

Course Outline: A Level Business Year 12

Rationale

The first unit introduces the basic business concepts, and it is followed with a unit that focuses on management and leadership. These two units lay the foundation for the four units that then follow which are each focused on managing and improving the performance of a particular functional area in a business. Exam style questions are completed throughout the teaching of the units with exam technique being a key focus and retrieval practice is also frequently done in lessons.

	CONTENT	KEY/FUNDAMENTAL CONCEPTS	ASSESSMENT
Autumn Term	Unit 1 What is business? -The nature and purpose of business -Different business forms -The external environment	<ul style="list-style-type: none"> • Business objectives • Mission statements • Variable and fixed Costs • Limited and unlimited Liability • Different forms of business • Private and public sector organisations • Shares, share prices and market capitalisation • Revenue and demand 	Unit 1 AQA assessment
	Half-term		
	Unit 2 Managers, leadership and decision-making -Management, leadership and decision making -Management decision making -The role and importance of stakeholders	<ul style="list-style-type: none"> • Roles of managers • Tannenbaum Schmidt continuum (key model) • Blake Mouton managerial grid (key model) • Effectiveness of different styles of management and leadership • Scientific decision making • Risks, rewards, uncertainty and opportunity cost • Decision trees • Influences on decision making • Role and importance of stakeholders • Stakeholder mapping (Key Model) 	Unit 1 and 2 AQA assessment 40 marks 4 MCQs, 1X16 and 1X20 marker
Christmas Holiday			
Spring Term	Unit 3 Decision making to improve marketing performance -Marketing objectives -Understanding markets and customers -Segmentation, targeting and positioning -The marketing mix	<ul style="list-style-type: none"> • Marketing objectives • Internal & external Influences on marketing objectives • Marketing research – secondary, primary • Marketing research-quantitative and Qualitative • Marketing research - Sampling • Market size, growth and market Share • Positive and negative correlation • Confidence intervals • Extrapolation • Price elasticity of demand • Income elasticity of demand • Use of data in marketing decision making • Technology and marketing decision making • Market mapping (key model) • Market segmentation • Niche and mass Markets • Extended marketing mix - 7p's (key model) • Consumer goods and industrial goods • Boston matrix (key model) • Product life cycle (key model) • Influences on and value of new product development • Penetration pricing • Price skimming • Branding • Promotional decisions • Multichannel distribution • Digital marketing • E-commerce 	Unit 3 AQA assessment 33 marks 5 MCQs and a 3,4, 5 and 16 mark question
	Half-term		

	<p>Unit 4 Decision making to improve operational performance</p> <ul style="list-style-type: none"> -Setting operational objectives Analysing operational performance -Increasing efficiency and productivity -Improving quality -Managing inventory and supply chains 	<ul style="list-style-type: none"> Operational objectives Internal & external influences on operational objectives Labour productivity Unit costs Economies of scale Diseconomies of scale Capacity & capacity utilisation Efficiency and productivity Lean production Operations/optimal resource mix Capital and labour intensive processes Technology and operational efficiency Quality Flexible operations / mass customisation Outsourcing Producing to order Inventory management Inventory control charts Suppliers & supply chain 	<p>Unit 4 AQA assessment</p> <p>36 marks 5 MCQs, 1X4 mark, 1X5 mark, 1X6 mark and 1 X 16 mark question</p>
Easter Holiday			
	<p>Unit 5 Decision making to improve financial performance</p> <ul style="list-style-type: none"> -Setting financial objectives -Analysing financial performance -Sources of finance -Improving cash flow and profits 	<ul style="list-style-type: none"> Financial objectives Internal & external influences on financial objectives Profit and profitability Cash flow objectives Capital structure Budgets and budgeting Variance analysis Break-even analysis Ratio Analysis - gross Profit & gross profit margin, operating Profit & operating profit margin Payables and receivables Sources of Finance - debt Factoring, bank overdrafts, bank loans, retained profits, share Capital, venture capital Methods of improving cash Flow Methods of improving profitability 	<p>Unit 5 AQA assessment</p> <p>36 mark paper</p> <p>3 MCQs, 1 X 3 mark, 2 X 4 mark, 1X 6 mark and 1X16 mark question</p>
Half-term			
Summer Term	<p>Unit 6 Decision making to improve human resource performance</p> <ul style="list-style-type: none"> -Setting human resource objectives -Analysing human resource performance -Improving organisational design and managing the HR flow -Improving motivation and engagement -Improving employer-employee relations 	<ul style="list-style-type: none"> Human resource objectives Internal & external influences on human resource objectives Soft & hard HRM Labour turnover Labour productivity Job design - Hackman and Oldham (Key Model) Flexible working Organisational design - authority, span & hierarchy, delegation, centralisation & decentralisation Human Resource flow Motivation theories – Taylor, Maslow and Herzberg Financial methods of motivation Non-financial methods of motivation Employer - employee relations 	<p>Unit 6 AQA assessment</p> <p>29 marks</p> <p>7 MCQs, 1 X2 mark, 1 X4 mark and a 16 mark question</p>

Course Outline: A Level Business Year 13

Rationale: The year 13 units build on the knowledge learned in year 12. Now that you understand business basics and how the performance of the various functional areas is managed you learn how businesses analyse their strategic position as they grow and how they make strategic decisions when operating on a larger scale.

	CONTENT	KEY/FUNDAMENTAL CONCEPTS	ASSESSMENT
Autumn Term	Unit 7 Analysing the strategic position of a business -Mission, corporate objectives and strategy -Analysing existing position of a business-financial ratio analysis -Analysing existing position of a business -overall performance -Analysing the external environments-political and legal change -Analysing the external environment-economic change -Analysing the external environment-social and technological -Analysing the external environment-he competitive environment -Investment appraisal	<ul style="list-style-type: none"> • Influences on the mission of a business • Internal & external Influences on corporate objectives • Strategy & tactics • SWOT analysis (key model) • Financial ratios - return on capital employed (ROCE), current ratio, gearing, payables Days, receivables days, inventory turnover • Value of financial ratios in assessing performance • Core competencies (key model) • Assessing performance: short-termism v long-term • Kaplan & Norton's balanced scorecard (key model) • Elkington's Triple Bottom Line (key model) • Legislation-competition, labour market legislation, environmental legislation • Economic environment-economic growth (GDP), exchange rates, inflation, fiscal & monetary policy • Open trade & protectionism • Globalisation • Emerging economies • Urbanisation and migration • Consumer lifestyle and buying behaviour • Growth of online businesses • Corporate Social Responsibility (CSR) • Carroll's CSR Pyramid (Key Model) • Stakeholder v shareholder concept • Technological change and strategy • Porter's five forces (key model) • Investment appraisal - Payback Period, Average Rate of Return (ARR), Net Present Value (NPV) • Factors influencing investment decisions • Sensitivity analysis 	Unit 7 assessment A range of exam style questions.
	Half-term		
	Unit 8 Choosing strategic direction Strategic direction: choosing which markets to compete in and what products to offer Strategic positioning: choosing how to compete	<ul style="list-style-type: none"> • Ansoff's matrix (key model) • Bowman's strategy clock (Key Model) • Porter's generic strategies (Key Model) • Influences on the choice of strategic positioning • Competitive advantage 	Unit 8 assessment A range of exam style questions.
Christmas Holiday			
Spring Term	Unit 9 Strategic methods: how to pursue strategies Assessing a change in scale Assessing innovation Assessing internationalisation Assessing greater use of digital technology	<ul style="list-style-type: none"> • Organic and external Growth • Retrenchment • Economies of scope • Experience curve (key model) • Synergy • Overtrading • Greiner's model of growth (key model) • Mergers & takeovers • Franchising • Types of integration • Innovation • Kaizen 	Unit 9 assessment A range of exam style questions.

		<ul style="list-style-type: none"> • Research & development • Intrapreneurship • Benchmarking • Protecting innovation: patents and copyrights • Impact of innovation on the functional areas of business • Methods of entering international markets • Factors influencing the attractiveness of international markets • Offshoring / reshoring • Multinationals • Bartlett & Ghoshal's model of international strategy (Key Model) • Digital technology - big data and data mining, enterprise resource planning (ERP) • Value of digital technology & pressure to adopt It • Impact of digital technology on the four functional areas 	
Half-term			
	<p>3.10 Managing strategic change</p> <p>Managing change</p> <p>Managing organisational culture</p> <p>Managing strategic implementation</p> <p>Problems with strategy and why strategies fail</p>	<ul style="list-style-type: none"> • Causes and types of change • Value of change • Lewin's force field analysis (key model) • Flexible organisations • Restructuring • Delayering • Flexible working • Organic structures & mechanistic structures • Kotter & Schlesinger: resistance to change (key model) • Kotter & Schlesinger: overcoming resistance to change (key model) • Handy's four classifications of organisational culture (key model) • Hofstede's six dimensions of international culture (key model) • Importance of organisational culture • Influences on the organisational culture of a business • Reasons for changing organisational culture • Problems of changing organisational culture • Value of leadership in strategy implementation • Value of communication in strategy implementation • Importance of organisational structure in strategy implementation • Network analysis (critical path analysis) • Planned versus emergent strategy • Strategic drift (key model) • Divorce between ownership & control • Corporate governance • Strategic planning • Contingency planning 	<p>Unit 10 AQA assessment</p> <p>A range of exam style questions.</p>
Easter Holiday			
	Exam Practice and Revision	<ul style="list-style-type: none"> • Revision activities on content learned in each unit • Paper 1, 2 and 3 exam practice 	Paper 2 exam paper
Half-term			
Summer Term	Exam Practice and Revision	<ul style="list-style-type: none"> • Revision activities on content in remaining exams • exam practice 	Paper 3 exam paper