### 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 1  LO 1  1.1 | Discuss the role of measurement in the management of business performance | Introduction to terms on programme  Outcome Output Process Input  Why use performance management systems  Measurement of Financial Data  Exercise in understanding data  Summary 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 performance  5UIBP E1 LO1 Activity 2 – Outcome Output Process  5UIBP E1 LO1 Activity 3 – Case Study  5UIBP E1 LO1 Activity 4 – Calculation  5UIBP E1 LO1 Activity 5 - Answers  5UIBP E1 LO1 Activity 6 – Balanced Scorecard Case Study |
| Element 1  LO 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 targets  Designing a flexible system  KPIs, 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 Organisations  5UIBP E1 LO1 Activity 8 – Performance Measurement Case Study  5UIBP E1 LO1 Activity 9 – Setting KPIs and SLAs |
| Element 1  LO 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 KPIs  Mistakes in measuring  Benchmarking | | 5 hours | 5UIBP Session Plan E1 – Session 3 | 5UIBP Tutor Presentation E1 | 5UIBP E1 LO1 Activity 10 – Designing Performance Measures  5UIBP 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 2  LO 2  2.1 | Explore the concept of innovation and assess its relevance to business performance | Introduction to terms on programme  Incremental and Radical Innovation  Disruptive Innovation  Trends in Global Innovation | | 6 hours | 5UIBP Session Plan E2 – Session 1 | 5UIBP Tutor Presentation E2 | 5UIBP E2 LO2 Activity 1 – The 4 Ps of Innovation  5UIBP E2 LO2 Activity 2 – Adopting Innovation  5UIBP E2 LO2 Activity 3 – Practising Disruptive Innovation  5UIBP E2 LO2 Activity 4 – Japanese Innovation Processes |
| Element 2  LO 2  2.2 | Examine the theories and models of innovation | Theories of Innovation over time – Schumpeter, Rothwell and Chesbrough  Open innovation  Inbound Open Innovation  Diffusion of Innovation | | 4 hours | 5UIBP Session Plan E2 – Session 2 | 5UIBP Tutor Presentation E2 | 5UIBP E2 LO2 Activity 5 – Innovation Theories  5UIBP E2 LO2 Activity 7 – Zune, Linux and Local Innovation  5UIBP E2 LO2 Activity 6 – Inbound Open Innovation |
| Element 2  LO 2  2.3, 2.4 and 2.5 | Phases in the innovation life cycle; different adoption patterns of innovation; relevant environmental factors | The innovation lifecycle  Summary of innovation types and terms  Complementary innovation  Further theories - Drucker – Seven Sources of Innovation  Innovation – Incremental or Radical  Finding 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 Products  5UIBP E2 LO2 Activity 9 – Seven Sources of Innovation  5UIBP E2 LO2 Activity 10 – Innovation -Incremental or Radical  5UIBP 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 3  LO3  3.1 | Appraise the characteristics of an innovative organisation | The Innovation Value Chain  Innovation Competitions  Organisational culture and Innovation  Further Open Innovation  Core competencies for innovative environment | | 8 hours | 5UIBP Session Plan E3 – Session 1 | 5UIBP Tutor Presentation E3 | 5UIBP E3 LO3 Activity 1 – Innovation Competition  5UIBP E3 LO3 Activity 2 – Preparing for entry into competition  5UIBP E3 LO3 Activity 3 – 3M A model of Innovation  5UIBP E3 LO3 Activity 4 – Key success factors for innovation  5UIBP E3 LO3 Activity 5 – Open Innovation Studies  5UIBP E3 LO3 Activity 6 – Failed Innovation |
| Element 3  LO3  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 innovation  Measuring tangible and intangible results in innovation  Reviewing the process of Innovation  The 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 4  LO 4  4.1 and 4.2 | Evaluate the risks and uncertainties that innovation creates for business performance | | Risks with innovation  Risk Preferences  More reasons to fail | 8 hours | 5UIBP Session Plan E4 – Session 1 | 5UIBP Tutor Presentation E4 | 5UIBP E4 LO4 Activity 1 – Classification of risk  5UIBP E4 LO4 Activity 2 – Your tolerance to risk  5UIBP E4 LO4 Activity 3 – Sunray Case Study |
| Element 4  LO 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 IPR  Problems 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 IRP  5UIBP E4 LO4 Activity 5 – Ethics in Innovation  5UIBP E4 LO4 Activity 6 – Innovation Company Case Study |