



## Archbishop Beck Catholic College

### KS5 Scheme of Work

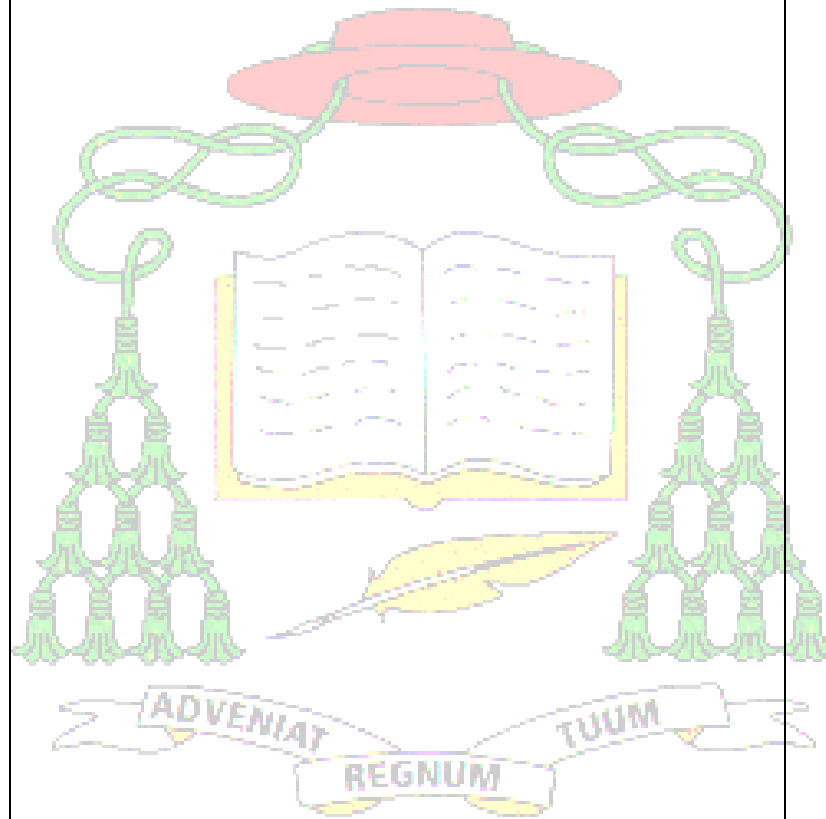
#### Year 12 A Level Business



Lesson Sequencing	The High 5 lesson : to be used throughout year	Further learning opportunities
<p>3.1 What is business?</p> <ul style="list-style-type: none"> <li>• Why Businesses Exist</li> <li>• Mission, Aims and Objectives</li> <li>• Revenue, Cost and Profit</li> <li>• Different Forms of Business</li> <li>• Role of Shareholders</li> <li>• Business and the External Environment</li> </ul> <p>3.2 Managers, leadership and decision making</p> <ul style="list-style-type: none"> <li>• Management and Leadership</li> <li>• Management Decision Making</li> <li>• Decision Trees</li> <li>• Stakeholders and Decision Making</li> </ul> <p>3.3 Decision making to improve marketing performance</p> <ul style="list-style-type: none"> <li>• Value of setting marketing objectives</li> <li>• External and internal influences on marketing objectives and decisions</li> <li>• Value of Primary and secondary research and sampling</li> <li>• Interpretation of marketing data</li> <li>• Value of technology</li> <li>• Price and income elasticity of demand (Interpretation of, value for decision making)</li> </ul>	<p><b>Consolidation:</b> Tasks to support prior learning including past exam questions, knowledge quizzes, mind maps, discussion tasks, assessment of exemplar answers with the use of peer and self-assessment.</p> <p><b>Modelling:</b> Focus on scaffolding extended questions AO1, AO2, and AO3 criteria. Scaffolding with the use of exemplar coursework task examples, exemplar answers and mark schemes for examination units. Teacher led to start with then in groups, pairs and individually with the use of notes to support independence as confidence increases.</p> <p><b>Response and Feedback:</b> Q &amp; A, oral feedback to whole class and individuals, written feedback on coursework tasks, improvement tasks, extension tasks, peer improvement tasks, detailed marking of written tasks, next step marking.</p> <p><b>Challenge:</b> use of relevant extension tasks, use of model answers and examples of past examination responses to challenge the students to evaluate the question so looking at AO4. Independent research of tasks using online resources such as tutor2u and Hodder Dynamic Learning. Challenge tasks set in response and feedback if appropriate.</p> <p><b>Independence:</b> Research homework tasks which include examination questions and case studies, coursework tasks for both the internally and</p>	<p><b>Extension</b> directed questioning, extended questions focus on all topics, use of authentic texts, increased use of extended vocabulary, and focus on key vocabulary, challenge activities incorporated into response and feedback, peer support and self-assessment.</p> <p>Use of Tutor2u and Hodder Dynamic Online Learning resources</p> <p>Exam</p> <p>Exam/revision booklets created to support independent learning.</p>

- Use of data in marketing decisions and planning
- Elements of the marketing mix
- Influence of changes to each element  
Product, Price, Promotion, Place decisions
- Decisions relating to other elements of the marketing mix (people, process and physical environment)
- Importance of and influences on an integrated marketing mix
- Value of digital marketing and ecommerce

externally assessed units, self and peer assessment.



### 3.4 Decision making to improve operational performance

- The value of setting operational objectives
- External and internal influences on operational objectives and decisions
- Interpretation of operations data and calculations
- Use of data in planning and decision making
- Importance of capacity
- labour efficiency and labour productivity (Importance of, benefits, difficulties)
- Lean production. JIT operations
- Use of technology to improve operational efficiency
- Improving Quality (importance of, methods of improving and benefits and difficulties)
- Ways and value of improving flexibility, speed of response and dependability

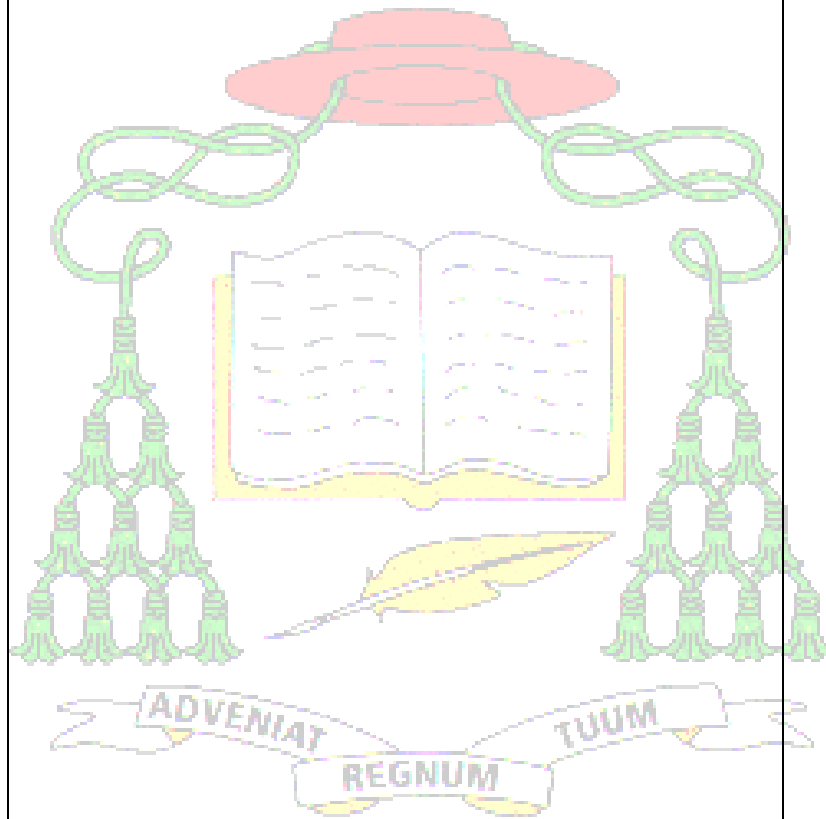
- Managing supply to match demand
- Influences of inventory held, choice of suppliers
- Managing the supply chain, Outsourcing

### 3.5 Decision making to improve financial performance

- Financial objectives
- Profit improvement
- Profit measurement
- Cash flow and cash flow forecasting
- Budgeting
- Break Even
- Sources of Finance
- Case study and examination preparation.

### 3.6 Decision making to improve human resource performance

- HR Objectives
- HR Performance
- HR Organisational design
- HR Motivational theorists
- HR Motivation in practice
- HR Flow
- HR Employer-employee relations





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#### Year 13 A Level Business



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<p>3.7 Analysing the strategic position of a business</p> <ul style="list-style-type: none"> <li>• Mission statements</li> <li>• Objectives and strategy</li> <li>• SWOT</li> <li>• Non-financial performance measures</li> <li>• Core Competences</li> <li>• Kaplan and Norton's Balanced Scorecard</li> <li>• Elkington's TBL.</li> <li>• Business and the Legal Environment               <ul style="list-style-type: none"> <li>○ Environmental</li> <li>○ Competition</li> <li>○ Employment Law</li> </ul> </li> <li>• Business and the Economy</li> <li>• Exchange Rates</li> <li>• Inflation</li> <li>• Emerging Markets</li> <li>• Globalisation</li> <li>• Government Policy and the Economy               <ul style="list-style-type: none"> <li>○ Fiscal v Monetary</li> <li>○ Protectionism</li> </ul> </li> <li>• Social and Technological Change</li> <li>• CSR</li> <li>• Social Urbanisation</li> <li>• The Competitive Environment</li> </ul>	<p><b>Consolidation:</b> Tasks to support prior learning including past exam questions, knowledge quizzes, mind maps, discussion tasks, assessment of exemplar answers with the use of peer and self-assessment.</p> <p><b>Modelling:</b> Focus on scaffolding extended questions AO1, AO2, and AO3 criteria. Scaffolding with the use of exemplar coursework task examples, exemplar answers and mark schemes for examination units. Teacher led to start with then in groups, pairs and individually with the use of notes to support independence as confidence increases.</p> <p><b>Response and Feedback:</b> Q &amp; A, oral feedback to whole class and individuals, written feedback on coursework tasks, improvement tasks, extension tasks, peer improvement tasks, detailed marking of written tasks, next step marking.</p> <p><b>Challenge:</b> use of relevant extension tasks, use of model answers and examples of past examination responses to challenge the students to evaluate the question so looking at A04. Independent research of tasks using online resources such as tutor2u and Hodder Dynamic Learning.</p> <p>Challenge tasks set in response and feedback if appropriate.</p> <p><b>Independence:</b> Research homework tasks which</p>	<p><b>Extension</b> directed questioning, extended questions focus on all topics, use of authentic texts, increased use of extended vocabulary, and focus on key vocabulary, challenge activities incorporated into response and feedback, peer support and self-assessment.</p> <p>Use of Tutor2u and Hodder Dynamic Online Learning resources</p> <p>Exam</p> <p>Exam/revision booklets created to support independent learning.</p>

- Porters 5 Forces
- Investment Appraisal
  - Payback
  - ARR
  - NPV

### 3.8 Choosing strategic direction

- Strategic Direction
- Ansoff's Matrix
- Strategic Positioning
- Bowman's Strategic Clock
- Porters Strategies
- Competitive Advantage

### 3.9 Strategic methods: how to pursue strategies

#### Assessing a change in scale

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.

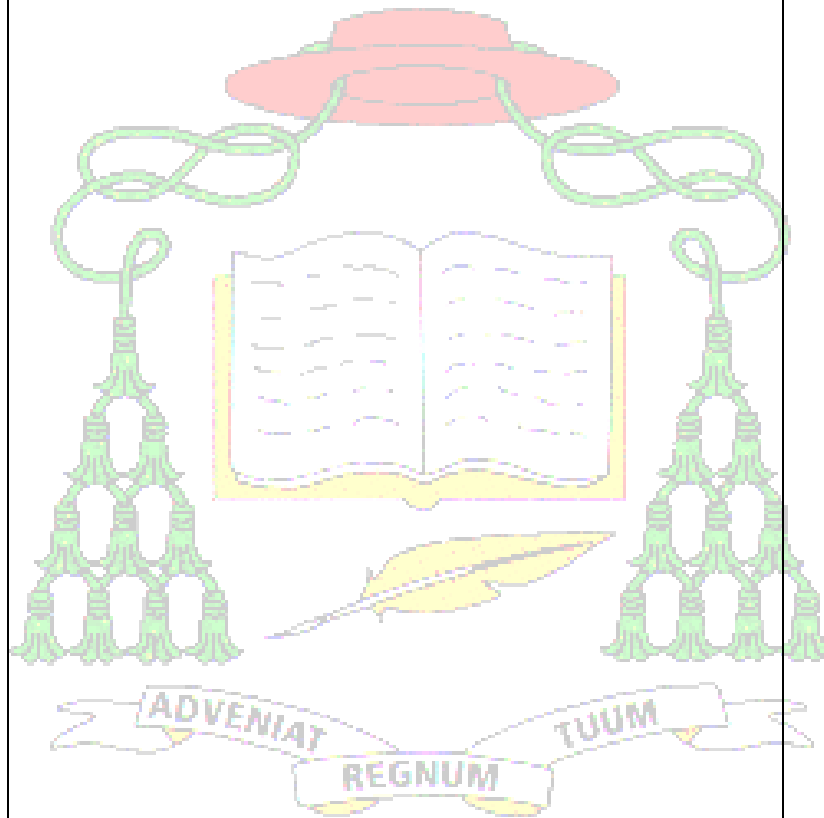
To assess methods and types of growth.

#### Assessing innovation

To learn about the pressures of innovation.

To understand the value of innovation.

include examination questions and case studies, coursework tasks for both the internally and externally assessed units, self and peer assessment.



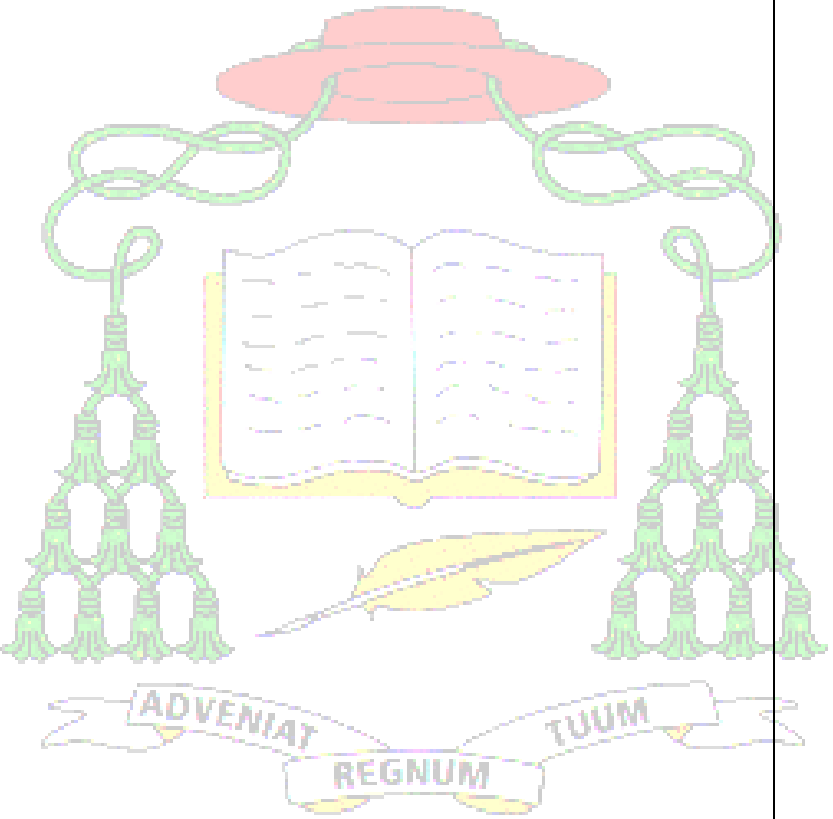
To learn about ways of becoming an innovative organisation.  
To learn about how to protect innovation and intellectual property.  
To learn about the impact of an innovation strategy on the functional areas of the business.

**Assessing Internationalisation**

To learn about reasons for targeting, operating in and trading with international markets.  
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.

**Assessing greater use of digital technology**

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.



### 3.10 Managing strategic change

#### **Managing Change**

- 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.

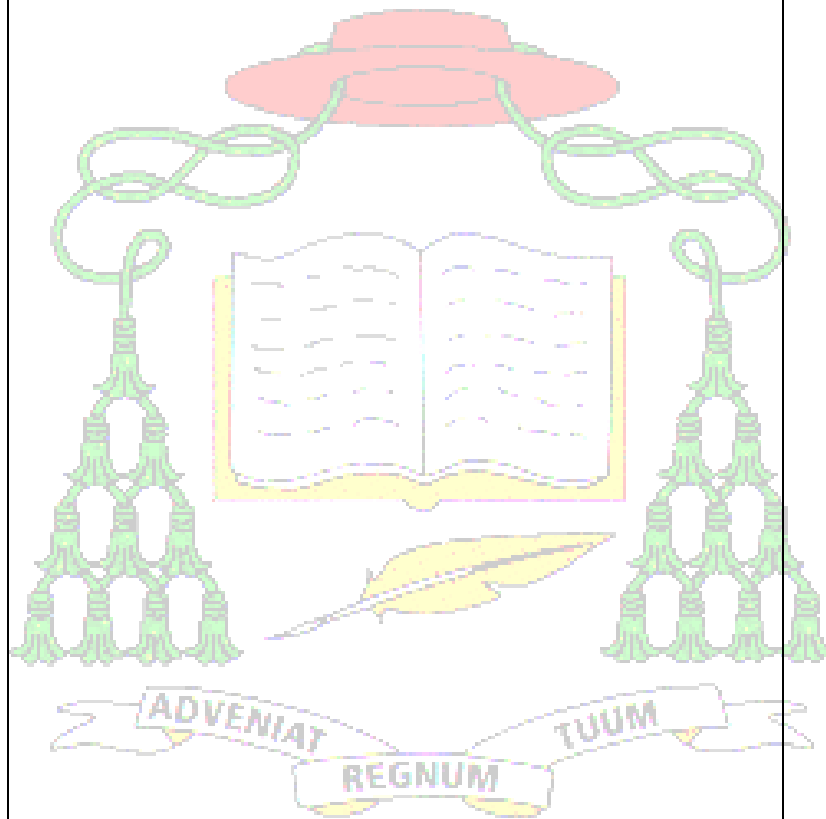
#### **Managing organisational culture**

- To understand the importance of organisational culture.
- To learn about the influences on organisational culture.
- To learn about the reasons for and problems of changing organisational culture.

#### **Managing strategic implementation**

- 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.

#### **Problems with strategy and why strategies**



**fail**

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

