon e-commerce 4.7- Mc Donald’s 5.3 Toyota-quality/Ikea	T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\Marketing\4.2 Marketing Planning T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\Marketing\4.7 International Marketing T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Culture\Operations\5.3 Lean Production
CHANGE	Competition, new technologies and markets, and trends in consumer behaviour lead business organizations to adapt their	Operations 5.7 –Change/Crisis/Contingency Mgt (HL only)	Fishbone 1.3 SWOT 1.3 Ansoff	5.6/5.7- Toyota-contingency/ R&D 1.1-3M/dot coms-	T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Business

<p>(4 weeks)</p>	<p>objectives, strategies and operations.</p> <p>Success emerges from the ability to research and respond to signals in both the internal and external environment.</p>	<p>Bus Org</p> <p>1.1-Role of entrepreneur/intrapreneur</p> <p>1.3 Objectives-vision/mission (minus ethical)/aims/changing aims</p> <p>HR</p> <p>2.1 Functions of HR- new staff-all-planning/recruitment/appraisal/training/work patterns/cultural differences (whole)</p> <p>2.2 Organisational structure-change/communication</p>	<p>Matrix</p> <p>2.2 Handys Shamrock</p> <p>4.2 Perception Maps</p> <p>4.3 Moving averages</p>	<p>intrapreneur</p> <p>2.1Morrison's</p> <p>1.3 Compare amazon vs NKD</p> <p>2.2 All 4 structures</p> <p>3.1 Large vs Small</p> <p>4.2/4.3/4.4- Nkd vs Amazon</p> <p>5.6/5.7- Toyota-contingency/ R&D</p>	<p>Organisation1.3 Changing objectives</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Business Organisation\5.7 Crisis Mangement and contingency Planning</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\HRM\2.1 Human Resource Planning</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\HRM\2.2 Organizational Structure</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\HRM\2.3 Communication</p>
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CHRISTMAS HOLIDAY

<p align="center">CHANGE (5 weeks)</p>	<p>Competition, new technologies and markets, and trends in consumer behaviour lead business organizations to adapt their objectives, strategies and operations.</p> <p>Success emerges from the ability to research and respond to signals in both the internal and external environment.</p>	<p>Finance</p> <p>3.1- Sources of Finance-ALL</p> <p>3.2- Costs and revenues/Break Even</p> <p>3.7 Cashflow</p> <p>Marketing</p> <p>4.1-Role of Marketing-characteristics</p> <p>4.2/4.3- Marketing planning/ Sales Forecasting</p> <p>4.4- Market Research-new techniques</p> <p>Operations</p> <p>5.6- R&D(crossover with innovation)</p>	<p>1.3 SWOT</p> <p>1.3 Ansoff Matrix</p> <p>2.2 Handys Shamrock</p> <p>4.2 Perception Maps</p> <p>4.3 Moving averages</p>	<p>1.1-3M/dot coms-intrapreneur</p> <p>2.1Morrison's</p> <p>1.3 Compare amazon vs NKD</p> <p>2.2 All 4 structures</p> <p>3.1 Large vs Small</p> <p>4.2/4.3/4.4- Nkd vs Amazon</p> <p>5.6/5.7- Toyota-contingency/ R&D</p>	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Finance\3.1 Sources of Finance</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Finance\3.3 Working Capital</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Finance\5.2 Costs and revenue</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Finance\5.3 Break-even Analysis</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Change\Marketing\4.1 The Role of Marketing</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB</p>
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FEBRUARY HALF TERM					
ETHICS (5 WEEKS)	<p>Every business decision has moral implications.</p> <p>These consequences can be significant for internal and external stakeholders and the natural environment.</p>	<p>Bus Org</p> <p>1.2-Ownership- Social Enterprises & Not for profit</p> <p>1.3-Vision and mission statement-ALL ethics-CSR policies</p> <p>1.4-Internal/External Stakeholders-Conflicts</p> <p>1.5- External Environment-STEERPLE (link to 1.3 impact of changing CSR due to external environment)</p>	<p>1.3 SWOT/Ansoff Matrix</p> <p>1.5 STEERPLE</p> <p>2.2 Handys Shamrock</p>	<p>1.2-Co-Op-fairtrade/charities</p> <p>1.3-Primark/Amazon</p> <p>1.4-Stakeholders-ALL case studies</p> <p>1.5-NKD External pressures-environment/health – Emirates-new routes-developing world</p>	T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Business Organisation\1.2 Types of Business Organisation T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Business Organisation\1.3 - Organizational objectives T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Business Organisation\1.4 Stakeholders T:\Staff Resources\Business Studies and

					Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Business Organisation\1.5 External Environment
EASTER HOLIDAYS					
4 weeks					
Internal assessment Choose a business or company; HL must use primary sources and SL secondary sources Choose RQ, after approval, gathering sources and data Outline of IA					Sources as per student's choice of RQ and business
Release of a case study to be analysed in groups in preparation for end of year test					Past papers
End of year exam simulation using past papers – this is more formative than summative					
SUMMER HOLIDAYS					
During the vacations students are advised to continue with internal assessments					
End of year 1					

<p>YEAR 2</p> <p>4 weeks</p>	<p>Every business decision has moral implications.</p> <p>These consequences can be significant for internal and external stakeholders and the natural environment.</p>	<p>HR</p> <p>2.3-Leadership-ethics of more autocratic leadership styles. Decision making.</p> <p>2.4- Motivation-ethics-service based industries and PRP</p> <p>2.6- HL-Industrial/employee relations-roles & responsibilities-Link to culture-reasons for resistance to change</p> <p>Finance</p> <p>3.4 Final Accounts-profit and loss, balance sheets, intangible assets,</p> <p>Marketing</p> <p>4.1-Role of marketing-market vs product orientation-truth? Commercial vs social marketing. Marketing objectives-Profit vs non-profit organisations. How marketing strategies evolve-ethical pressures.</p> <p>4.4- Market Research-ethical considerations-sampling methods-qualitative vs quantitative</p> <p>Operations</p> <p>5.1- Strategy- types of methods-ethics involved e.g. cost cutting vs redundancy/environmental implications</p> <p>5.6- R&D-ethics- e.g. genetically modified products</p>	<p>1.3 SWOT/Ansoff Matrix</p> <p>1.5 STEEPLE</p> <p>2.2 Handys Shamrock</p>	<p>2.6 Country comparisons e.g. Dubai and UK/Japan-UK zero hour contracts</p> <p>3.4 Use of accounts?!</p> <p>4.1-other business case studies e.g. cigarettes/American Apparel & Benetton-change in marketing strategy due to ethics</p> <p>5.7- Beauty industry/Masdar City Abu Dhabi</p>	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\HRM\2.3 Leadership and Management</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\HRM\2.5 Motivation</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\HRM\2.6 Employer and Employee Relations</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Finance\3.5 Final Accounts</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Marketing\4.1 The Role of Marketing</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Marketing\4.2</p>
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					Marketing Planning T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Operations\5.1 Production Methods T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Ethics\Operations\5.7 Production Planning
INNOVATION (4 WEEKS)	<p>Incremental or radical improvements to a business idea, or the generation of new ideas in relation to a final product, service or process, are the result of internal or external influences.</p> <p>For many business organizations, a key challenge is bringing in "the new" and managing the process of improvement in a sustainable way.</p>	<p>Bus Org</p> <p>1.1-Role of business and functions/change of sectors and business activity</p> <p>1.5-STEEPLE(technology)</p> <p>1.6 Growth of Technology-mergers/alliances/joint ventures</p> <p>HR</p> <p>2.2 Communication-technologies</p> <p>Finance</p> <p>3.4- Depreciation</p> <p>3.7-Cashflow</p>	<p>1.5 STEEPL</p> <p>4.5-Product Life Cycle</p> <p>4.5-Boston Matrix</p> <p>4.6- 7 P's</p>	<p>1.6 -Amazon</p> <p>4.8 -Emirates</p> <p>1.6-Social networking</p>	T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Business Organisation\1.1 - Nature of business activity T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Business Organisation\1.6 Growth and Evolution T:\Staff Resources\Business Studies and Economics\Business and

					Economics 2013-14\IB Business and Management\RESOURCES\Innovation\HRM\2.2 Communication T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Finance\3.7 Cashflow T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Finance\Depreciation.pptx
1 week for IA reviews and supervision					
INNOVATION (4 WEEKS)	<p>Incremental or radical improvements to a business idea, or the generation of new ideas in relation to a final product, service or process, are the result of internal or external influences.</p> <p>For many business organizations, a key challenge is bringing in "the new" and managing the process of improvement in a sustainable way.</p>	<p>Marketing</p> <p>4.5-Product (M.Mix)- Product Life Cycle- Branding/analysis tools</p> <p>4.6-Processes (7 P's) –HL</p> <p>4.8-E-commerce</p> <p>Operations</p> <p>5.6-R&D-pace/link to ethics/rate of change</p>	<p>1.5 STEEPLE</p> <p>4.5-Product Life Cycle</p> <p>4.5-Boston Matrix</p> <p>4.6- 7 P's</p>	<p>1.6 -Amazon</p> <p>4.8 -Emirates</p> <p>1.6-Social networking</p>	T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Marketing\4.5 Product T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Marketing\4.8 E-commerce T:\Staff Resources\Business

					Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Innovation\Operations\5.6 Innovation
STRATEGY (2 WEEKS)	<p>Strategy refers to the significant long-term planning decisions that organizations make in order to meet the needs and wants of their stakeholders.</p> <p>Strategy is about asking questions: what, why, when, how, where and who?</p>	<p>Bus Org</p> <p>1.1 Business Plans</p> <p>1.6-Growth and evolution-long term planning</p> <p>HR</p> <p>2.2 Organisational structure-how does it affect strategy</p> <p>2.6-HR strategy and resistance to change-how to respond</p>	<p>1.7 Fishbone</p> <p>1.7 Force Field analysis</p> <p>1.7 Gantt chart</p> <p>1.7-Decision trees</p> <p>4.2 Position Map</p>	3.5-Emirates/Toyota	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Business Organisation\1.6 Growth and Evolution</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Business Organisation\Business Plan Template.doc</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\HRM\2.2 Organizational Structure</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\HRM\2.6 Change and Management of Change</p>

<p>STRATEGY (6.5 WEEKS)</p>	<p>Strategy refers to the significant long-term planning decisions that organizations make in order to meet the needs and wants of their stakeholders.</p> <p>Strategy is about asking questions: what, why, when, how, where and who?</p>	<p>Finance</p> <p>3.9-Budgeting</p> <p>3.5- Profitability and liquidity ratios- GPM/NPM/ROCE/Acid test/ current/strategies to improve ratios</p> <p>3.8 Investment Appraisal</p> <p>Marketing</p> <p>4.2 Position Map</p> <p>Operations</p> <p>5.2 Production methods-most appropriate?</p> <p>5.5 –Production Planning- JIT/JIC/contribution/all</p> <p>5.7-Crisis Management and contingency planning</p>	<p>1.7 Fishbone</p> <p>1.7 Force Field analysis</p> <p>1.7 Gantt chart</p> <p>1.7-Decision trees</p> <p>4.2 Position Map</p>	<p>3.5-Emirates/Toyota</p>	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Finance\3.9 Budgeting</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Finance\3.5 Ratio Analysis</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Finance\3.8 Investment Appraisal</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Marketing\4.2.4 Market segmentation, targeting and positioning.ppt</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Operations\5.1 Production Methods</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Strategy\Finance\3.9 Budgeting</p>
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INTERNAL ASSESSMENT					
Preparation for the final draft					
Christmas holiday					
GLOBALISATION (4 WEEKS)	<p>A wide range of international forces (such as the increasing social, cultural, technological and economic integration) influence business organizations. In turn, business organizations shape these forces.</p> <p>Many business organizations operate across national boundaries. Even local businesses and consumers are influenced by global forces.</p>	<p>Bus Org</p> <p>1.1-Sectors of industry</p> <p>1.6-Growth-impact of globalisation, MNCs, impact on host countries, trade bloc, WTO</p> <p>HR</p> <p>2.1-Workforce planning</p> <p>2.2-Pay structure and rewards across national boundaries-STEEPLE</p> <p>2.2-Communication-global forces and culture</p> <p>Finance</p> <p>Marketing</p> <p>Operations</p> <p>5.4 Location (all)</p> <p>5.6-R&D-Global influences on innovation</p>	<p>1.3 SWOT</p> <p>1.5 STEEPLE</p> <p>1.3 Ansoffs Matrix</p>	<p>1.6 Emirates/Toyota/Ikea</p> <p>2.1- Emirates</p> <p>4.8- Ecommerce-Amazon</p> <p>5.4-Location-Microsoft-India/California</p> <p>5.6-Amazon</p>	<p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\Business Organisation\1.1 - Nature of business activity</p> <p>T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\Business Organisation\1.7 Growth and Evolution</p> <p>T:\Staff Resources\Business Studies and</p>

					Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\HRM\2.1 Human Resource Planning T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\HRM\2.2 Rewards T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\HRM\2.3 Communication T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\Operations\5.4 Location T:\Staff Resources\Business Studies and Economics\Business and Economics 2013-14\IB Business and Management\RESOURCES\Globalisation\Operations\5.6 Innovation
REVISION and EXAM PREPARATION (10 WEEKs)					
IA FINAL DRAFT JANUARY 20 (approx.)					
EASTER HOLIDAY (April)					
EXAMS					

THIS PROGRAMME IS SUBJECT TO CHANGE AND IS SIMPLY INDICATIVE OF HOW BM PROCEEDS IN A 2 YEAR SCHEDULE