



**(A Level Business) Curriculum Intent: Start to End Point Mapping – Curriculum Sequence Grids**



| Year 12  | Term 1  | Term 2   | Term 3   |
|--|---|--|--|
| <p><b>Unit(s) – As outlined in 39 week plans</b></p> | <p>3.1 What is business?<br/>3.2 Managers, leadership and decision making (part)<br/>3.3 Decision making to improve marketing performance (part)<br/>3.5 Decision making to improve financial performance (part)</p>  | <p>3.2 Managers, leadership and decision making (completed)<br/>3.3 Decision making to improve marketing performance (completed)<br/>3.5 Decision making to improve financial performance (completed)<br/>3.4 Decision making to improve operational performance (part)<br/>3.6 Decision making to improve human resource Performance (part)</p>   | <p>3.4 Decision making to improve operational performance (completed)<br/>3.6 Decision making to improve human resource Performance (completed)</p>  |
| <p><b>Key Retainable Knowledge &amp; Skills</b></p>  | <p><b>3.1 What is business?</b></p> <ul style="list-style-type: none"> <li>• six business objectives</li> <li>• different costs</li> <li>• Profit calculation</li> </ul> <p><b>3.2 Managers, leadership and decision making (part)</b></p> <ul style="list-style-type: none"> <li>• The need to consider stakeholder needs when making decisions</li> <li>• Stakeholder needs and the possible overlap and conflict of these needs</li> <li>• Influences on the relationship with stakeholders</li> <li>• How to manage the relationship with different stakeholders</li> </ul> <p><b>3.3 Decision making to improve marketing performance (part)</b></p> <ul style="list-style-type: none"> <li>• The value of setting marketing objectives</li> <li>• External and internal influences on marketing objectives and decisions</li> <li>• The value of primary and secondary marketing research</li> <li>• The value of sampling</li> <li>• The interpretation of marketing data</li> <li>• The value of technology in gathering and analysing data for marketing decision making</li> <li>• The interpretation of price and income elasticity of demand data</li> <li>• The value of the concepts of price and income elasticity of demand to marketing decision makers</li> <li>• The use of data in marketing decision making and planning</li> <li>• The process and value of segmentation, targeting and positioning</li> <li>• Influences on choosing a target market and positioning</li> </ul> <p><b>3.5 Decision making to improve financial performance (part)</b></p> <ul style="list-style-type: none"> <li>• Financial objectives</li> <li>• Profit calculations (gross, operating, end of year)</li> <li>• Profitability calculations</li> <li>• Break Even (calculations and graphs)</li> <li>• Cash flow</li> <li>• Sources of finance</li> </ul> | <p><b>3.5 Decision making to improve financial performance (completed)</b></p> <ul style="list-style-type: none"> <li>• Budgeting</li> </ul> <p><b>3.2 Managers, leadership and decision making (completed)</b></p> <ul style="list-style-type: none"> <li>• Managers and leaders</li> <li>• Decision making (intuition and scientific-decision trees)</li> </ul> <p><b>3.3 Decision making to improve marketing performance (completed)</b></p> <ul style="list-style-type: none"> <li>• The elements of the marketing mix (7Ps)</li> <li>• The influences on and effects of changes in the elements of the marketing mix</li> <li>• Product decisions</li> <li>• Pricing decisions</li> <li>• Decisions about the promotional mix</li> <li>• Distribution (place) decisions</li> <li>• Decisions relating to other elements of the marketing mix: people, process and physical environment</li> <li>• The importance of and influences on an integrated marketing mix</li> <li>• Understanding the value of digital marketing and e-commerce</li> </ul> <p><b>3.4 Decision making to improve operational performance (part)</b></p> <ul style="list-style-type: none"> <li>• The value of setting operational objectives</li> <li>• External and internal influences on operational objectives and decisions</li> <li>• Interpretation of operations data</li> <li>• Calculation of operations data</li> <li>• The use of data in operational decision making and planning</li> </ul> <p><b>3.6 Decision making to improve human resource Performance (part)</b></p> <ul style="list-style-type: none"> <li>• HR objectives</li> <li>• Hard/soft HRM</li> <li>• Job design (Hackeman and Oldham)</li> </ul>  | <p><b>3.4 Decision making to improve operational performance (part)</b></p> <ul style="list-style-type: none"> <li>• The importance of capacity</li> <li>• The importance of efficiency and labour productivity</li> <li>• How to increase efficiency and labour productivity</li> <li>• The benefits and difficulties of lean production</li> <li>• Difficulties increasing efficiency and labour productivity</li> <li>• How to choose the optimal mix of resources</li> <li>• How to utilise capacity efficiently</li> <li>• How to use technology to improve operational efficiency</li> <li>• The importance of quality</li> <li>• Methods of improving quality</li> <li>• The benefits and difficulties of improving quality</li> <li>• The consequences of poor quality</li> <li>• Ways and value of improving flexibility, speed of response and dependability</li> <li>• How to manage supply to match demand and the value of doing so</li> <li>• Influences on the amount of inventory held</li> <li>• Influences on the choice of suppliers</li> <li>• How to manage the supply chain effectively and efficiently and the value of this</li> <li>• The value of outsourcing</li> </ul> <p><b>3.6 Decision making to improve human resource Performance (part)</b></p> <ul style="list-style-type: none"> <li>• Job design and influences</li> <li>• Organisational design/structure</li> <li>• Centralisation/decentralisation</li> <li>• Human resource flow</li> <li>• Motivational theorists</li> <li>• Financial/non-financial motivators</li> <li>• Employee/employer relations.</li> </ul> |
| <p><b>Key Technical Vocabulary</b></p>               | <p><b>3.1 What is business?</b><br/>Growth, survival, profit, cash flow, social, moral, revenue, fixed costs, variable costs, profit, loss</p> <p><b>3.2 Managers, leadership and decision making (part)</b><br/>Stakeholders, internal, external, primary, secondary, stakeholder mapping, power, interest, leadership, market conditions, business form, legislation, trade union, employee, employer,</p> <p><b>3.3 Decision making to improve marketing performance (part)</b><br/>Corporate objectives, functional objectives, marketing objectives, market size, market growth, sales growth, market share, brand loyalty, sales volume, sales value, sales value, price, units, branding, technological change, market research, primary research, secondary research, qualitative, quantitative, market mapping, random sampling, quota sampling, stratified, correlation, confidence levels, intervals level, extrapolation, technology, price elasticity of demand, income of elasticity of demand, segmentation, targeting and positioning, market segmentation, demographic, geographic, income, behavioural,</p> <p><b>3.5 Decision making to improve financial performance (part)</b><br/>Gross profit, operating profit, end of year profit, income statements, cost of sales, inventories, gross profit margin, operating profit margin, end of year profit margin, breakeven, contribution per unit, total contribution, margin of safety, surplus, deficit, inflows, outflows, net cashflow, trade receivables, trade payables, loans, overdrafts, share capital, retained profit, venture capital, debt factoring, profit utilisation, profit quality, gearing.</p>  | <p><b>3.2 Managers, leadership and decision making (completed)</b><br/>Tannenbaum Schmidt continuum, Blake Mouton grid, sell, tell, consults, joins, country club, impoverished, team, task, middle of the road, expected value, net gain, opportunity cost.</p> <p><b>3.3 Decision making to improve marketing performance (completed)</b><br/>Price, place, product, promotion, physical environment, process, people, goods, services, strategies, marketing mix, consumer, markets, product portfolio, boston matrix, market share, market growth, market growth, cash cows, rising stars, problem child's, dogs, product life cycle, development, introduction, growth, maturity, decline, extension strategy, product analysis, product development, penetration pricing, price skimming, dynamic pricing, public relations, branding, merchandising, sales promotion, direct selling, advertising, technology, environmental issues, social media, viral marketing, distribution channel, retailers, wholesalers, e-commerce,</p> <p><b>3.5 Decision making to improve financial performance (completed)</b><br/>Revenue, expenses, profit, adverse, favourable, variance, historical, zero based.</p> <p><b>3.4 Decision making to improve operational performance (part)</b><br/>Corporate objectives, functional objectives, marketing objectives, organisations management, cost, quality, speed of response, dependability, added value, finance, people, effective marketing, capital, target market, geographical, benchmarking, innovation, labour productivity, units costs, capacity, capacity utilisation, motivation, unit costs, capacity, capacity utilisation,</p> <p><b>3.6 Decision making to improve human resource Performance (part)</b><br/>Hackeman and Oldham, soft HRM, hard HRM.</p> | <p><b>3.4 Decision making to improve operational performance (part)</b><br/>Operations, efficiency, capacity utilisation, labour productivity, lean production, optimal resource mix, technology, capacity, unit costs, motivation, supply to demand, training, recruitment, selection, just int time, kaizen, continuous improvement, land labour, capital, enterprise, capital intensive, labour intensive, robotics, automation, communication, quality, brand, price, aesthetic, unique selling point, quality control, quality assurance, total quality management, suppliers, inventory, supply chain, dependability, inventory control charts, lead time, re-order level, buffer level of inventory,</p> <p><b>3.6 Decision making to improve human resource Performance (part)</b><br/>Span of control, delegation, hierarchy, centralisation, decentralisation, redeployment, redundancy, organisational structure (functional, product, region, matrix), on-the-job training, off-the-job training, induction, job rotation, job enlargement, job enrichment, piece rate, commission, performance-related-pay, motivation, trade union.</p>  |



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| <b>Opportunities for Reading</b>                      | Given an independent reading guide<br>Newspaper articles (BBC app)<br>Tutor2u.net   | Given an independent reading guide<br>Newspaper articles (BBC app)<br>Tutor2u.net   | Given an independent reading guide<br>Newspaper articles (BBC app)<br>Tutor2u.net   |
| <b>Developing Cultural Capital</b>                    | Discussions, case studies used. Linking theory to business world and news stories. Gaining an insight into the profits that organisations make and the reason why the business landscape is changing – the pursuit of achieving operational objectives.   | Discussions, case studies used. Linking theory to business world and news stories and the different leadership styles that can be used and students considering the type of leader they might want to be. Reviewing how influential leaders have been | Discussions, case studies used. Linking theory to business world and news stories. Current knowledge on employment in the economy to add greater understanding.   |
| <b>Cross Curricular Links (Authentic Connections)</b> | Mathematics as calculation and formulas need to be made and interpreted.<br>Literature as tier 3 vocab needs to be learnt<br>PE and the discussion of SMART targets – also part of Character Education and setting SMART targets.<br>Links to Economics as different costs, revenue and profit knowledge is developed | Mathematics as decision trees and cash flow calculations are completed and interpreted.<br>Literacy as Key business terminology is required.  | Mathematics as calculations and interpretation of data is needed.<br>Psychology and PE as motivational theorists are taught.<br>Literacy as key words are required<br>Human Geography as employment is discussed. |
| <b>Key Assessment</b>                                 | All assessment objectives<br>Multiple choice, 9 mark and 16 mark questions  | All assessment objectives<br>Prior knowledge assessed<br>Introduction to 25 mark questions<br><b>Trial exam</b>   | All assessment objectives<br>Prior knowledge assessed<br>All question types used  |



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| Year 13                                      | Term 1  | Term 2  | Term 3                                |
|--|---|---|---------------------------------------|
| Unit(s) – As outlined in 39 week plans       | <b>3.7 Analysing the strategic position of a business</b><br><b>3.9 Strategic methods: how to pursue strategies (part)</b>  | <b>3.9 Strategic methods: how to pursue strategies (complete)</b><br><b>3.10 Managing strategic change</b>  |                                       |
| <b>Key Retainable Knowledge &amp; Skills</b> | <b>3.7 Analysing the strategic position of a business</b> <ul style="list-style-type: none"> <li>Mission/ vision statement, objectives and strategy</li> <li>SWOT analysis</li> <li>Income statements/statement of equity</li> <li>Financial ratios</li> <li>Measuring performance</li> <li>Core competencies</li> <li>Investment appraisal</li> <li>Sensitivity analysis</li> <li>The impact of changes in the political and legal environment on strategic and functional decision making</li> <li>The impact of changes in the UK and the global economic environment on strategic and functional decision making</li> <li>Economic data, interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business</li> <li>The impact of the social and technological environment on strategic and functional decision making</li> <li>The pressures for socially responsible behaviour</li> <li>Porter’s five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits</li> </ul> <b>3.9 Strategic methods: how to pursue strategies (part)</b> <ul style="list-style-type: none"> <li>Types of growth</li> <li>Retrenchment</li> </ul> | <b>3.8 Strategic Direction</b> <ul style="list-style-type: none"> <li>Factors influencing which markets to compete in and which products to offer</li> <li>The reasons for choosing and value of different options for strategic direction</li> <li>How to compete in terms of benefits and price</li> <li>Strategic positioning</li> <li>Porter’s low cost, differentiation and focus strategies</li> <li>Bowman’s strategic clock</li> <li>Influences on the choice of a positioning strategy</li> <li>The value of different strategic positioning strategies</li> <li>The benefits of having a competitive advantage</li> <li>The difficulties of maintaining a competitive advantage</li> </ul> <b>3.9 Strategic methods: how to pursue strategies</b> <ul style="list-style-type: none"> <li>Methods of growth</li> <li>Problems with growth/retrenchment</li> <li>Griener’s growth model</li> <li>The pressures for innovation</li> <li>The value of innovation</li> <li>The ways of becoming an innovative organisation</li> <li>How to protect innovation and intellectual property</li> <li>The impact of an innovation strategy on the functional areas of the business</li> <li>Reasons for targeting, operating in and trading with international markets</li> <li>Factors influencing the attractiveness of international markets</li> <li>Reasons for producing more and sourcing more resources abroad</li> <li>Ways of entering international markets and value of different methods</li> <li>Influences on buying, selling and producing abroad</li> <li>Managing international business including pressures for local responsiveness and pressures for cost reduction</li> <li>The impact on internationalisation for the functional areas of the business</li> <li>The pressures to adopt digital technology</li> <li>The value of digital technology</li> <li>The impact of digital technology on the functional areas of the business</li> </ul> <b>3.10 Managing strategic change</b> <ul style="list-style-type: none"> <li>Types of change</li> <li>Lewins forcefield analysis</li> <li>Flexible organisation</li> <li>Barriers to change (Kotter and Schlesinger)</li> <li>Overcoming resistance to change (Kotter and Schlesinger)</li> <li>Organisational culture</li> <li>Handy’s model</li> <li>Hofstede’s national cultures.</li> <li>Network diagrams</li> <li>Difficulties of strategic decision making and implementing strategy</li> <li>Planned v emergent strategy</li> <li>Reasons for strategic drift</li> <li>The possible effect of the divorce between ownership and control</li> <li>Evaluating strategic performance</li> <li>The value of strategic planning</li> <li>The value of contingency planning</li> </ul> | <p align="center"><b>Revision</b></p> |



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| <p><b>Key Technical Vocabulary</b></p>                       | <p><b>3.7 Analysing the strategic position of a business</b><br/>         Mission, vision, strategy, objectives, tactics, strengths, weaknesses, opportunities, threats, income statement, statement of equity, financial ratios, liquidity's, profitability, efficiency, gearing, trade receivables, trade payables, cost of sales, profit utilisation, profit quality, Elkington's triple bottom line, Kaplan and Norton's balance score card, core competencies, payback period, average rate of return, net present value, sensitivity analysis, legislation, competition law, mergers, competition policy, monopoly, cartels, innovation, market power, regulation, privatisation, de-regulation, infrastructure, international trade, UK trade, GDP, taxation exchange rates, inflation, fiscal policy, monetary policy, open trade, protectionism, globalisation, real GDP, business cycle, fluctuations, slump, recession, recovery, boom, taxation, direct tax, indirect tax, exchange rates, WPIDEC vs SPICED, RPI, CPI, interest rates, free trade, tariffs, quotas, embargo, regulations, migration, liberalisation, economies of scale, employment, inward investment, emerging market, demographic, urbanisation, emotional branding, e-commerce, corporate social responsibility (CSR), Carrols pyramid, ansoff matrix, porters generic strategy, porters five forces, horizontal competition, vertical competition.</p> | <p><b>3.8 Strategic Direction</b><br/>         Market penetration, market development, new product development, diversification, corporate objectives, core competences, competitive environment, ansoff matrix, strategic positioning, porters low cost, differentiation, bowmans strategic clock, cost leadership, differentiation, focused leadership, focused differentiation, niche market, mass market, perceived added value, price, hybrid,</p> <p><b>3.9 Strategic methods: how to pursue strategies</b><br/>         Mergers, takeovers, franchises, joint ventures, forwards vertical, backwards vertical, horizontal, conglomerate, economies of scale, economies of scope, diseconomies of scale, experience curve, synergy, overtrading, crisis, incremental, disruptive change, restructure, delayering, organic structure, mechanistic structure, critical path, earliest start time, latest finish time, float, innovation, product innovation, process innovation, kaizen, research and development, intrapreneurship, benchmarking, copyright, patent, exports, imports, licensing, alliances, direct investment, infrastructure, off-shoring, re-shoring, Bartlett &amp; Ghosals international multidomestic transnational and global strategies, enterprise resource planning, data mining, digital technology, big data, e-commerce, commercial transactions,</p> <p><b>3.10 Managing strategic change</b><br/>         Planned strategy, emergent strategy, strategic drift, divorce of ownership, control, corporate governance, contingency planning,</p> |  |
| <p><b>Opportunities for Reading</b></p>                      | <p>Given an independent reading guide<br/>         Newspaper articles (BBC app)<br/>         Tutor2u.net</p>  | <p>Given an independent reading guide<br/>         Newspaper articles (BBC app)<br/>         Tutor2u.net</p>   |  |
| <p><b>Developing Cultural Capital</b></p>                    | <p>Discussions, case studies used. Linking theory to business world and news stories. Analysing real business accounts to gain a true understanding of current business performance. Real business examples are used for SWOT analysis so knowledge and understanding is known. Real GDP and the current economic position will be reviewed and fully explored to aid students understanding of the world and the country we live in.</p>   | <p>Examples of real examples will be used to allow students a clear understanding about the business environment.</p>  |  |
| <p><b>Cross Curricular Links (Authentic Connections)</b></p> | <p>Mathematics as financial ratios and investment appraisal need calculations but also the interpretation of the data and to be able to best advise. Other data on the Economy will also be explored and interpreted.<br/>         Macro-Economic links as the economical environments is explored.<br/>         Geography as emerging and developing markets, migration and employment are all explored.<br/>         Literacy as the ability to use terminology correctly</p>   | <p>Mathematics as data is interpreted<br/>         Micro-Economic links as markets are explored.<br/>         Literacy as the ability to use terminology correctly and effectively.</p>  |  |
| <p><b>Key Assessment</b></p>                                 | <p>All assessment types.<br/>         Prior learning assessed<br/>         Trial exam</p>   | <p>All assessment types.<br/>         Prior learning assessed</p>  |  |