Holy Family Catholic School Curriculum Overview Year 12 – AQA A level Business 7138

https://www.aqa.org.uk/subjects/business/a-level/business-7138/tutor2u-resources

Use the above link for teaching ppts- please modify the ppts with HFCS start of the lesson slides!!

	Curriculum Content	Suggested Reading or Extension Activities
Half Term 1 (Sept-Oct)	**3.1 Unit; What is a business? Managing marketing and finance** **3.1.1 Business and objectives** ***Entrepreneurs*** • reasons for setting up in business: financial and non-financial • **characteristics of entrepreneurs:** risk taker, resilient, focused, passionate, innovative, adaptable • challenges of setting up in business • change in role of entrepreneurs as business grows **Business planning and decisions** • purpose and value of a business plan • meaning and importance of competitiveness • influences on business decisions: objectives, risk,	• **Resources** • www.bbc.co.uk/news/business https://www.reuters.com/news/archive/businessNews **Entrepreneurs** · Reasons for Setting Up in BusiPurpose and value of a business plan (Unit 3.1.1) (tutor2u) · Meaning and importance of competitiveness (Unit 3.1.1) (tutor2u) · Influences on ness (Unit 3.1.1) (tutor2u) · Characteristics of Entrepreneurs (Unit 3.1.1) (tutor2u) · Challenges of Setting Up in Business (Unit 3.1.1) (tutor2u) · Change in Role of Entrepreneurs as a Business Grows (Unit 3.1.1) (tutor2u) **Business planning and decisions**

	reward, resources, market conditions, ethics, opportunity costs • importance of risks and rewards in business decision making • ethical dilemmas in decision making including profit vs ethics **Business objectives** • purpose and value of setting business objectives • characteristics of effective objectives: Specific, Measurable, Accountable, Realistic, Time specific (SMART) **3.1.2 Forms of business and stakeholders** **Different forms of business** • sole traders • private limited companies (Ltd) • public limited companies (plc) • co-operative .social enterprises **Issues to consider when comparing forms of business:** • control • objectives • sources of finance • distribution of profits • unlimited and limited liability • reasons to buy shares **Influences on share price and the significance of share price chang** Calculate, interpret and analyse: • market capitalisation • dividends per share • dividend yield	· business decisions (Unit 3.1.1) (tutor2u) · Importance of risks and rewards in business decision making (Unit 3.1.1) (tutor2u) · Ethical dilemmas in decision making (Unit 3.1.1) (tutor2u) **Business objectives** · Purpose and value of setting business objectives (Unit 3.1.1) (tutor2u) · Characteristics of effective (SMART) objectives (Unit 3.1.1) (tutor2u) Influences on corporate objectives (tutor2u) **Resources** **Different forms of business** · Introduction to forms of business (Unit-3.1.2) (tutor2u) · Sole traders (Unit 3.1.2) (tutor2u) · Private limited companies ltd (Unit 3.1.2) (tutor2u) · Public limited companies (PLC) (Unit 3.1.2) (tutor2u) · Cooperatives (Unit 3.1.2) (tutor2u) · Social enterprises (Unit 3.1.2) (tutor2u) · Share price influences and significance (Unit 3.1.2) (tutor2u) · Shareholder rewards dividends (Unit 3.1.2) (tutor2u) · Market capitalisation and dividend yield (Unit 3.1.2) (tutor2u) · Liability ladder (Unit 3.1.2) (tutor2u) · Market mayhem (Unit 3.1.2) (tutor2u) · Limited and unlimited liability (Unit 3.1.2) (tutor2u - YouTube)

	Stakeholders • ***internal stakeholders***: employees, owners/ shareholders • ***external stakeholders***: customers, suppliers, other creditors, community, government • the impact of business activity on stakeholders • ethical responsibilities to stakeholders	· All about social enterprise (Social Enterprise UK) Shares, share prices and market capitalisation (Unit 3.1.2) (tutor2u - YouTube) **Stakeholders** · Stakeholders internal and external (Unit 3.1.2) (tutor2u) · Ethical responsibilities to stakeholders (Unit 3.1.2) (tutor2u) · Types of business ownership explained (Unit 3.1.2) (Two Teachers - YouTube) · What is a Stakeholder? (Unit 3.1.2) (Two Teachers - YouTube) · Stakeholders vs Shareholders (Unit 3.1.2) (tutor2u - YouTube)
Half Term 2 (Nov-Dec)	**3.1.3 Marketing management** ***Identifying/anticipating/understanding customer needs*** • purpose and value of market research • value of primary and secondary market research	Current companies' news is always used in the lesson to aid application to the real work of business • Seneca • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news

	• value of quantitative and qualitative data • meaning and significance of confidence levels and confidence intervals • purpose and value of market mapping • influences on how market research is conducted: risk, cost, time, need for reliability ***Markets and marketing data*** • implications for marketing of different types of markets: business to business (B2B), business to consumer (B2C), consumer to consumer (C2C), goods vs services • the implications for business of different market conditions: degrees of competition, competitive behaviour and market growth ***Calculate, interpret and analyse:*** • market size including size of market segments • market and sales growth • market share • sales data e.g. sales per region/product/ store • return on marketing spend Interpret and analyse: • sales volume and sales value • values of correlation: positive, negative, strong and weak Analysis of marketing data should include index numbers, calculating percentages and percentage changes **Demand**	**Resources** · Purpose and value of market research (Unit 3.1.3) (tutor2u) · Primary vs secondary market research (Unit 3.1.3) (tutor2u) · Quantitative vs qualitative data (Unit 3.1.3) (tutor2u) · Market mapping (Unit 3.1.3) (tutor2u) · The purpose of market research explained (Unit 3.1.3) (Two Teachers - YouTube) · Primary market research (Unit 3.1.3) (tutor2u - YouTube) · Secondary market research (Unit 3.1.3) (tutor2u - YouTube) · Quantitative and qualitative marketing research (Unit 3.1.3) (tutor2u - YouTube) · Market mapping (Unit 3.1.3) (Two Teachers - YouTube) **Resources** · Markets and marketing data (Unit 3.1.3) (tutor2u) · Return on marketing spend (Unit 3.1.3) (tutor2u) · Positive and negative correlation (tutor2u) · Ice-cream sales and the heatwave - A classic example of positive correlation (tutor2u) · Confidence intervals (tutor2u - YouTube) · Price elasticity of demand (Unit 3.1.3) (tutor2u

	• influences on demand Calculate, interpret and analyse • values of price and income elasticities of demand • the effect of price changes on revenue given the price elasticity of demand • the effect of income changes on quantity demanded given the income elasticity of demand (positive and negative) **Target market** • purpose and value of market segmentation: demographic, geographic, psychographic, behavioural • influences on choosing and entering a target market • advantages and disadvantages of operating in niche and mass markets • adapting the marketing mix for the target market **Marketing objectives and planning** • meaning and significance of marketing objectives: lead generation, sales, market share, brand awareness, customer retention, engagement, conversion • influences on the marketing objectives set by a business • influences on, and significance of, the marketing budget	.Income elasticity of demand (Unit 3.1.3) (tutor2u) · Market segmentation (Unit 3.1.3) (tutor2u) · Mass markets vs niche markets (Unit 3.1.3) (tutor2u) · Niche and mass markets (tutor2u - YouTube) **Resources** **Product** · Boston matrix (Unit 3.1.3) (tutor2u) · New product development (Unit 3.1.3) (tutor2u) · The Portfolio Game (tutor2u) · The Boston Matrix - A quick guide to Apple's product portfolio (Two Teachers - YouTube) · Product life cycle explained - Apple iPhone & Coca Cola examples (Two Teachers - YouTube) **Price** · Pricing methods (Unit 3.1.3) (tutor2u) · Pricing strategies explained (Two Teachers -YouTube) · Why Disney World is so expensive (Business Insider – YouTube) **Place** · Distribution channels (Unit 3.1.3) (tutor2u) · Distribution channels explained (Two Teachers - YouTube) · Multichannel distribution (tutor2u - YouTube) · Gymshark's first ever flagship store (Ben Francis - YouTube) ·

	• implications of changes in demand on the marketing mix: a rise or fall in demand, cyclical demand, seasonal demand • the interrelationship between marketing decisions and other functions **Marketing mix: *product*** • significance of the stages of product lifecycle model (development, introduction, growth, maturity, decline) for marketing planning and other functions • extension strategies: advertising, rebranding, lowering the price, adapting the product • significance of product portfolio analysis for marketing planning: the Boston Matrix (dogs, cash cows, question marks and stars) • purpose, value and challenges of new product development **Marketing mix: price** • influences on price: marketing objectives, target market, level of demand, price elasticity of demand, costs, competitors' actions, marketing mix • impact of price on sales volume, revenue and profit margins • methods of pricing: cost based, demand based	**Promotion** · Promotional mix personal selling (Unit 3.1.3) (tutor2u) · Promotional mix social media influencers (Unit 3.1.3) (tutor2u) · Promotional mix advertising (Unit 3.1.3) (tutor2u) · Promotional mix sponsorship (Unit 3.1.3) (tutor2u) · Promotional mix sales promotions (Unit 3.1.3) (tutor2u) · Brand building and brand loyalty (Unit 3.1.3) (tutor2u) · Latte loyalty (tutor2u) · The promotional mix explained - McDonald's example (Two Teachers - YouTube) · Value of branding ((tutor2u - YouTube) **Resources** · Ethics in marketing (Unit 3.1.3) (tutor2u)

	(penetration pricing, price skimming, dynamic pricing), competition based (premium, going rate, discount) **Marketing mix: distribution (place)** • purpose and value of a distribution channel • advantages and disadvantages of direct distribution including e-commerce • advantages and disadvantages of using intermediaries: wholesalers and retailers • advantages and disadvantages of different distribution channels • advantages and disadvantages of multichannel distribution a business **Marketing mix: promotional mix** • purpose and value of promotion • purpose and value of advertising • purpose and value of social media and influencers • purpose and value of sales promotions • purpose and value of sponsorship • purpose and value of personal selling including the role of account managers and sales teams in managing client relationships and sales • purpose and value of building a strong brand,	

	brand loyalty, own label brands **3.1.4 Financial management** • meaning and significance of financial objectives: profit, profitability, cash flow, liquidity, levels of borrowing • influences on the financial objectives set by a business • the interrelationship between financial decisions and other functions • how financial decisions affect the competitiveness of a business Internal and external sources of finance .Advantages and disadvantages of different sources of finance, including the suitability of a source for a particular business or context: • internal sources of finance: • owners' investment • retained profits • sale of assets • sale and leaseback • working capital • external sources of finance: • trade credit • share capital • overdraft • loans • business angels • private equity • crowd funding **Break-even**	**Resources** • Mo Zorella's Pizza Palace (Unit 3.1.3 and Unit 3.1.4) (tutor2u) • Profit and cash flow (Unit 3.1.4) (tutor2u) • Types of profit (Unit 3.1.4) (TakingTheBiz - YouTube) • Gross profit and gross profit margin (Unit 3.1.4) (tutor2u - YouTube) • Operating profit and operating profit margin (Unit 3.1.4) (tutor2u - YouTube) • Methods of improving profit (Unit 3.1.4) (tutor2u) • Zero based budgeting (Unit 3.1.4) (tutor2u) • Margin of error (tutor2u) • Budgeting (Unit 3.1.4) (TakingTheBiz - YouTube) • Budgeting (Unit 3.1.4) (tutor2u) • Budget variances (Unit 3.1.4) (tutor2u - YouTube) **Resources**

	Calculate, interpret and analyse • fixed costs • variable costs • total costs • revenue • contribution per unit • total contribution • break-even output • margin of safety • interpret and analyse break-even charts • illustrate and analyse the effects of changes in price, output and costs on a break-even chart • purpose and value of break-even analysis **Profit** • the distinction between gross profit, operating profit and profit for the year • the meaning and significance of the difference between profit and cash • the meaning and significance of the difference between profit and profitability • advantages and challenges of different ways of increasing gross and operating profits:	▪ Cash Me If You Can (Unit 3.1.4) (tutor2u) ▪ Mack O'Roons Bakery (Unit 3.1.4) (tutor2u) ▪ Cash flow forecasts (TakingTheBiz - YouTube) ▪ The current ratio - (TakingTheBiz - YouTube) ▪ Cash flow objectives (Unit 3.1.4) (tutor2u - YouTube) ▪ Cash flow forecasting (Tales from the Board - YouTube) ▪ How to improve cash flow (Unit 3.1.4) (tutor2u - YouTube) ▪ Receivables and payables days (Unit 3.1.4) (tutor2u - YouTube)

	increasing revenue and/or decreasing costs **Budgets** • purpose and value of budgeting including zero-based budgeting ***Calculate, interpret and analyse:*** • budget variances (adverse and favourable variances)	**Resources** · Financial Objectives (Unit 3.1.4) (tutor2u - YouTube) · Influences on financial objectives (Unit 3.1.4) (tutor2u - YouTube) · Private equity (Unit 3.1.4) (tutor2u) · Sale and leaseback (Unit 3.1.4) (tutor2u) · Sale of assets (Unit 3.1.4) (tutor2u) · Owners investment (Unit 3.1.4) (tutor2u) · Debt factoring (Unit 3.1.4) (tutor2u - YouTube) · Bank overdrafts and bank l (Unit 3.1.4) (tutor2u - YouTube) · Retained profits (Unit 3.1.4) (tutor2u - YouTube) · Advantages and disadvantages of crowdfunding (nibusinessinfo.co.uk) · Business finance "Key word chop" activity (Unit 3.1.4) (tutor2u) · Breaking point (Unit 3.1.4) (tutor2u) · Breakeven contribution (Unit 3.1.4) (tutor2u - YouTube) · Margin of safety (breakeven) (Unit 3.1.4) (tutor2u- YouTube) · Break-even diagrams (Unit 3.1.4) (TakingTheBiz - YouTube)

		Resources · Mo Zorella's Pizza Palace (Unit 3.1.3 and Unit 3.1.4) (tutor2u) · Profit and cash flow (Unit 3.1.4) (tutor2u) · Types of profit (Unit 3.1.4) (TakingTheBiz - YouTube) · Gross profit and gross profit margin (Unit 3.1.4) (tutor2u - YouTube) · Operating profit and operating profit margin (Unit 3.1.4) (tutor2u - YouTube) · Methods of improving profit (Unit 3.1.4) (tutor2u) · Zero based budgeting (Unit 3.1.4) (tutor2u) · Margin of error (tutor2u) · Budgeting (Unit 3.1.4) (TakingTheBiz - YouTube) · Budgeting (Unit 3.1.4) (tutor2u) · Budget variances (Unit 3.1.4) (tutor2u - YouTube)
Half Term 3 (Jan-Feb)	**3.1.4 Financial management** **Cash flow and liquidity** • meaning and significance of payables • meaning and significance of receivables • purpose and value of cash flow forecasting • advantages and disadvantages of ways of improving cash flow: debt factoring, shortening payment	• Seneca • https://senecalearning.com/en-GB/ • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news **Resources** · Cash Me If You Can (Unit 3.1.4) (tutor2u) · Mack O'Roons Bakery (Unit 3.1.4) (tutor2u) · Cash flow forecasts (TakingTheBiz - YouTube)

	time from customers, early payment incentives, credit checks, increasing payment time to suppliers, reduce outgoings, better invoice management ***Complete, interpret and analyse:*** • cash flow forecasts Calculate, interpret and analyse: • current ratio • acid test ratio • payables days • receivables days **Financial reporting** ***Interpret and amend***: • income statement • statement of financial position (balance sheet) Calculate, interpret and analyse: • profit • gross profit and gross profit margin • operating profit and operating profit margin • profit for the year and profit for the year margin • return on capital employed (ROCE) • return on investment • gearing Importance of trends, benchmarking, context including business environment, business objectives and strategy ***Limitations of financial reporting:*** historic, does not include non-financial factors such as morale, brand reputation and environmental impact Analysis of financial data should include index numbers, calculating	▪ **The current ratio - (TakingTheBiz - YouTube)** ▪ **Cash flow objectives (Unit 3.1.4) (tutor2u - YouTube)** ▪ **Cash flow forecasting (Tales from the Board - YouTube)** ▪ **How to improve cash flow (Unit 3.1.4) (tutor2u - YouTube)** ▪ **Receivables and payables days (Unit 3.1.4) (tutor2u - YouTube)** **Ratio Analysis** ▪ **Return on investment (Unit 3.1.4) (tutor2u)** ▪ **Mack O'Roons Bakery (Unit 3.1.4) (tutor2u)** ▪ **Balance sheet introduction (Unit 3.1.4) (tutor2u)** ▪ **Balance sheet (SOFP) (Unit 3.1.4) (tutor2u - YouTube)** ▪ **Return on Capital Employed (ROCE) (Unit 3.1.4) (tutor2u - YouTube)** ▪ **Gearing ratio (TakingTheBiz - YouTube)** ▪ **Ethics in finance (Unit 3.1.4) (tutor2u)**

	percentages and percentage changes	
Half Term 4 (Feb-Mar)	**3.1.3 Marketing management continued** **Digital technology and marketing** • purpose and value of digital technology including ***Artificial Intelligence (AI) in marketing for:*** • social media campaigns • content marketing • search engine optimisation (SEO) • pay per click (PPC) • website cookies • measures of success in digital marketing should include search performance, clickthrough rates, time spent on a site, conversion rates, number of users/ subscribers, advertising revenue ***Purpose and value of Customer Relationship Management (CRM):*** customer acquisition, customer retention, lead generation, pipeline management • purpose and value of data analytics in marketing: segmentation, campaign performance tracking, personalisation, predictions, dynamic pricing • how the use of digital technology in marketing can affect competitiveness **International marketing** (	• Seneca • https://senecalearning.com/en-GB/ • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news **Resources** • Digital marketing tools and metrics (Unit 3.1.3) (tutor2u) • Impact of AI in marketing (Unit 3.1.3) (tutor2u) • Customer relationship management (Unit 3.1.3) (tutor2u) • Data analytics in marketing (Unit 3.1.3) (tutor2u) • Latte loyalty (tutor2u) • Surge Marketing (tutor2u) • 5 Reasons why a business needs social media (Two Teachers - YouTube) • Viral marketing examples: 4 campaigns explained! (Marketing Explained - YouTube) • Digital marketing (Unit 3.1.3) (tutor2u - YouTube)

	• purpose, value and challenges of marketing internationally • adapting the marketing mix for international markets **Ethical issues in marketing** • ethical issues in product, promotional and pricing decisions	**Resources** • [Ethics in marketing (Unit 3.1.3) (tutor2u)]()

Half Term 5 (Apr-May)	**Assessing financial position and performance Assess financial position and performance:** • profits and profit margins • return on capital employed (ROCE) • return on investment • cash flow and liquidity • gearing • shareholder rewards: dividend per share and dividend yield • break-even output • margin of safety • budget variance **Ethics in finance** Ethical issues with: • tax avoidance • payment terms for customers and suppliers	• Seneca • https://senecalearning.com/en-GB/ • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news
Half Term 6 (Jun-Jul)	1. **Recap on all Topics learned in Yr12 by doing group tasks and group presentations** 2. Exam skills business theories for Yr 2 content	• Teacher revision packs • Tutor2u revision video • https://www.tutor2u.net/ •

Examples of Home Learning Tasks	1. Pre-reading tasks 2. Complete homework set to consolidate in-class learning
Assessment Tasks, Methods & Frequency	Students will learn key term tests within the lesson. and they will use a learning map to summarise the unit of study. They will do end of the topic tests to assess and consolidate knowledge. Students will also participate

	in regular school assessment examinations. These tests will inform the classroom teacher and pupils of any knowledge gaps that need to be tackled before moving forward with the curriculum.
Equipment that Students Need	Calculator, black pen, green pen and highlighters. An A4 notebook with dividers if possible

Parent / Carers can help their child by:	To stay abreast of the news, as businesses performance is affected by economic, legal, and political news. Watch business programmes with your child (Dragons Den, The Apprentice, Panorama business documentary which are related to business or the economy) **Check that your child is uploading homework set by their classroom teacher on Google classroom**.
Useful Websites	**https://www.reuters.com/news/archive/businessNews** **www.bbc.co.uk/news/business** **https://www.bloomberg.com/businessweek** **http://www.bankofengland.co.uk/** **www.tutor2u.com** **https://senecalearning.com/en-GB/**
Extra-Curricular Activities & Career Opportunities	Tycoon club to encourage enterprise activities Trips to Amazon; working in the city day trips; business trip to Cadbury's world

Who Can I Contact?	Head of Business & Economics	Mrs Cesario-Ziten T.CesarioZiten@holyfamily.waltham.sch.uk
	Teacher of business & Btec Business co-ordinator	Mr Roth d.roth@holyfamily.waltham.sch.uk
	Teachers of Year 12 Business Studies	Mrs Cesario-Ziten Mr Roth

Holy Family Catholic School
Curriculum Overview Year 13 –
AQA A level Business

	Curriculum Content	Suggested Reading or Extension Activities
Half Term 1 (Sept-Oct)	• **3.2 Unit: Managing people and operations •** **3.2.1 People management** ***Human resource (HR) objectives and planning*** • meaning and significance of human resource objectives: • number and skills of employees • employee turnover/retention • employee engagement • employee costs • equality, diversity, inclusion and belonging • influences on the HR objectives set by a business • purpose and value of human resource planning: recruitment, training, retention, redeployment, redundancy • advantages and disadvantages of different forms of employment: part-time, full-time, temporary, permanent, zerohours, freelance	• Alibaba: The House That Jack Ma Built. • Onward: How Starbucks Fought for Its Life without Losing Its Soul. • Steve Jobs: The Exclusive Biography. • Shoe Dog: A Memoir by the Creator of NIKE. • What you see is what you get- Sir Alan Sugar • Seneca • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news **Resources** · Recruitment, training and retention (Unit 3.2.1) (tutor2u) · HR objectives: Equality Diversity Inclusion Belonging (Unit 3.2.1) (tutor2u) · BeachBusters (tutor2u) · Influences on HRM objectives (tutor2u - YouTube) · Workforce planning (tutor2u) · Labour turnover (tutor2u - YouTube) · Employer employee relations (tutor2u - YouTube)

	• meaning and significance of flexible employment • influences on human resource planning: current workforce, future human resource needs, skills and numbers gaps, labour market • the interrelationship between human resource decisions and other functions • how human resource decisions affect the competitiveness of a business **Human resource data • purpose and value of measuring:** • employee engagement • employee representation • employee diversity • employee wellbeing • key performance indicators (KPIs) for employees in their roles ***Calculate, interpret and analyse:*** • employee performance data including productivity, sales per employee • employee turnover • employee costs (as a percentage of revenue) Analysis of human resource data should include index numbers, calculating percentages and percentage changes **Organisational design** • meaning and significance of span of control and levels of hierarchy • advantages and disadvantages of tall and flat organisational structures	· Effective employer employee relations (BeeBusinessBee - YouTube) · Value of good employee employer relations (Bizconsesh - YouTube) · Why Starbucks, Apple and Google are unionizing (CNBC) · Labour market legislation (tutor2u - YouTube) · **Resources** · Span of control and hierarchy (Unit 3.2.1) (tutor2u) · Restructuring and delayering (Unit 3.2.1) (tutor2u) · Centralisation and decentralisation (tutor2u) · Transformational leadership style (Unit 3.2.1) (tutor2u) · Hackman model of team effectiveness (Unit 3.2.1) (tutor2u)

	• advantages and disadvantages of centralisation and decentralisation • advantages and disadvantages of restructuring including delayering and centralisation **Leadership** • influences on and impact of different leadership styles: ***autocratic, democratic, transformational*** • impact of leadership on individual, team and business performance **Developing people** • purpose and value of employee appraisal • purpose, value and challenges of acquiring, managing, developing and retaining talent **Teamwork** • purpose and value of teams • factors influencing the effectiveness of teams: Hackman's model of team effectiveness **Motivation** • benefits and challenges of motivating employees • theories of motivation: ***Taylor, Maslow and Herzberg*** **Methods of rewarding people Advantages and disadvantages of different methods of financial rewards/remuneration:** • wages • salaries • piece rate • commission • performance-related pay	**Resources** · Hackman model of team effectiveness (Unit 3.2.1) (tutor2u) Hack to the future (Unit 3.2.1) (tutor2u) **Motivation** · Taylor's scientific management (Unit 3.2.1) (tutor2u) · Herzberg's Two-factor theory (Unit 3.2.1) (tutor2u) · Motivate me (tutor2u) · BeachBusters (tutor2u) · Delegation (tutor2u - YouTube) · The importance of motivation in the workplace (Two Teachers - YouTube) · Taylor's Theory of Scientific management (motivation) (tutor2u - YouTube) · Maslow's Hierarchy of needs explained - McDonald's example (Two Teacher - YouTube)

	• shares • fringe benefits **Advantages and disadvantages of different nonfinancial methods of rewarding people:** • delegation • empowerment • job enrichment • training and development • remote, hybrid and flexible working **Employee wellbeing** • benefits and challenges of improving employee wellbeing • methods of improving employee wellbeing: physical and mental health support services, inclusive work environment, employee voice, flexible working Employer and employee relations • purpose and value of employee representation/employee voice and involvement in decision-making • advantages and disadvantages of individual and collective representation including trade unions and employee forums • reasons for, and consequences of poor employer-employee relations • how to manage and improve employer-employee relations **Ethics in HR** • purpose and value of a code of conduct Ethical issues relating to: • equality, diversity, inclusion and belonging • pay gaps: gender gaps and gaps between senior managers and other employees	**Methods of rewarding people** • Non-financial motivation (Two Teachers - YouTube) • Financial methods of motivation (tutor2u - YouTube) • Over 76% of employees want flexible working hours (HR News) • What is a minimum wage? (BBC What's New - YouTube) Employee wellbeing (Unit 3.2.1) (tutor2u) • Ethics in HR (Unit 3.2.1) (tutor2u) • HR objectives: Equality Diversity Inclusion Belonging (Unit 3.2.1) (tutor2u) • Diversity and inclusion (BBC)

Half Term 2 (Nov-Dec)	**3.2.2 Operations management** **Managing operations** • meaning and significance of different operations objectives: ***efficiency, quality, volume of goods and services, flexibility, environmental impact*** • influences on operations objectives set by the business • how managing operations helps a business add value • factors influencing choice of operations location: costs, demand, access to resources and markets, infrastructure, government incentives, ethical and people considerations, break-even, return on investment, environmental • the interrelationship between operational decisions and other functions • how operational decisions affect the competitiveness of a business **Operations data: objectives and key performance indicators (KPIs)** **Calculate, interpret and analyse:** • employee productivity • unit costs • resource utilisation (including capacity utilisation) **Interpret and analyse:** • KPIs such as wait times, returns, defects, complaints, speed of response, delivery times, customer service ratings/ satisfaction ratings • measures of environmental impact and sustainability **Analysis of operations data should include index numbers, calculating percentages and percentage changes**	• Seneca • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news **Resources** · Operational objectives (tutor2u - YouTube) · Influences on operational objectives (tutor2u) · Labour productivity (tutor2u - YouTube) · Calculating capacity utilisation (tutor2u - YouTube) · Capacity and capacity utilisation (tutor2u - YouTube) · How To improve efficiency (TakingTheBiz - YouTube) · Lean production (tutor2u - YouTube) · How Toyota changed the way we make things (Bloomberg Originals - YouTube) · TMHE's Toyota way: Kaizen (ToyotaMHEurope - YouTube) · Kaizen (tutor2u - YouTube) **Resources** · Quality (tutor2u) · Quality assurance (tutor2u - YouTube) · The difference between quality control vs quality assurance (Indeed.com)

		· [Quality - costs of poor quality (tutor2u)] [Changes and innovations (Toyota Global)]
Half Term 3 (Jan-Feb)	**Efficiency** • meaning and significance of resource utilisation and efficiency Ways of improving resource utilisation and efficiency including: • improved capacity utilisation • lean production: reducing inventory, reducing re-works, reducing waiting times, reducing transportation times, kaizen, standardised processes • reducing waste, recycling, reuse of materials • effective scheduling • improving employee productivity/ performance • improving cost control • advantages and disadvantages of ways of increasing efficiency **Quality** • meaning and significance of quality • costs of poor quality • methods of improving quality: quality control, quality assurance, Total Quality Management (TQM), quality circles, benchmarking • advantages and disadvantages of different methods of improving quality	• Seneca • https://senecalearning.com/en-GB/ Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news **Resources** · Shelf Control (tutor2u) · Just in time (JIT) (tutor2u) · Just in Case vs. Just in Time (Bizconsesh - YouTube) · Innovation (tutor2u)
Half Term 4 (Feb-Mar)	**Environmental impact of operations** • purpose and value of more environmentally sustainable operations • ways of reducing the environmental impact of operations: waste reduction, resource efficiency, reducing emissions, carbon footprint, sustainable sourcing, circularity • challenges of reducing the environmental impact of operations: costs, supply chain limitations, operational disruption required to change processes	• Seneca • https://senecalearning.com/en-GB/ • Tutor2u-business • Tutor2u booklets • Teacher study pack • BBC business news · Ethics in operations (Unit 3.2.2) (tutor2u) · Caring for our planet Sustainability (BP.com)

	Matching output to demand • Ways of managing supply to match demand, to cope with high and low demand, and fluctuating levels of demand (cyclical and seasonal): • changing production scheduling • increasing or decreasing inventory • different forms of employment: part-time, temporary, zerohours, freelance • outsourcing • investment in capital and technology • increasing or decreasing capacity • advantages and disadvantages of different ways of responding to changes in demand • challenges of not matching supply to demand Supply chain management • advantages and disadvantages of producing internally compared to buying in **Supply chain management •** advantages and disadvantages of producing internally compared to buying in • purpose and value of managing the supply chain including relationships with suppliers and logistics from suppliers and to customers • influences on sourcing suppliers: number and choice of suppliers • impact of supply chain issues on a business • influences on the distribution of profits between the business and suppliers and along the supply chain	**Resources** Inventory management (tutor2u - YouTube) ▪ Inventory (stock) control charts (tutor2u - YouTube) ▪ Supply chains and inventory management (tutor2u)

	• purpose and value of supply chain transparency and supplier third party accreditations • purpose and value of managing the supply chain including relationships with suppliers and logistics from suppliers and to customers • influences on sourcing suppliers: number and choice of suppliers **Inventory management** • reasons to hold inventory • purpose and value of inventory management • influences on the amount of inventory held • advantages and disadvantages of just in time vs just in case inventory control Calculate, interpret and analyse: • inventory turnover **Innovation** • purpose, value and challenges of being innovative through developing new products/processes • ways of developing innovation: research and development, talent acquisition and retention, cross-functional teams, intrapreneurship • protecting innovation through intellectual property: patents and copyrights **Scale of operations** • meaning and significance of economies of scale: technical, purchasing and financial	Inventory management (tutor2u - YouTube) · Inventory (stock) control charts (tutor2u - YouTube)

	• meaning and significance of diseconomies of scale: control, communication and coordination Impact of technology on operations • purpose and value of using technology (including AI) in operations: • in inventory management • in supply chain management • in automation to improve competitiveness **Project management** • purpose and value of project management • purpose and value of network analysis Network analysis to include: • understanding, interpreting and amending network diagrams Calculate, interpret and analyse: • float times and the critical path **Ethics in operations** • purpose and value of a supplier code of conduct and supplier audits Ethical issues in: • sourcing suppliers • product safety • the environmental impact of operations **<u>3.2.3 Managing business culture</u>** ***<u>Business values and culture</u>***	**Resources** ▪ Critical path analysis (tutor2u) ▪ Critical path analysis (SaveMyExams) Ethics in operations (Unit 3.2.2) (tutor2u)

	• purpose and significance of the values promoted by a business • factors influencing business culture: leadership and employee values, leadership style, mission, reward systems, organisational structure, customer expectations • impact of positive and negative business culture • reasons for, and challenges of, changing business culture • impact of business culture on the competitiveness of a business **<u>3.3 Unit: Business and society, business and the external environment, and business strategy</u>** ***Sustainability*** • meaning and significance of sustainability • environmental sustainability: waste reduction, resource efficiency, reducing emissions, carbon footprint, sustainable sourcing, circularity • social sustainability: fair treatment of workers, supporting local communities, ethical sourcing • economic sustainability: long-term profitability without exploiting resources or people • the challenges of implementing sustainability • purpose and value of using a Triple Bottom Line framework (People, Planet, Profit) Corporate Social Responsibility (CSR)	· **Resources** · Triple bottom line (3 pillars): sustainability in business (Sustainability Illustrated - YouTube) · Elkington's triple bottom line (tutor2u - YouTube) (tutor2u - YouTube) · Environmental legislation (tutor2u - YouTube) · Teaching Resources (Network for Business Sustainability)

	• purpose and value of Corporate Social Responsibility (CSR) • Carroll's Corporate Social Responsibility pyramid • meaning and significance of a shareholder compared to a stakeholder approach • meaning and significance of CSR compared to PR: greenwashing, bluewashing **Environmental, Social and Governance (ESG)** • purpose and value of Environmental, Social and Governance (ESG) reporting • measures of Environmental, Social and Governance (ESG) performance including health and safety, emissions, resource usage, community investment and philanthropy, composition of directors • value of improving Environmental, Social and Governance (ESG) performance	
Half Term 5 (Apr-May)	**3.3.2 Business and the external environment** ***Competitive environment*** • meaning and significance of Porter's five forces: rivalry, buyer power, supplier power, entry threat and substitute threat • influences on the strengths of each of the five forces • impact of the five forces on a business • how a business might influence the five forces • how a business might respond to changes in the five forces	**Resources** · Porter's Five forces model (tutor2u - YouTube) · Porter's Five forces explained (Two Teachers - YouTube)

	Political/legal environment : The opportunities and threats, and the impact on the functional areas of business, created by changes in the political and legal environment. • trade agreements • protectionism: tariffs, quotas, trade regulations • consumer protection • employee protection (including The Equality Act) • competition policy • environmental protection • how a business might respond to these changes **Economic environment:** The opportunities and threats, and the impact on the functional areas of business, created by changes in the economic environment: • economic growth (GDP) • taxation (direct and indirect) • inflation • interest rates • exchange rates (appreciation and depreciation) • unemployment rates Calculate, interpret and analyse the effect of exchange rate changes on export prices and import costs • how a business might respond to these changes **Social environment** The opportunities and threats, and the impact on the functional areas of business, created by changes in the social environment: • demographic factors • consumer values • activism • how a business might respond to these changes **Technological change** The opportunities and threats, and the impact on the functional areas of business, created by changes in the technological environment including:	· Competition legislation (tutor2u - YouTube) · Open trade and protectionism (tutor2u - YouTube) · How an Economy Works (TakingTheBiz - YouTube) · Economic Growth (GDP) (tutor2u - YouTube) · What is GDP and how fast is the UK economy growing? (BBC News) · Business maths and exchange rates (tutor2u - YouTube) · Exchange rate impacts (Bizconsesh - YouTube) · Inflation and business (tutor2u - YouTube) · Inflation (BBC News) · How does raising interest rates bring down inflation? (World Economic Forum) How does the Bank of England work to keep inflation low and stable? (Bank of England - YouTube) · Social change: Consumer lifestyles and buying behaviour (tutor2u) · 21 examples of digital transformation (whatfix)

	• digital and disruptive technologies including Artificial Intelligence (AI) • how a business might respond to these changes **<u>3.3.3 Strategy</u>** Strategy and planning • purpose and value of strategy and planning • assessment of business performance to include marketing, finance, human resource and operations data • the impact of quantitative and qualitative analysis on strategic and functional decisions ***Influences on strategy*** • purpose and value of having a mission, vision and setting objectives • purpose and value of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis • purpose and value of stakeholder mapping: how this influences business activity and how the business manages different stakeholders • influences on stakeholder power and interest • actions stakeholders can take to influence business decisions • impact of stakeholder actions **Selecting a strategy** • advantages and disadvantages of each of the strategies in the Ansoff Matrix (market development, market penetration, new product development, diversification) • meaning of positioning in terms of benefits and price • advantages and disadvantages of different positioning strategies: low-cost vs differentiation strategies • advantages and disadvantages of changing positioning	· Strategy (Unit 3.3.3) (tutor2u) **Resources** Strategic Planning (Overview) | Reference Library | Business | tutor2u · The Stakeholder Game (tutor2u) · Home and haway (tutor2u) · What is SWOT Analysis? (Two Teachers - YouTube) · Stakeholders and stakeholder mapping (tutor2u - YouTube) Starbucks SWOT 2025 (Business Strategy Hub) **Resources** · Mergers (tutor2u - YouTube) · Horizontal and vertical integration (Business growth strategy) (tutor2u - YouTube) · How franchising works (Two Teachers - YouTube) · Tesco sells Giraffe restaurant chain and Turkish business (BBC News) · Domino’s Pizza reveals new five-year framework with franchise partners (AJ Bell) Retrenchment - Essential for a failing business? (Bizconsesh - YouTube)

	Implementation of strategic decisions • factors affecting the successful implementation of strategy: resources, quality of planning and monitoring, leadership, communication, external factors • reasons why a business might lose its competitiveness including ***strategic drift*** • the difficulties of maintaining competitiveness **Strategic investment decisions** • purpose and value of investment (capital expenditure) • factors influencing investment including objectives, non-financial factors and risk, business confidence Calculate, interpret and analyse: • payback • average rate of return • net present value **Business growth** • advantages and disadvantages of being a small or medium sized enterprise (SME) • reasons why business grow • challenges of growth • advantages and disadvantages of internal (organic) growth, and external (inorganic) growth • advantages and disadvantages of different methods of growth including mergers, acquisitions and franchising • advantages and disadvantages of different forms of integration: vertical (backward and forward), horizontal and conglomerate • advantages and challenges of growing sustainably • reasons for, and challenges of, retrenchment • impact of growth and retrenchment on functional areas **Global strategy** • opportunities and threats for a business of becoming more global	**Resources** · Grow For It! (tutor2u) · Ansoff's Matrix (tutor2u - YouTube) · Greggs Beefs Up Its Vegan Product Range with a Steak Bake (tutor2u) · Can Nestlé succeed with a market development strategy in the Indian pet food market? (tutor2u) · Why Starbucks failed In Australia (CNBC - YouTube) · Inside Tesco's US nightmare (Business Leader) · Influences on choice of strategic positioning (tutor2u - YouTube) **Resources** · Payback period (Investment Appraisal) (tutor2u - YouTube) · Average rate of return (ARR) (tutor2u - YouTube) · Net present value method of investment appraisal (TakingTheBiz - YouTube) · Factors influencing investment decisions (tutor2u - YouTube) **Resources** · Globalisation (TakingTheBiz - YouTube)

	• benefits and drawbacks of selling and/or operating globally • attractiveness of different areas as a market • advantages and disadvantages of different ways of entering international markets: exporting, licensing, joint ventures, direct investment • advantages and disadvantages of glocalisation • reasons for, and challenges of, producing abroad • attractiveness of different countries as a production base • impact of global strategy on functional areas **Digital strategy** • purpose and value of a digital strategy • impact of a digital strategy on functional areas and competitiveness **<u>3.3.4 Change</u>** **<u>Change</u>** • internal and external reasons for change • advantages and disadvantages of change for stakeholders • reasons for resistance to change including Kotter and Schlesinger's four reasons for resistance • management of change including Lewin's Force Field analysis (driving and restraining forces) ***Risk and uncertainty*** • the importance of assessing and planning for risk and uncertainty Types of risk businesses face: • financial risk • strategic risk • operational risk • compliance risk • reputational risk • cybersecurity risk	**Resources** · 21 examples of digital transformation (whatfix) · Strategy (Unit 3.3.3) (tutor2u) **Resources** · Managing strategic change (Unit 3.3.4) (tutor2u - YouTube) · Teaching guide: Lewin's force field analysis (AQA) · Teaching guide: Kotter and Schlesinger's reasons for resistance to change (AQA) · Teaching guide: Kotter and Schlesinger's model for overcoming resistance to change (AQA) · Change management - Why change is resisted (Kotter & Schlesinger) (Unit 3.3.4) (tutor2u)

	Advantages and disadvantages of different ways to manage risk: • conducting market research • sales forecasting • developing contingency and crisis management plans • succession planning • arranging insurance coverage • diversifying products, markets, or suppliers • investment and training • cybersecurity measures ***Advantages and disadvantages of different ways to manage uncertainty:*** • scenario planning • developing an agile business • ways of developing an agile business: flat organisational structure, empowerment, transformational leadership, cross_functional teams	· Kotter and Schlesinger - Resistance to change reasons (Bizconsesh - YouTube) · Kotter and Schlesinger - Resistance to change solutions (Bizconsesh - YouTube) **Resources** · Risk and uncertainty explained (Unit 3.3.4) (tutor2u - YouTube) · Contingency planning and crisis management (Unit 3.3.4) (Bizconesh - YouTube)
Half Term 6 (Jun-Jul)	**Exams**	

Examples of Home Learning Tasks	12, 16, 20, 25-mark essays taken from AQA exam paper. or from Tutor2u case study homework.
Assessment Tasks, Methods & Frequency	Students will learn key term tests within the lesson and they will use a learning map to summarise the unit of study. They will do end of the topic tests to assess and consolidate knowledge. Students will also participate in regular school assessment examinations. These tests will inform the classroom teacher and pupils of any knowledge gaps that need to be tackled before moving forward with the curriculum.
Equipment that Students Need	Calculator, black pen, green pen, and highlighters. An A4 notebook with dividers if possible.

Parent / Carers can help their child by:	To stay abreast of the news, as businesses performance is affected by economic, legal, and political news. Watch business programmes with your child (Dragons Den, The Apprentice, Panorama business documentary which are related to business or the economy) **Check that your child is uploading homework set by their classroom teacher on Google classroom**.
Useful Websites	**https://www.reuters.com/news/archive/businessNews** **www.bbc.co.uk/news/business** **https://www.bloomberg.com/businessweek** **http://www.bankofengland.co.uk/** **www.tutor2u.com** **https://senecalearning.com/en-GB/**
Extra-Curricular Activities & Career Opportunities	**Enterprise club** to encourage enterprise activities Trips to Amazon; working in the city day trips; business trip to Bank of England

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Sample exam papers

https://www.aqa.org.uk/subjects/business/a-level/business-7138/assessment-resources

Do not write outside the box

2 0 A café sells two types of hot drinks. These drinks have the following income elasticities of demand:

	Income elasticity of demand
Coffee	+2.0
Tea	-0.5

The volume of coffee sales is several times greater than the volume of tea sales. Based on the information above, analyse how the café's overall sales volume of hot drinks would be affected by a rise in consumers' incomes. Assume there are no other changes.

[9 marks]

Do not write outside the box

Section B

0 2 Read the **Source B case study** in the **Insert** and answer all questions in this section.

0 2 . 1 Apple often sets a high price for its products, such as Vision Pro, compared to its competitors.

Analyse **one** way in which setting a high price might affect the revenue Apple earns from its products.

[6 marks]

6

Do not write outside the box

0 2 . 5 Evaluate **two** ways Netflix could increase employees' motivation and recommend which **one** it should choose.

[15 marks]

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