



The progressive, inclusive curriculum 'skills, knowledge and concepts: literacy, life skills and enrichment'

# Sept 2021-22 CURRICULUM MAP – AQA A LEVEL Year 12

| AUTUMN TERM<br>(15 WEEKS)   | ADVANCED STAGE   | SPRING TERM<br>(12 WEEKS)   | ADVANCED STAGE   | SUMMER TERM<br>(13 WEEKS)   | ADVANCED STAGE  |
|---|--|---|--|---|---|
| <p><b>3.1 WHAT IS BUSINESS?</b></p> <ul style="list-style-type: none"> <li>o Business Objectives</li> <li>o Mission Statements</li> <li>o Variable and Fixed Costs</li> <li>o Limited and Unlimited Liability</li> <li>o Different Forms of Business</li> <li>o Private and Public Sector Organisations</li> <li>o Shares, Share Prices and Market Capitalisation</li> <li>o Revenue and Demand</li> </ul> <p><b>3.2 MANAGEMENT, LEADERSHIP AND DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>o Roles of Managers</li> <li>o Tannenbaum Schmidt Continuum (Key Model)</li> <li>o Blake Mouton Managerial Grid (Key Model)</li> <li>o Effectiveness of Different Styles of Management and Leadership</li> <li>o Scientific Decision Making o Risks, Rewards, Uncertainty and Opportunity Cost o Decision Trees</li> <li>o Influences on Decision Making</li> <li>o Role and Importance of Stakeholders o Stakeholder Mapping (Key Model)</li> <li>o E-commerce</li> </ul> | <p><b>Units (1/2)</b><br/>Application of theories to the real world, through examination questions.<br/>Use of financial times &amp; Business week.</p> <p><b>Feedforward</b><br/><i>Evaluation of homework, workbooks and classwork</i></p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Reading FT/ Business weekly articles set on MS TEAMS and Ceotalk Podcasts available free to listen</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge and application are the focus</li> </ul> <p><b>Assessments:</b></p> <p>Half termly test up to 3.1.2<br/>December Mocks up to 3.2.6</p> | <p><b>3.3 DECISION MAKING TO IMPROVE MARKETING PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>o Marketing Objectives</li> <li>o Internal &amp; External Influences on Marketing Objectives</li> <li>o Marketing Research - Secondary</li> <li>o Marketing Research - Primary</li> <li>o Marketing Research - Quantitative and Qualitative</li> <li>o Marketing Research - Sampling</li> <li>o Market Size, Growth and Market Share</li> <li>o Positive and Negative Correlation</li> <li>o Confidence Intervals</li> <li>o Extrapolation</li> <li>o Price Elasticity of Demand</li> <li>o Income Elasticity of Demand o Use of Data in Marketing Decision Making</li> <li>o Technology and Marketing Decision Making</li> <li>o Market Mapping (Key Model)</li> <li>o Market Segmentation</li> <li>o Niche and Mass Markets o Extended Marketing Mix - 7p's (Key Model)</li> <li>o Consumer Goods and Industrial Goods o Boston Matrix (Key Model)</li> <li>o Product Life Cycle (Key Model)</li> <li>o Influences on and Value of New Product Development</li> <li>o Penetration Pricing</li> <li>o Price Skimming</li> <li>o Branding</li> <li>o Promotional Decisions</li> <li>o Multichannel Distribution</li> <li>o Digital Marketing</li> </ul> <p><b>3.4 DECISION MAKING TO IMPROVE OPERATIONAL PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>o Operational Objectives</li> <li>o Internal &amp; External Influences on Operational Objectives</li> <li>o Labour Productivity</li> <li>o Unit Costs</li> <li>o Economies of Scale</li> <li>o Diseconomies of Scale</li> <li>o Capacity &amp; Capacity Utilisation</li> <li>o Efficiency and Productivity</li> <li>o Lean Production</li> <li>o Operations Resource Mix</li> <li>o Capital and Labour Intensive Processes</li> <li>o Technology and Operational Efficiency</li> <li>o Quality</li> <li>o Flexible Operations / Mass Customisation o Outsourcing o Producing to Order</li> <li>o Inventory Management</li> <li>o Inventory Control Charts o Suppliers &amp; Supply Chain</li> </ul> | <p><b>Units (3/4)</b><br/>Deeper question and theory analysis, applying to the events. Developing theory and questioning the assumptions to the models. How to illustrate economic growth and understanding the decision's made to improve company performance.</p> <p><b>Feedforward</b><br/><i>Evaluation of homework, workbooks and classwork. Use end of term results to add context and application to topics learned.</i></p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Recognising real world impact on their life as a consumer and future employee and economic agents. Irrationality and decision making.<br/>Reading FT/ Business weekly articles set on MS TEAMS and CEO cast Podcasts available free to listen</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1 &amp; 2)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge and application are the focus</li> </ul> <p><b>Assessments:</b><br/>January assessment Paper 1 (Will be catered towards the topics learnt)</p> | <p><b>3.5 DECISION MAKING TO IMPROVE FINANCIAL PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>o Financial Objectives</li> <li>o Internal &amp; External Influences on Financial Objectives</li> <li>o Profit and Profitability</li> <li>o Cash Flow Objectives</li> <li>o Capital Structure</li> <li>o Budgets and Budgeting o Variance Analysis</li> <li>o Break-even Analysis</li> <li>o Ratio Analysis - Gross Profit &amp; Gross Margin</li> <li>o Ratio Analysis - Operating Profit &amp; Operating Margin</li> <li>o Payables</li> <li>o Receivables</li> <li>o Sources of Finance - Debt Factoring</li> <li>o Sources of Finance - Bank Overdrafts</li> <li>o Sources of Finance - Bank Loans</li> <li>o Sources of Finance - Retained Profits</li> <li>o Sources of Finance - Share Capital</li> <li>o Sources of Finance - Venture Capital</li> <li>o Methods of Improving Cash Flow</li> <li>o Methods of Improving Profitability</li> </ul> <p><b>3.6 DECISION MAKING TO IMPROVE HUMAN RESOURCE PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>o Human Resource Objectives</li> <li>o Internal &amp; External Influences on Human Resource Objectives</li> <li>o Soft &amp; Hard HRM</li> <li>o Labour Turnover</li> <li>o Labour Productivity</li> <li>o Job Design - Hackman and Oldham (Key Model)</li> <li>o Flexible Working</li> <li>o Organisational Design - Authority, Span &amp; Hierarchy</li> <li>o Organisational Design - Delegation</li> <li>o Organisational Design - Centralisation &amp; Decentralisation</li> <li>o Human Resource Flow</li> <li>o Motivation Theories - Taylor</li> <li>o Motivation Theories - Maslow</li> <li>o Motivation Theories - Herzberg</li> <li>o Financial Methods of Motivation</li> <li>o Non-Financial Methods of Motivation</li> <li>o Employer - Employee Relations</li> </ul> | <p><b>Units (5/6)</b><br/><b>Feedforward</b><br/><i>Evaluation of homework, workbooks and classwork.</i> Use January mock (Paper 1) results to add context and application to topics learned. Advance case studies and exam technique frequently.</p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Creating revision resources<br/>Recognising real world impact on their life as a consumer and future employee</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1 &amp; 2)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge and application are the focus</li> </ul> <p><b>Assessments:</b><br/><b>Half Term test ( Through topics 1/4)</b><br/>End of term Paper 1 and 2 with MCQ's. This will once again be catered to the topics taught. (Questions will be from Topic 1/6 only)</p> |



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|--|--|--|--|--|---|
| <p><b>3.7 ANALYSING THE STRATEGIC POSITION OF A BUSINESS</b></p> <ul style="list-style-type: none"> <li>o Influences on the Mission of a Business</li> <li>o Internal &amp; External Influences on Corporate Objectives</li> <li>o Strategy &amp; Tactics</li> <li>o SWOT Analysis (Key Model)</li> <li>o Financial Ratios - Return on Capital Employed (ROCE)</li> <li>o Financial Ratios - Current Ratio</li> <li>o Financial Ratios - Gearing</li> <li>o Financial Ratios - Payables Days</li> <li>o Financial Ratios - Receivables Days</li> <li>o Financial Ratios - Inventory Turnover</li> <li>o Value of Financial Ratios in Assessing Performance</li> <li>o Core Competencies (Key Model)</li> <li>o Assessing Performance: Short-termism v Long-term</li> <li>o Kaplan &amp; Norton's Balanced Scorecard (Key Model)</li> <li>o Elkington's Triple Bottom Line (Key Model)</li> <li>o Competition Legislation</li> <li>o Labour Market Legislation</li> <li>o Environmental Legislation</li> <li>o Economic Environment: Economic Growth (GDP)</li> <li>o Economic Environment: Exchange Rates</li> <li>o Economic Environment: Inflation</li> <li>o Economic Environment: Fiscal &amp; Monetary Policy</li> <li>o Open Trade &amp; Protectionism</li> <li>o Globalisation</li> <li>o Emerging Economies</li> <li>o Urbanisation and Migration</li> <li>o Consumer Lifestyle and Buying Behaviour</li> <li>o Growth of Online Businesses</li> <li>o Corporate Social Responsibility (CSR)</li> <li>o Carroll's CSR Pyramid (Key Model)</li> <li>o Stakeholder v Shareholder Concept</li> <li>o Technological Change and Strategy</li> <li>o Porter's Five Forces (Key Model)</li> <li>o Investment Appraisal - Payback Period</li> <li>o Investment Appraisal - Average Rate of Return (ARR)</li> <li>o Investment Appraisal - Net Present Value (NPV)</li> <li>o Factors Influencing Investment Decisions</li> <li>o Sensitivity Analysis</li> </ul> | <p><b>Units (7)</b></p> <p><b>Feedforward</b><br/><i>Evaluation of homework, workbooks and classwork.</i> Use last mock paper results to add context and application to topics learned. Advance case studies and exam technique frequently.</p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Creating revision resources<br/>Recognising real world impact on their life as a consumer and future employee and economic agents. Irrationality and decision making.<br/>Reading FT/ Business week articles set on MS TEAMS and CEOcast Podcasts available free to listen</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1,2 &amp; 3)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge, analysis, application &amp; evaluation are the focus</li> </ul> <p><b>Assessments:</b><br/>Half term test – (Topic 7)<br/>End of term (November mocks) Unit 1 &amp; 2 Paper written paper.</p> | <p><b>3.8 CHOOSING STRATEGIC DIRECTION</b></p> <ul style="list-style-type: none"> <li>o Ansoff's Matrix (Key Model)</li> <li>o Bowman's Strategy Clock (Key Model)</li> <li>o Porter's Generic Strategies (Key Model)</li> <li>o Influences on the Choice of Strategic Positioning</li> <li>o Competitive Advantage</li> </ul> <p><b>3.9 STRATEGIC METHODS – HOW TO PURSUE STRATEGIES</b></p> <ul style="list-style-type: none"> <li>o Organic and External Growth</li> <li>o Retrenchment</li> <li>o Economies of Scope</li> <li>o Experience Curve (Key Model)</li> <li>o Synergy</li> <li>o Overtrading</li> <li>o Greiner's Model of Growth (Key Model)</li> <li>o Mergers &amp; Takeovers</li> <li>o Franchising</li> <li>o Types of Integration</li> <li>o Innovation</li> <li>o Kaizen</li> <li>o Research &amp; Development</li> <li>o Intrapreneurship</li> <li>o Benchmarking</li> <li>o Protecting Innovation: Patents and Copyrights</li> <li>o Impact of Innovation on the Functional Areas of Business</li> <li>o Methods of Entering International Markets</li> <li>o Factors Influencing the Attractiveness of International Markets</li> <li>o Offshoring / Reshoring</li> <li>o Multinationals</li> <li>o Bartlett &amp; Ghoshal's Model of International Strategy (Key Model)</li> <li>o Digital Technology - Big Data</li> <li>o Digital Technology - Data Mining</li> <li>o Digital Technology - Enterprise Resource Planning</li> <li>o Value of Digital Technology &amp; Pressure to Adopt It</li> <li>o Impact of Digital Technology on the Four Functional Areas</li> </ul> | <p><b>Units (8/9)</b></p> <p><b>Feedforward-</b><br/><i>Evaluation of homework, workbooks and classwork.</i> Use November mock (Paper 1 &amp; 2) results to add context and application to topics learned. Advance case studies and exam technique frequently.</p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Creating revision resources</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1,2 &amp; 3)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge, analysis, application &amp; evaluation are the focus</li> </ul> <p><b>Assessments:</b><br/><b>Paper 1, 2 and 3 Final Examinations Scheduled for February mocks</b></p> | <p><b>3.10 MANAGING STRATEGIC CHANGE</b></p> <ul style="list-style-type: none"> <li>o Causes and Types of Change</li> <li>o Value of Change</li> <li>o Lewin's Force Field Analysis (Key Model)</li> <li>o Flexible Organisations</li> <li>o Restructuring</li> <li>o Delaying</li> <li>o Flexible Working</li> <li>o Organic Structures &amp; Mechanistic Structures</li> <li>o Kotter &amp; Schlesinger: Resistance to Change (Key Model)</li> <li>o Kotter &amp; Schlesinger: Overcoming Resistance to Change (Key Model)</li> <li>o Handy's Four Classifications of Organisational Culture (Key Model)</li> <li>o Hofstede's Six Dimensions of International Culture (Key Model)</li> <li>o Importance of Organisational Culture</li> <li>o Influences on the Organisational Culture of a Business</li> <li>o Reasons for Changing Organisational Culture</li> <li>o Problems of Changing Organisational Culture</li> <li>o Value of Leadership in Strategy Implementation</li> <li>o Value of Communication in Strategy Implementation</li> <li>o Importance of Organisational Structure in Strategy Implementation</li> <li>o Network Analysis (Critical Path Analysis)</li> <li>o Planned versus Emergent Strategy</li> <li>o Strategic Drift (Key Model)</li> <li>o Divorce Between Ownership &amp; Control</li> <li>o Corporate Governance</li> <li>o Strategic Planning</li> <li>o Contingency Planning</li> </ul> | <p><b>Units (10)</b></p> <p><b>Feedforward-</b><br/><i>Evaluation of homework, workbooks and classwork.</i> Use February mock (Paper 1, 2 &amp; 3) results to add context and application to topics learned. Advance case studies and exam technique frequently.</p> <p><b>Based on individual RAG of units, exam practice.</b></p> <p><b>Feedforward- Examination practice and feedback, use of examiner reports.</b></p> <p><b>Enrichment/life and work skills</b><br/>Group work/collaboration<br/>Research skills<br/>Creating revision resources</p> <p><b>Content skills-</b></p> <ul style="list-style-type: none"> <li>• Retaining Long term memory</li> <li>• Numeracy skills</li> <li>• Application of context</li> <li>• Analysis</li> <li>• Knowledge/ real life case study analysis</li> <li>• Quantitative tests-</li> <li>• Use of Tutor2U knowledge blasts</li> <li>• PECAN focus and PIE-feedforward</li> </ul> <p><b>Pre assessment-</b></p> <ul style="list-style-type: none"> <li>• Practicing exam questions (Paper 1,2 &amp; 3)</li> <li>• Practicing MCQ Questions (Paper 1)</li> <li>• Mini end of unit tests</li> <li>• Knowledge, analysis, application &amp; evaluation are the focus</li> </ul> <p><b>Assessments:</b><br/><b>Paper 1, 2 and 3 Final Examinations – In class tests before actual exams due to take place in summer.</b></p> |