

Programme of study for Year 12 AS Business

Autumn (1 st term)	Autumn (2 nd term)	Spring (1 st term)	Spring (2 nd Term)	Summer (1 st term)	Summer (2 nd term)
Other timescale: From: Sept To: Oct	Other timescale: From: Oct To: Dec	Other timescale: From: Jan To: Feb	Other timescale: From: March To: April	Other timescale: From: April To: May	Other timescale: From: June To: July
Topic / Big Question: What is business? Managers, leadership and decision making	Topic / Big Question: Decision making to improve marketing performance Decision making to improve financial performance	Topic / Big Question: Decision making to improve marketing performance Decision making to improve operational performance	Topic / Big Question: Decision making to improve human resource performance Decision making to improve financial performance	Topic / Big Question: Analysing the strategic position of a business Choosing strategic direction	Topic / Big Question: Strategic methods: how to pursue strategies Managing strategic change
<p>Skills(students should be able to do):</p> <ul style="list-style-type: none"> ● AO1: Demonstrate knowledge of terms, concepts, theories, methods and models to show an understanding of how individuals and organisations are affected by and respond to business issues ● AO2: Apply knowledge and understanding to various business contexts to show how individuals and organisations are affected by and respond to issues ● AO3: Analyse issues within business, showing an understanding of the impact on individuals and organisations of external and internal influences ● AO4: Evaluate quantitative and qualitative information to make informed judgements and propose evidence-based solutions to business issues. 					
Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● Why businesses exist ● The relationship between mission and objectives ● Common business objectives 	Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● To understand the value of setting marketing objectives. ● To learn about external and internal influences on marketing 	Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● To understand the value of setting operational objectives. ● To learn about external and internal influences 	Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● To understand the value of setting financial objectives. ● To understand the distinction 	Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● To learn about influences on the mission of a business. ● To learn about internal and external 	Key Learning Outcomes (students should know): <ul style="list-style-type: none"> ● To understand the reasons why businesses grow or retrench. ● To understand the difference between organic

<ul style="list-style-type: none"> ● Why businesses set objectives ● The measurement and importance of profit ● Reasons for choosing different forms of business and for changing business form ● The role of shareholders and why they invest ● Influences on share price and the significance of share price changes ● The effects of ownership on mission, objectives, decisions and performance ● How the external environment can affect costs and demand ● What managers do ● Types of management and leadership styles and influences on these ● The effectiveness of different styles of management and leadership 	<p>objectives and decisions.</p> <ul style="list-style-type: none"> ● To learn about the value of primary and secondary marketing research. ● To learn about the value of sampling. To understand the interpretation of marketing data. ● To understand the value of technology in gathering and analysing data for marketing decision making. ● To understand the interpretation of price and income elasticity of demand data. ● To understand the value of the concepts of price and income elasticity of demand to marketing decision makers. ● To learn about the use of data in marketing decision making and planning. ● To learn about the process and value 	<p>on operational objectives and decisions</p> <ul style="list-style-type: none"> ● To learn about the interpretation of operations data. ● To calculate operations data. ● To understand the importance of capacity. ● To understand the importance of efficiency and labour productivity. ● To learn about how to increase efficiency and labour productivity. ● To understand the benefits and difficulties of lean production. ● To learn about the difficulties increasing efficiency and labour productivity. ● To learn about how to choose the optimal mix of resources. ● To learn about how to utilise capacity efficiently. 	<p>between cash flow and profit.</p> <ul style="list-style-type: none"> ● To understand the distinction between gross profit, operating profit and profit for the year. ● To learn about revenue, costs and profit objectives. ● To learn about cash flow objectives. To learn about objectives for investment (capital expenditure) levels. ● To learn about capital structure objectives. ● To understand external and internal influences on financial objectives and decisions ● To learn how to construct and analyse budgets and cash flow forecasts. ● To understand the value of budgeting. ● To learn how to construct and 	<p>influences on corporate objectives and decisions.</p> <ul style="list-style-type: none"> ● To understand the distinction between strategy and tactics. ● To learn about the links between mission, corporate objectives and strategy. To learn about the impact of strategic decision making on functional decision making. ● To understand the value of SWOT analysis. ● To learn about how to assess the financial performance of a business using balance sheets, income statements and financial ratios. ● To understand the value of financial ratios when assessing performance. ● To learn about how to analyse data other than financial statements to 	<p>and external growth.</p> <ul style="list-style-type: none"> ● To learn about how to manage and overcome the problems of growth or retrenchment. ● To learn about the impact of growth or retrenchment on the functional areas of the business. ● To assess methods and types of growth. ● To learn about the pressures of innovation. ● To understand the value of innovation. ● To learn about ways of becoming an innovative organisation. ● To learn about how to protect innovation and intellectual property. ● To learn about the impact of an innovation strategy on the functional areas of the business ● To learn about reasons for
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<ul style="list-style-type: none"> ● The value of decision making based on data ● (scientific decision making) and on intuition ● The use and value of decision trees in decision making ● Influences on decision making ● The need to consider stakeholder needs when making decisions ● Stakeholder needs and the possible overlap and conflict of these needs ● Influences on the relationship with stakeholders ● How to manage the relationship with different stakeholders 	<p>of segmentation, targeting and positioning.</p> <ul style="list-style-type: none"> ● To learn about the influences on choosing a target market and positioning. ● To understand the elements of the marketing mix (7Ps) ● To learn about the influences on and effects of changes in the elements of the marketing mix. ● To learn about product decisions. ● To learn about pricing decisions. ● To understand decisions about the promotional mix. ● To learn about distribution (place) decisions. ● To learn about decisions relating to other elements of the marketing mix: people, process and physical element. ● To understand the importance of and influences on an 	<ul style="list-style-type: none"> ● To understand how to use technology to improve operational efficiency ● ● To learn about the importance of quality. To learn about methods of improving quality. ● To learn about the benefits and difficulties of improving quality. ● To learn about the consequences of poor quality. ● To learn about the ways and value of improving flexibility, speed of response and dependability. ● To understand how to manage supply to match demand and the value of doing so. ● To learn about the influences on the amount of inventory held. ● To learn about influences on the choice of suppliers. To learn about how to manage the 	<p>interpret break-even charts.</p> <ul style="list-style-type: none"> ● To learn how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost. ● To calculate the value of break-even analysis. ● To learn how to analyse profitability. ● To learn how to analyse timings of cash inflows and outflows. ● To understand the use of data for financial decision making and planning. ● To learn about internal and external sources of finance. ● To understand the advantages and disadvantages of different sources of finance for short- and long-term uses. ● To learn about methods of improving cash flow. 	<p>assess the strengths and weaknesses of a business.</p> <ul style="list-style-type: none"> ● To understand the importance of core competences. ● To learn about assessing short and long-term performance. ● The value of different measures of assessing business performance. ● To learn about the impact of changes in the political and legal environment on strategic and functional decision making. ● To learn about the impact of changes in the UK and the global economic environment on strategic and functional decision making. ● To understand reasons for greater globalisation of business. ● To learn about the importance of 	<p>targeting, operating in and trading with international markets.</p> <ul style="list-style-type: none"> ● To understand factors influencing the attractiveness of international markets. ● To learn about reasons for producing more and sourcing more resources abroad. ● To learn about ways of entering international markets and value of different methods. ● To learn about influences on buying, selling and producing abroad. ● To learn about managing international business including pressures for local responsiveness and pressures for cost reduction. ● To understand the impact of internationalisation for the functional areas of the business.
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	<p>integrated marketing mix.</p> <ul style="list-style-type: none"> ● To understand the value of digital marketing and e-commerce ● To understand the value of setting operational objectives. ● To learn about external and internal influences on operational objectives and decisions. ● To learn about the interpretation of operations data. ● To calculate operations data. ● To understand the importance of capacity. ● To understand the importance of efficiency and labour productivity. ● To learn about how to increase efficiency and labour productivity. ● To understand the benefits and difficulties of lean production. ● To learn about the difficulties 	<p>supply chain effectively and efficiently and the value of this.</p> <ul style="list-style-type: none"> ● To understand the value of outsourcing. 	<ul style="list-style-type: none"> ● To learn about methods of improving profits and profitability. ● To learn about difficulties improving cash flow and profit 	<p>globalisation for business.</p> <ul style="list-style-type: none"> ● To learn about the importance of emerging economies for business. ● To learn about the impact of the social and technological environment on strategic and functional decision making. ● To learn about the pressures for socially responsible behaviour. ● To learn about Porter's five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits. ● To understand financial methods of assessing an investment. ● To learn about the factors influencing investment decisions. 	<ul style="list-style-type: none"> ● To learn about the pressures to adopt digital technology. ● To understand the value of digital technology. ● To learn about the impact of digital technology on the functional areas of the business ● To learn about causes of pressures for change. ● To understand the value of change. ● To understand the value of a flexible organisation. ● To understand the value of managing information and knowledge. ● To learn about barriers to change. ● To learn how to overcome barriers to change. ● To understand the importance of organisational culture. ● To learn about the influences on organisational culture. ● To learn about the reasons for and
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	<p>increasing efficiency and labour productivity.</p> <ul style="list-style-type: none"> ● To learn about how to choose the optimal mix of resources. To learn about how to utilise capacity efficiently. ● To understand how to use technology to improve operational efficiency ● To learn about the importance of quality. To learn about methods of improving quality. ● To learn about the benefits and difficulties of improving quality. ● To learn about the consequences of poor quality. ● To learn about the ways and value of improving flexibility, speed of response and dependability. ● To understand how to manage supply to match demand and the value of doing so. 			<ul style="list-style-type: none"> ● To learn about the value of sensitivity analysis. ● To understand factors influencing which markets to compete in and which products to offer. ● To understand the reasons for choosing and value of different options for strategic direction. ● To learn about how to compete in terms of benefits and price. ● To learn about influences on the choice of a positioning strategy. ● To learn about the value of different strategic positioning strategies. ● To understand the benefits of having a competitive advantage. ● To understand the difficulties of maintaining a competitive advantage. 	<p>problems of changing organisational culture.</p> <ul style="list-style-type: none"> ● To learn how to implement strategy effectively. ● To understand the value of leadership in strategic implementation. ● To understand the value of communication in strategic implementation. ● To understand the importance of organisational structure in strategic implementation. ● To understand the value of network analysis in strategic implementation ● To learn about difficulties of strategic decision making and implementing strategy. ● To learn about planned vs emergent strategy. To understand
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Numeracy: Finance Topics	Numeracy: Market Share Calc	Numeracy: HR Data	Numeracy: Calculations, formulas	Numeracy: Interest Rates	Numeracy: Investment Appraisal
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Enrichment / opportunities to develop cultural capital (including careers, WRL and SMSC): Young Enterprise