

What are the aims and intentions of this curriculum?

The following document offers a guide for the A-level Business course, covering all the sections and sub-sections in a logical order to be taught by two teachers, including opportunities to develop the necessary set of skills required for interacting with the business world. Guidance is given about any prior knowledge which is helpful or required. The order is by no means prescriptive and there are many alternative ways in which the content could be organised. Time has been built in for assessment activities and revision but all timings are approximate.

Highlighted in green are links to PSHE in the curriculum

Highlighted in blue are links to Careers in the curriculum

Term	Topics	Knowledge and key terms	Skills developed	Assessment
Autumn 1	<p>3.7.1 Mission, corporate objectives and strategy</p> <p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p>	<ul style="list-style-type: none"> • Business mission • Corporate objectives • Short termism • The distinction between strategy and tactics • The links between mission, corporate objectives and strategy • SWOT analysis <ul style="list-style-type: none"> • Financial ratio analysis to include: <ul style="list-style-type: none"> ○ profitability (return on capital employed) ○ liquidity (current ratio) ○ gearing ○ efficiency ratios: payables days, receivables 	<ul style="list-style-type: none"> • To learn about influences on the mission of a business. • To learn about internal and external influences on corporate objectives and decisions. • 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. (PSHE Respectful relationships, including friendships) • To understand the value of SWOT analysis. • Links to careers: business owner, entrepreneur, board director, senior management, management consultant • 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 	<p>Formative</p> <p>Weekly research Worksheets Homework Peer assessment Student presentations Self-marking exercises</p> <p>Summative</p> <p>Exam style questions and essays. End of term test.</p>

3.8.1 Strategic direction: choosing which markets to compete in and what products to offer

- days, inventory turnover
- Data may be analysed over time or in comparison with other businesses.
- Strategic direction to include the Ansoff matrix and value of:
 - market penetration
 - market development
 - new product development
 - diversification

3.8.2 Strategic positioning: choosing how to compete

- Strategic positioning to include:
 - Porter's low cost, differentiation and focus strategies
 - Bowman's strategic clock.

Links to careers: business owner, entrepreneur, management consultant, accountant, data analyst

- To understand factors influencing which markets to compete in and which products to offer. **(PSHE Respectful relationships, including friendships)**
- To understand the reasons for choosing and value of different options for strategic direction.

Links to careers: business owner, entrepreneur, board director, senior management, management consultant, marketing, procurement

- 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. **(PSHE Respectful relationships, including friendships)**

Links to careers: business owner, entrepreneur, board director, senior management, management consultant

3.9.1 Assessing a change in scale

- Types of growth to include organic and external
- Issues with growth should include:
 - economies of scale (including technical, purchasing and managerial)
 - economies of scope
 - diseconomies of scale
 - the experience curve
 - synergy
 - overtrading.
- Issues with managing growth should include Greiner’s model of growth
- Methods of growth to include mergers, takeovers,
- ventures, franchising.
- Types of growth to include vertical (backward and forward), horizontal and conglomerate integration

- To understand the reasons why businesses grow or retrench.
- To understand the difference between organic and external growth.
- 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.

Links to careers: business owner, entrepreneur, board director, senior management, management consultant, marketing, human resources, finance

3.9.2 Assessing innovation

- Types of innovation should include product and process innovation.
- Ways of becoming innovative include:
 - Kaizen
 - research and development
 - intrapreneurship
 - benchmarking
- Ways of protecting intellectual property include patents and copyrights

- 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. **(PSHE Respectful relationships, including friendships)**

Links to careers: business owner, entrepreneur, board director, senior management,

<p>Autumn 2</p>	<p>3.9.3 Assessing internationalisation</p>	<ul style="list-style-type: none"> • Methods of entering international markets include: <ul style="list-style-type: none"> ○ export ○ licensing ○ alliances ○ direct investment. • Decisions regarding producing overseas include off-shoring and re-shoring. • Targeting overseas markets may include being a multinational. 	<p>management consultant, marketing, patent lawyer</p> <ul style="list-style-type: none"> • To learn about reasons for targeting, operating in and trading with international markets. (PSHE Respectful relationships, including friendships) • To understand factors influencing the attractiveness of international markets. • To learn about reasons for producing more and sourcing more resources abroad. • To understand ways of entering international markets and value of different methods • To understand Influences on buying, selling and producing abroad <p>Links to careers: business owner, entrepreneur, management consultant, sales and marketing, procurement</p>	
	<p>3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis (cont.)</p>	<ul style="list-style-type: none"> • Financial ratio analysis to include: <ul style="list-style-type: none"> ○ profitability (return on capital employed) ○ liquidity (current ratio) ○ gearing ○ efficiency ratios: payables days, receivables ○ days, inventory turnover • Data may be analysed over time or in comparison with other businesses. 	<ul style="list-style-type: none"> • 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 (PSHE Respectful relationships, including friendships) <p>Links to careers: business owner, entrepreneur, board director, senior management, accountant, banker</p>	<p>Formative Weekly research Worksheets Homework Peer assessment Student presentations Self-marking exercises</p> <p>Summative Exam style questions Post 16 trial exam.</p>
	<p>3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</p>	<ul style="list-style-type: none"> • To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business. • 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. 	<ul style="list-style-type: none"> • Kaplan and Norton’s Balanced Scorecard model • Elkington’s Triple Bottom line (Profit, People, Planet). • The political and legal environment should include a broad understanding of the scope and effects of UK and EU law related to competition, the labour market and environmental legislation. 	

3.9.3 Assessing internationalisation (cont)

Targeting overseas markets may include being a multinational. Managing international business includes Bartlett and Ghoshal's international, multi-domestic, transnational and global strategies.

- The impact of UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade. **(PSHE Respectful relationships, including friendships)**

Links to careers: business owner, entrepreneur, board director, senior management, management consultant, lawyer, accountant

- 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 **(PSHE Respectful relationships, including friendships)**

3.9.4 Assessing greater use of digital technology

- Digital technology should include e-commerce, big data, data mining and enterprise resource planning (ERP)

- To understand the pressures to adopt digital technology
- To understand the value of digital technology
- To understand the impact of digital technology on the functional areas of the business **(PSHE Online and media)**
- To understand the causes of and pressures for change

Links to careers: business owner, entrepreneur, management consultant, data analyst, IT

3.10 Managing strategic change
3.10.1 Managing change

- Types of change include:
 - internal change
 - external change
 - incremental change
 - disruptive change.
- Managing change should include: Lewin's force field analysis.
- Flexible organisations include:
 - restructuring
 - delayering
 - flexible employment contracts

- To understand the value of change
- To understand the value of a flexible organisation
- To understand the value of managing information and knowledge
- To understand the barriers to change
- To understand how to overcome barriers to change **(PSHE Respectful relationships, including friendships)**

Spring 1

	<ul style="list-style-type: none"> ○ organic structures v mechanistic ○ knowledge and information management. ● Kotter and Schlesinger’s four reasons for resistance to change. ● Kotter and Schlesinger's six ways of overcoming resistance to change 	<p>Links to careers: business owner, entrepreneur, board director, senior management, management consultant, human resources</p>	
<p>3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change</p> <p>3.7.5 Analysing the external environment to assess opportunities and threats: economic change</p>	<ul style="list-style-type: none"> ● The political and legal environment should include a broad understanding of the scope and effects of UK and EU law related to competition, ● the labour market and environmental legislation. ● The impact of UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade. ● Economic factors to include: <ul style="list-style-type: none"> ● GDP ● Taxation ● Exchange rates ● Inflation ● Fiscal and monetary policy ● More open trade vs protectionism. ● Ability to understand economic data, interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business. 	<ul style="list-style-type: none"> ● To learn about the impact of changes in the political and legal environment on strategic and functional decision making. (PSHE Respectful relationships, including friendships) <p>Links to careers: business owner, entrepreneur, management consultant, lawyer</p> <ul style="list-style-type: none"> ● To learn about the impact of changes in the UK and the global economic environment on strategic and functional decision making. (PSHE Respectful relationships, including friendships) ● To understand reasons for greater globalisation of business. ● To learn about the importance of globalisation for business. ● To learn about the importance of emerging economies for business. <p>Links to careers: business owner, entrepreneur, board director, senior management, management consultant, economist</p>	<p>Formative Weekly research Worksheets Homework Peer assessment Student presentations Self-marking exercises</p> <p>Summative Exam style questions and essays. End of term test.</p>
<p>3.10.2 Managing organisational culture</p>	<p>Cultural models should include:</p> <ul style="list-style-type: none"> ● Handy’s task culture, role culture, power culture and person culture ● Hofstede’s national cultures. 	<ul style="list-style-type: none"> ● 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 	

3.10.3. Managing strategic implementation

- Organisational structures to include: functional, product based, regional and matrix structure.
- Network analysis to include:
 - understanding and interpreting network diagrams
 - amendment of network diagrams
 - identifying the critical path and total float

3.10.4 Problems with strategy and why strategies fail

The effect of the divorce between ownership and control to include corporate governance.

pressures for local responsiveness and pressures for cost reduction. **(PSHE Respectful relationships, including friendships)**

- To understand the importance of organisational culture.
- To learn about the influences on organisational culture. **(PSHE Respectful relationships, including friendships)**
- To learn about the reasons for and problems of changing organisational culture.
- To learn how to implement strategy effectively.

Links to careers: business owner, entrepreneur, board director, senior management, management consultant, human resources

- To understand the value of leadership in strategic implementation. **(PSHE Family)**
- 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.

Links to careers: business owner, entrepreneur, board director, senior management, management consultant, business operations, project management

- To understand the difficulties of strategic decision making and implementing strategy
- To understand planned v emergent strategy
- To understand reasons for strategic drift
- To understand the possible effect of the divorce between ownership and control
- To evaluate strategic performance
- To understand the value of strategic planning

Spring 2

3.7.6 Analysing the external environment to assess opportunities and threats: social and technological

- Social changes to include demographic changes and population movements such as:
 - Urbanisation and migration
 - Changes in consumer lifestyle and buying behaviour
 - The growth of online businesses. The social environment to include Corporate Social Responsibility (CSR) and:
 - The reasons for and against CSR
 - The difference between the stakeholder v shareholder concept
 - Carroll’s Corporate Social Responsibility pyramid.
 - Technological change should include
 - The impact of technological change on functional areas and strategy

- To understand the value of contingency planning
Links to careers: business owner, entrepreneur, management consultant, business operations, project management

3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment

- An understanding of the five forces to include:
 - entry threat (barriers to entry)
 - buyer power • supplier power
 - rivalry
 - substitute threat.
- You should consider how the five forces shape competitive strategy.

- To learn about the impact of the social and technological environment on strategic and functional decision making. **(PSHE Online and Media)**
- To learn about the pressures for socially responsible behaviour.
Links to careers: business owner, entrepreneur, board director, senior management, management consultant, IT

- 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 **(PSHE Respectful relationships, including friendships)**
Links to careers: business owner, entrepreneur, board director, senior management, management consultant, sales and marketing, procurement

3.7.8 Analysing strategic options: investment appraisal

- To understand financial methods of assessing an investment.

Formative
 Weekly research
 Worksheets
 Homework
 Peer assessment
 Student presentations
 Self-marking exercises
 Revision
Summative
 Exam style questions
 Post 16 trial exam.

	Revision of Yr 1 content	<ul style="list-style-type: none"> • Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value. • Factors to include investment criteria, nonfinancial factors, risk and uncertainty 	<p>Links to careers: business owner, entrepreneur, board director, senior management, management consultant, project management, accounting/finance</p>	
Summer 1	3.7.8 Analysing strategic options: investment appraisal (cont) Revision of Yr 1 and 2 content	<ul style="list-style-type: none"> • Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value. • Factors to include investment criteria, nonfinancial factors, risk and uncertainty 	<ul style="list-style-type: none"> • To learn about the factors influencing investment decisions. (PSHE Respectful relationships, including friendships) • To learn about the value of sensitivity analysis. <p>Links to careers: business owner, entrepreneur, board director, senior management, management consultant, project management, accounting/finance</p>	<p>Formative Weekly research Worksheets Homework Peer assessment Student presentations Self-marking exercises</p> <p>Summative Weekly exam paper,</p>