

**C**

Change

**U**

Culture

**E**

Ethics

**G**

Globalization

**I**

Innovation

**S**

Strategy

Concept-based learning (CBL), as defined by education consultant Dr. H. Lynn Erickson, is a three-dimensional model that frames facts (content) and skills with concepts of the Business Management course – **change, culture, ethics, globalization, innovation and strategy.**

The rigour of the Business Management course creates two approaches to teaching and learning: either students can be told what they need to know (based on factual knowledge and skills in Business Management) or teachers can get their students excited enough to discover and deepen their understanding of Business Management for themselves.

### THE CUEGIS CONCEPTS

#### Change

Competition, new technologies and markets, and trends in consumer behavior lead business organizations to adapt their objectives, strategies and operations.

Success emerges from the ability to research and respond to signals in both the internal and external environment.

#### Culture

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.

Within an organization, values and backgrounds influence what stakeholders focus on and how they work.

#### Ethics

Every business decision has moral implications.

These consequences can be significant for internal and external stakeholders and the natural environment.

#### Globalization

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.

Many business organizations operate across national boundaries. Even local businesses and consumers are influenced by global forces.

#### Innovation

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.

For many business organizations, a key challenge is bringing in “the new” and managing the process of improvement in a sustainable way.

#### Strategy

Strategy refers to the significant long-term planning decisions that organizations make in order to meet the needs and wants of their stakeholders.

Strategy is about asking questions: what, why, when, how, where and who?

### WORKING WITH A CONCEPTUAL APPROACH

Working with a conceptual approach prepares you for a part of your assessment. The six concepts are a part of the formal assessment of the course at both SL and HL.

In your *Paper 2 (Section C)*, you will be asked to use two of the six concepts to discuss the situation and issues faced by real-world organizations that you have studied during the course, making use of business management tools, techniques and theories.

### QUESTIONS FROM PREVIOUS YEARS

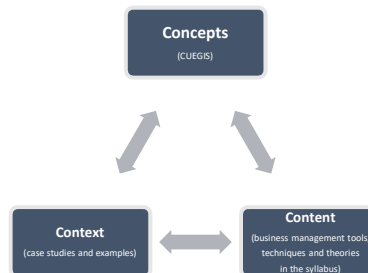
With reference to an organization of your choice, examine the impact of **globalization** on **innovation**. (May 2017)

With reference to an organization of your choice, examine the impact of **ethics** on organizational **strategy**. (May 2017)

With reference to an organization of your choice, discuss the ways in which **culture** can promote or inhibit **change**. (Ma

### THE INTEGRATED RELATIONSHIPS OF CONCEPTS, CONTENT AND CONTEXTS IN BUSINESS MANAGEMENT

Concepts are anchored in the tools, techniques and theories of the subject and come alive through case studies and examples. Together, these help you to acquire a holistic and integrated understanding of business management.



### ANSWERING SECTION C (PAPER 2)

The main focus of the questions will be on *two* of the six concepts – but you need to draw on your knowledge of other relevant content, concepts and contexts to answer the question.

There is no stimulus material included, so you will need to rely on your ability to apply real-world examples and case studies examined during your course and/or your *Internal Assessment*.

You need to address the question in relation to (at least) one real-world business organization. This means you should not refer to the (hypothetical) business organization in Paper 1. You cannot use any of the case studies in Section A and B of Paper 2 either.

As part of your holistic judgment, you should consider the perspectives of different stakeholder groups (individuals and societies) of the real-world business organization.

HL students are expected to draw on their knowledge of HL topics in the syllabus.

### IMPORTANT

Do not try to write a “model” answer from an essay you have previously studied - focus instead on addressing what the actual question is asking.

Learn to integrate stakeholder perspectives throughout the essay; too often, this is done as an afterthought and superficially at the end of the essay.

For questions that asks for impacts of two concept on BM content, it is acceptable to explain that one concept may be of more significance to the organization than the other.

For Criterion C (reasoning), do not allow the examiner to ask “Why?” or “How is this relevant?”

### ASSESSMENT

There is no stimulus material provided for the questions.

Students are required to address the question in relation to one real-world organization but may use information from a range of sources, which may include real-world case studies examined in class and IA research. The real-world organization that students use in their response must not be the case study organization featured in paper 1.

The response should consider the perspectives of individuals and societies upon which the real-world organization impacts.

Students answer one extended response question from a choice of three.

Assessment objective level 3 (AO3) command terms are used in each question.

Each question is worth 20 marks.

### ASSESSMENT CRITERIA

#### Criterion A: Knowledge and conceptual understanding (4 Marks)

This criterion addresses the extent to which the student demonstrates knowledge and understanding of the given concepts and relevant Business Management content (theories, techniques or tools, depending on the requirements of the question).

#### Criterion B: Application (4 Marks)

This criterion addresses the extent to which the student is able to apply the given concepts and the relevant Business Management content (theories, techniques or tools, depending on the requirements of the question) to his or her chosen real-world organization(s). **The real-world organization(s) must not be the organization featured in the prescribed case study for paper 1.**

#### Criterion C: Reasoned arguments (4 Marks)

This criterion assesses the extent to which the student makes reasoned arguments. This includes making relevant and balanced arguments by, for example, exploring different practices, weighing up their strengths and weaknesses, comparing and contrasting them or considering their implications, depending on the requirements of the question. It also includes justifying the arguments by presenting reasonable evidence or other support for the claims made.

#### Criterion D: Structure (4 Marks)

This criterion assesses the extent to which the student organizes his or her ideas with clarity, and presents a structured piece of writing comprised of:

- an introduction
- a body
- a conclusion
- fit-for-purpose paragraphs.

#### Criterion E: Individuals and societies (4 Marks)

This criterion assesses the extent to which the student is able to give balanced consideration to the perspectives of a range of relevant stakeholders, including individuals and groups internal and external to the organization.

### NOTE: CRITERION C

For Criterion C, a candidate can be awarded up to 2 marks if an unbalanced, one-sided argument is presented. Counter argument must be provided to be awarded more than 2 marks. For 3 marks, some arguments are balanced or justified. For 4 marks, there is a two-side argument, with justification provided.

Following sources were used to prepare this poster

- Paul Hoang, *Business Management*, 4<sup>th</sup> edition.
- IBO, *Business management guide*, 2015