Programme of study for Year 12 A Level Business – AQA New Spec

Autumn (1st term)	Autumn (2nd term)	Spring (1st term)	Spring (2nd Term)	Summer (1st term)	Summer (2nd term)
3.1 What is business? Managing marketing and Finance			3.2 Managing people and operations		
Topic / Big Question: **3.1.1 Business and Objectives**	Topic / Big Question: **3.1.3 Marketing management**	Topic / Big Question: **3.1.3 Marketing management**	Topic / Big Question: **3.1.4 Financial management**	Topic / Big Question: **3.2.1 People management**	Topic / Big Question: **3.2.2 Operations management**
Skills (students should be able to do): **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:** **AO2: Apply knowledge and understanding to various business contexts to show how individuals and organisations are affected by and respond to issues** **AO3: 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) To understand why businesses exist. 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	Key Learning Outcomes (students should know): To understand the value of setting marketing objectives. • Purpose and value of market research • value of primary and secondary market research • value of quantitative and qualitative data • meaning and significance of confidence levels and confidence intervals • purpose and value of	Key Learning Outcomes (students should know): • 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 • influences on price: marketing objectives, target market, level of demand, price elasticity of demand, costs, competitors' actions,	Key Learning Outcomes (students should know): To understand the value of setting financial objectives. • 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	Key Learning Outcomes (students should know): To understand the distinction between management and leadership. • 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	Key Learning Outcomes (students should know): To understand the value of setting operational objectives. • 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

• purpose and value of a business plan • meaning and importance of competitiveness • influences on business decisions: objectives, risk, 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 • purpose and value of setting business objectives • characteristics of effective objectives: Specific, Measurable, Accountable, Realistic, Time specific (SMART) sole traders • private limited companies (Ltd) • public limited companies (plc) • co-operative: worker, consumer and producer • social enterprises Issues to consider when comparing forms of business: • control • objectives • sources of finance • distribution	market mapping • influences on how market research is conducted: risk, cost, time, need for reliability • 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,	marketing mix • impact of price on sales volume, revenue and profit margins • methods of pricing: cost based, demand based (penetration pricing, price skimming, dynamic pricing), competition based (premium, going rate, discount) • 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 • 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	functions • how financial decisions affect the competitiveness of a business 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 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	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 • 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 • 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	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 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

of profits • unlimited and limited liability • reasons to buy shares • influences on share price and the significance of share price changes Calculate, interpret and analyse: • market capitalisation • dividends per share • dividend yield • internal stakeholders: employees, owners/ shareholders • external stakeholders: customers, suppliers, other creditors, community, government • the impact of business activity on stakeholders • ethical responsibilities to stakeholders	calculating percentages and percentage changes • 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) • 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 • meaning and significance of marketing objectives: lead generation, sales, market share, brand	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 • influences on the promotional mix • 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	costs on a break-even chart • purpose and value of break-even analysis • 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: increasing revenue and/or decreasing costs • purpose and value of budgeting including zero-based budgeting Calculate, interpret and analyse: • budget variances (adverse and favourable variances) • meaning and significance of payables • meaning and significance of receivables • purpose and value of cash flow forecasting • advantages 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 • meaning and significance of span of control and levels of hierarchy • advantages and disadvantages of tall and flat organisational structures • advantages and disadvantages of centralisation and decentralisation • advantages and disadvantages of restructuring including delayering and centralisation • influences on and impact of different leadership styles: autocratic, democratic, transformational • impact of leadership on individual, team and business performance • purpose and value of employee appraisal •	index numbers, calculating percentages and percentage changes • 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 • 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

	awareness, customer retention, engagement, conversion • influences on the marketing objectives set by a business • influences on, and significance of, the marketing budget • 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 • how marketing decisions affect the competitiveness of a business • 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	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 • purpose, value and challenges of marketing internationally • adapting the marketing mix for international markets • ethical issues in product, promotional and pricing decisions	disadvantages of ways of improving cash flow: debt factoring, shortening payment 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 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	purpose, value and challenges of acquiring, managing, developing and retaining talent • purpose and value of teams • factors influencing the effectiveness of teams: Hackman's model of team effectiveness • benefits and challenges of motivating employees • theories of motivation: Taylor, Maslow and Herzberg Advantages and disadvantages of different methods of financial rewards/remuneration: • wages • salaries • piece rate • commission • performance-related pay • 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 • benefits and challenges of improving employee wellbeing • methods of improving employee	disadvantages of different methods of improving quality • 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 • 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 •

			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 percentages and percentage changes 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 Relative to objectives, competitors, business planning and context of the business Ethical issues with: • tax avoidance • payment terms for customers and suppliers	wellbeing: physical and mental health support services, inclusive work environment, employee voice, flexible working • 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 • 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	increasing or decreasing capacity • advantages and disadvantages of different ways of responding to changes in demand • challenges of not matching supply to demand • 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 • purpose and value of supply chain transparency and supplier third party accreditations • 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 • 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 copyright • 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 • meaning and significance of economies of scale:

					technical, purchasing and financial • meaning and significance of diseconomies of scale: control, communication and coordination • purpose and value of using technology (including AI) in operations: • in inventory management • in supply chain management • in automation to improve competitiveness • purpose and value of a supplier code of conduct and supplier audits Ethical issues in: • sourcing suppliers • product safety • the environmental impact of operations
Autumn Term – centrally planned, standardised and teacher marked piece(s) of work 6 mark Question – What is business 15 mark Question – 3.1 end of topic assessment		Spring Term – centrally planned, standardised and teacher marked piece(s) of work 15 mark Question – Marketing management 6 mark Question – Operations		Summer Term – centrally planned, standardised and teacher marked piece(s) of work 15 mark question – Finance management 6 mark revision question – Human resource management AS Mock paper	
Building understanding: Rationale / breakdown for your sequence of lessons: The sequence of A Level units is based on guidance from AQA which builds on knowledge and business functions to equip students with foundations of the subject before they move to more complex units in Year 13					
Home – Learning: MCQ questions & reading	Home – Learning: MCQ questions & reading	Home – Learning: MCQ questions & reading	Home – Learning: MCQ questions & reading	Home – Learning: Past exam papers	Home – Learning: Past exam papers

Reading / High Quality Text:	AQA Business textbook (Wolinski & Coates), Business review (hard copies in library), business websites and case studies. Full recommended reading list provided to students and students are encouraged to read / watch news as flipped learning.
Numeracy:	Numeracy is developed across units but mainly in 3.1.4 where students learn about the finance of businesses and use formula to make calculations 3.1 – students look at fluctuating interest rates In 3.2 – Marketing, students calculate market value/market share. In 3.2.2 students make calculations for capacity utilisation. In 3.2 students use HR data to make calculations for labour turnover

Enrichment / opportunities to develop cultural capital (including careers, WRL and SMSC):

In Year 12, students are offered the Young Enterprise programme where they set up and run their own businesses. This allows to build cultural capital and leadership skills as well as put theory from lessons into practice. In each unit, various careers are discussed and HR is focussed on the importance of people and why it is important for businesses to have diverse workforce.

Our hope is for FHS Business students to become informed consumers, employees, managers, and entrepreneurs of the future. The transferable skills gained through studying business would equip them to enter a wide range of careers. Studying business will lead to students becoming more informed citizens, consumers, employees, future employers and entrepreneurs. Studying Business can lead to specific job roles in:
● Business Development ● Marketing ● Recruitment ● Banking and finance ● Administration ● Accounting and Finance ●