

## Year 12 Business (2 sides max)

The year 12 Business curriculum has been designed to deliver the AQA GCE specification and to allow students to study the course as a one year AS qualification should they wish. The course is delivered by two teachers and three units are covered by each teacher. There is a focus throughout the course on ensuring students not only learn the business theory required by the specification but that they are able to apply these to a wide variety of business contexts. To this end real life examples are used throughout the course.

Methods of deepening and securing knowledge: (these will be amended if not all aspects are covered – there is no expectation they will be)	
Spaced practice	Retrieval tasks are spaced throughout the year to ensure that students return to key concepts and deepen their knowledge.
Retrieval practice	Retrieval practice is used extensively to aid the development of knowledge of tier-three terminology and key concepts both through starter activities and use of knowledge organisers and learning mats.
Interleaving	Interleaving is used from term two to ensure that students think deeply about the topics covered and to enable them to make connections between different aspects of Business theory.
Concrete examples	News stories about businesses and the business environment are used throughout the course to enable students to link theory to real-life examples.
Dual coding	Images are used in the delivery of new material and on knowledge organisers to enable students to make good links to theory and students create mind maps as part of revision. Students are asked to summarise topics using only images to further use dual coding to aid retrieval.

	Autumn term 1	Autumn term 2	Spring term 1	Spring term 2	Summer term 1	Summer term 2
Topic(s)	<b>Managers, leadership &amp; decision making</b>  <b>What managers do management &amp; leadership style</b> - Autocratic, democratic, laissez faire  <b>Management decision making</b>	<b>Decision making to improve financial performance</b>  <b>Setting financial objectives</b> - Costs, revenue & profit - Cash flow - Capital structure  <b>Budgets</b>	<b>Sources of finance</b> - Sale of assets - Retained profit - Overdrafts - Debt factoring - Loans, mortgages & debentures - Venture capital - Share capital  <b>Improving cash flow &amp; profit</b>	<b>Decision Making to Improve Human Resource Performance</b> <b>Setting human resource objectives</b> <b>Analysing human resource performance</b> - Calculating & interpreting human resource data	<b>Improving employer/employee relations</b> - Trade unions - ACAS - Works councils - Industrial disputes - Communication  <b>Revision &amp; Review</b>	<b>Yr 12 PPE resit PPE 2</b>  <b>Student research project</b> <b>Introduction to Year 2 content</b> - Financial statements - Financial ratios - Elkington's triple bottom line - Kaplan & Norton

	<ul style="list-style-type: none"> <li>- Scientific decision making</li> <li>- Decision trees</li> <li>- Influences on decision making</li> </ul> <p><b>The Role of Stakeholders</b></p> <ul style="list-style-type: none"> <li>- Stakeholder needs</li> <li>- Stakeholder mapping</li> <li>- Managing stakeholder conflict</li> </ul> <p><b>What is Business? Understanding the purpose &amp; nature of business</b></p> <ul style="list-style-type: none"> <li>- Aims &amp; objectives</li> <li>Costs, revenue &amp; profit</li> </ul> <p><b>Understanding different business forms</b></p> <ul style="list-style-type: none"> <li>- Sole traders, partnerships, companies, public sector</li> <li>- Shareholders &amp; share prices</li> </ul> <p><b>The External Environment</b></p> <ul style="list-style-type: none"> <li>- Markets</li> </ul>	<ul style="list-style-type: none"> <li>- Cost, revenue &amp; profit budgets</li> <li>- Variance analysis</li> </ul> <p><b>Cash flow forecasts</b></p> <p><b>Break even analysis</b></p> <ul style="list-style-type: none"> <li>- Break even charts &amp; calculation</li> <li>- Contribution</li> <li>- Margin of safety</li> </ul> <p><b>Decision Making to Improve Marketing Performance</b></p> <p><b>Setting marketing objectives</b></p> <p><b>Understanding Markets &amp; Customers</b></p> <ul style="list-style-type: none"> <li>- Marketing research</li> <li>- Market mapping</li> <li>- Interpreting marketing data</li> <li>- Price &amp; income elasticity of demand</li> </ul> <p><b>Segmentation, targeting &amp; positioning</b></p> <ul style="list-style-type: none"> <li>- Market segmentation</li> </ul>	<ul style="list-style-type: none"> <li>- Calculating &amp; analysing profit margins</li> <li>- Measures to improve cash flow</li> <li>- Measures to improve profitability</li> </ul> <p><b>Using the marketing mix</b></p> <p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>- Branding decisions</li> <li>- Types of promotion</li> <li>- Technology &amp; promotion</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>- Distribution decisions</li> <li>- Distribution channels &amp; intermediaries</li> <li>- Multichannel distribution channels</li> </ul> <p><b>People</b></p> <ul style="list-style-type: none"> <li>- Customer service</li> <li>- Knowledge &amp; skills</li> </ul> <p><b>Process</b></p>	<ul style="list-style-type: none"> <li>- Labour productivity</li> <li>- Unit labour costs</li> <li>- Labour costs as a percentage of turnover</li> <li>- Labour turnover &amp; retention</li> </ul> <p><b>Improving organisational design</b></p> <ul style="list-style-type: none"> <li>- Job design</li> <li>- Organisational structure</li> <li>- Delaying</li> <li>- Delegation &amp; centralisation</li> <li>- The human resource flow</li> <li>- Recruitment &amp; selection</li> <li>- Training</li> <li>- Redundancy &amp; dismissal</li> </ul> <p><b>Improving motivation &amp; engagement</b></p> <ul style="list-style-type: none"> <li>- Taylor, Herzberg &amp; Maslow</li> <li>- Financial &amp; non-financial methods of motivation</li> </ul>	<p><b>Managing inventory and supply chains</b></p> <ul style="list-style-type: none"> <li>- Inventory control charts</li> <li>- Matching supply to demand</li> <li>- The supply chain</li> <li>- Choosing suppliers</li> <li>- Outsourcing</li> </ul> <p><b>Revision and review</b></p>	<ul style="list-style-type: none"> <li>- Porter's five forces</li> </ul>
--	--	--	--	--	---	--

	<ul style="list-style-type: none"> <li>- Incomes</li> <li>- Interest rates</li> <li>- Demographic factors</li> <li>- Environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>- Niche &amp; mass marketing</li> <li>- Positioning</li> </ul> <p><b>Using the marketing mix</b></p> <ul style="list-style-type: none"> <li>- Introduction to the 7ps</li> </ul> <p><b>Product</b></p> <ul style="list-style-type: none"> <li>- Types of product</li> <li>- The product lifecycle</li> <li>- The Boston Matrix</li> <li>- New product development</li> </ul> <p><b>Price</b></p> <ul style="list-style-type: none"> <li>- Analysing pricing decisions</li> </ul>	<ul style="list-style-type: none"> <li>- Customer experience</li> <li>- Technology in process</li> </ul> <p><b>Physical Environment</b></p> <ul style="list-style-type: none"> <li>- Physical evidence</li> <li>- Facilities</li> <li>- Location</li> </ul> <p><b>The importance of an integrated marketing mix</b></p> <p><b>Digital marketing &amp; e-commerce</b></p>	<p><b>Decision Making to Improve Operational Performance</b></p> <p><b>Setting operational objectives</b></p> <p><b>Analysing operational data</b></p> <ul style="list-style-type: none"> <li>- Labour productivity</li> <li>- Capacity utilisation</li> </ul> <p><b>Increasing efficiency &amp; productivity</b></p> <ul style="list-style-type: none"> <li>- Lean production</li> <li>- Technology in production</li> </ul> <p><b>Improving quality</b></p> <ul style="list-style-type: none"> <li>- Quality assurance</li> <li>- Quality control</li> <li>- Total quality management</li> </ul>		
Assessment	Low stakes knowledge tests using MCQs and short response exam questions	Low stakes knowledge tests using MCQs, short response exam questions and longer analyse and evaluate essays	Low stakes knowledge tests using MCQs, short response exam questions and longer analyse and evaluate essays	Low stakes knowledge tests using MCQs, short response exam questions and longer analyse and evaluate essays	Low stakes knowledge tests using MCQs, short response exam questions and longer analyse	Low stakes knowledge tests using MCQs, short response exam questions and longer analyse

					and evaluate essays	and evaluate essays
CEIAG ( <i>Careers that are linked to that topic</i> )	Management	Finance, accounting, marketing	Finance, accounting, marketing	Human resource management, operations	Human resource management, operations	Human resource management, operations

**Homework:**

Homework is used in order to either consolidate the learning of the lesson, as a flipped learning activity, language for learning reading tasks or as retrieval practice. Tasks set frequently aim to develop the ability of students to research and to relate their learning to their own examples. Past papers and exam questions will be used extensively in order to improve exam technique.