### Scheme of Work

**COURSE: ABE Level 5 Business Performance and Innovation**

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| **Element, LO and AC** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 1LO 1 1.1 | Discuss the role of measurement in the management of business performance | Introduction to terms on programmeOutcome Output Process InputWhy use performance management systemsMeasurement of Financial DataExercise in understanding dataSummary of performance measurement The Balanced scorecard | 9 hours | 5UIBP Session Plan E1 – Session 1 | 5UIBP Tutor Presentation E1 | 5UIBP E1 LO1 Activity 1 – Measuring business performance5UIBP E1 LO1 Activity 2 – Outcome Output Process5UIBP E1 LO1 Activity 3 – Case Study5UIBP E1 LO1 Activity 4 – Calculation5UIBP E1 LO1 Activity 5 - Answers5UIBP E1 LO1 Activity 6 – Balanced Scorecard Case Study |
| Element 1LO 1 1.2 | Discuss the behavioural issues that can impact the setting and utilisation of business performance measures | Problems with target setting Other challenges in setting targetsDesigning a flexible systemKPIs, SLAs and Business drivers  | 4 hours | 5UIBP Session Plan E1 – Session 2 | 5UIBP Tutor Presentation E1 | 5UIBP E1 LO1 Activity 7 – Legal Formation of Different Organisations5UIBP E1 LO1 Activity 8 – Performance Measurement Case Study5UIBP E1 LO1 Activity 9 – Setting KPIs and SLAs |
| Element 1LO 1 1.3 and 1.4 | Develop metrics for monitoring and measuring business performance and apply them for specific business functions Apply measurement techniques as an aid to business performance | Business drivers Linking drivers, measures and KPIsMistakes in measuring Benchmarking | 5 hours | 5UIBP Session Plan E1 – Session 3 | 5UIBP Tutor Presentation E1 | 5UIBP E1 LO1 Activity 10 – Designing Performance Measures5UIBP E1 LO1 Activity 11 – Researching Balanced Scorecard |
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| **Element, LO and AC** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 2LO 2 2.1 | Explore the concept of innovation and assess its relevance to business performance | Introduction to terms on programmeIncremental and Radical InnovationDisruptive InnovationTrends in Global Innovation | 6 hours | 5UIBP Session Plan E2 – Session 1 | 5UIBP Tutor Presentation E2 | 5UIBP E2 LO2 Activity 1 – The 4 Ps of Innovation5UIBP E2 LO2 Activity 2 – Adopting Innovation5UIBP E2 LO2 Activity 3 – Practising Disruptive Innovation5UIBP E2 LO2 Activity 4 – Japanese Innovation Processes |
| Element 2LO 2 2.2 | Examine the theories and models of innovation | Theories of Innovation over time – Schumpeter, Rothwell and ChesbroughOpen innovationInbound Open InnovationDiffusion of Innovation | 4 hours | 5UIBP Session Plan E2 – Session 2 | 5UIBP Tutor Presentation E2 | 5UIBP E2 LO2 Activity 5 – Innovation Theories5UIBP E2 LO2 Activity 7 – Zune, Linux and Local Innovation5UIBP E2 LO2 Activity 6 – Inbound Open Innovation |
| Element 2LO 2 2.3, 2.4 and 2.5 | Phases in the innovation life cycle; different adoption patterns of innovation; relevant environmental factors | The innovation lifecycleSummary of innovation types and termsComplementary innovation Further theories - Drucker – Seven Sources of InnovationInnovation – Incremental or RadicalFinding new innovations - Scanning the external environment: SWOT and PESTLE | 8 hours | 5UIBP Session Plan E2 – Session 3 | 5UIBP Tutor Presentation E2 | 5UIBP E2 LO2 Activity 8 – Complementary Products5UIBP E2 LO2 Activity 9 – Seven Sources of Innovation5UIBP E2 LO2 Activity 10 – Innovation -Incremental or Radical5UIBP E2 LO2 Activity 11 – The future of mobile phones |
| **Element, LO and AC** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 3LO3 3.1 | Appraise the characteristics of an innovative organisation | The Innovation Value ChainInnovation CompetitionsOrganisational culture and InnovationFurther Open InnovationCore competencies for innovative environment | 8 hours | 5UIBP Session Plan E3 – Session 1 | 5UIBP Tutor Presentation E3 | 5UIBP E3 LO3 Activity 1 – Innovation Competition5UIBP E3 LO3 Activity 2 – Preparing for entry into competition5UIBP E3 LO3 Activity 3 – 3M A model of Innovation5UIBP E3 LO3 Activity 4 – Key success factors for innovation5UIBP E3 LO3 Activity 5 – Open Innovation Studies5UIBP E3 LO3 Activity 6 – Failed Innovation |
| Element 3LO3 3.2 and 3.3 | Impact of innovation on overall business performance; measuring the extent and successes of innovation in a business | The impact of innovationMeasuring tangible and intangible results in innovationReviewing the process of InnovationThe NESTA Innovation audit | 7 hours | 5UIBP Session Plan E3 – Session 2 | 5UIBP Tutor Presentation E3 | 5UIBP E3 LO3 Activity 7 – Why failure is good for success |
| **Element, LO and AC** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** |  |
| Element 4LO 4 4.1 and 4.2 | Evaluate the risks and uncertainties that innovation creates for business performance | Risks with innovationRisk PreferencesMore reasons to fail | 8 hours | 5UIBP Session Plan E4 – Session 1 | 5UIBP Tutor Presentation E4 | 5UIBP E4 LO4 Activity 1 – Classification of risk5UIBP E4 LO4 Activity 2 – Your tolerance to risk5UIBP E4 LO4 Activity 3 – Sunray Case Study |
| Element 4LO 4 4.3 and 4.4 | Evaluate the risks and uncertainties that innovation creates for business performance | Intellectual property rights* Patents
* Licenses
* Copyright
* Trademarks
* Trade secrets
* Domain names
* Geographical indicators

Deciding to use IPRProblems with IPR CSR and Innovation | 7 hours | 5UIBP Session Plan E4 – Session 2 | 5UIBP Tutor Presentation E4 | 5UIBP E4 LO4 Activity 4 – To IRP or not to IRP5UIBP E4 LO4 Activity 5 – Ethics in Innovation5UIBP E4 LO4 Activity 6 – Innovation Company Case Study |