

Year Planner 2022-23

AQA A Level Business Year 12P

Mr Reeve					
School Week	Dates w/c	Topic/Unit Title	Lesson Content	Assessment Opportunites	Notes
1	05/09/2022	3.1.1 Understanding the nature and purpose of business	Investigate why businesses exist Understand business objectives including profit, growth, survival, cash flow, social/ethical objectives Explain the relationship between mission and objectives Understands common business objectives Explain why businesses set objectives		Pupils start Wednesday 7th
2	12/09/2022	3.1.1 Understanding the nature and purpose of business	Can measure profit Can calculate revenue and total costs Can explain the importance of profit	Baseline maths assessment - Averages, percentages etc	
3	19/09/2022	3.1.2 Understanding different business forms	Can explain reasons for choosing different forms Can explain reasons for changing business forms Can explain sole traders Can explain private limited companies Can explain public limited companies Can explain non profit organisations Understand both limited and unlimited liability Explain and calculate ordinary share capital Explain and calculate market capitalisation Understand the key term dividend Understand the role of shareholders and their reasons for investing Explain the influences on share price and the significance of share price changes Explain the effects of ownership on mission, objectives, decisions and performance	3.1.1 - Case Study	
4	26/09/2022	3.1.3 Understanding businesses operate within an external environment	Can explain how external environment can affect costs and demand Explain influence of competition on costs and demand Explain the influence of market conditions on costs and demand	3.1.2 - Case Study	
5	03/10/2022	3.5.1 - Setting Financial Objectives	Explain the value of setting financial objectives Explain the concepts of return on investment and understanding proportion of long term funding based on debt Identify the distinction between cash flow and profit Explain distinction between gross profit, operating profit and profit for the year Explain revenue, costs and profit objectives Explain cash flow objectives Explain objectives for investment (capital expenditure) levels Identify capital structure objectives Explain external and internal influences on financial objectives and decisions		
6	10/10/2022	3.5.2 - Analysing Financial Performances	Can construct and analyse budgets and cash flow forecasts including variance analysis Explain the value of budgeting Explain how to analyse timings of cash inflows and outflows Understand the terms payables and receivables	3.5.2 - Case Study	
7	17/10/2022	3.5.4 Making Financial decisions: improving cash flow	Explain methods of improving cash flow Assess approaches for improving cash flow	3.5.4 - Case Study	21st October - PD Day

	24/10/2022				
9	31/10/2022	3.5.2 - Analysing Financial Performance & 3.5.4 Making Financial decisions: improving cash flow and profits	<p>Can construct and interpret break even graphs</p> <p>Apply break even analysis including break even output, margin of safety, contribution and total contribution</p> <p>Can calculate and illustrate effects of changes in price, output and cost on break even chart</p> <p>Explain the value of break even analysis Analyse profitability including ratio analysis of gross profit, profit from operations and profit for the year</p> <p>Explain how data is used for financial decision making and planning</p> <p>Explain methods of improving profits and profitability</p> <p>Assess approaches for improving profitability</p> <p>Explain difficulties in improving cash flow and profit</p>		
10	07/11/2022			Year 12 Assessment 1 - 3.1 & 3.5	
11	14/11/2022	3.1 & 3.5 - Revision and Feedback			
12	21/11/2022	3.5.3 - Making Financial decisions: sources of finance	<p>Explain internal and external sources of finance including: share capital, loans and venture capital</p> <p>Explain advantages and disadvantages of different sources of finance for short/long term uses</p>		Year 12 Data Deadline - 25th November
13	28/11/2022	3.4.1 Setting operational objectives	<p>Explain the value of setting operational objectives</p> <p>Identify operational objectives including costs, quality, speed of response, flexibility</p> <p>Identify operational objectives including dependability, environmental objectives, added value</p> <p>Explain external and internal influences on operational objectives and decisions</p>	3.4.1 - Case Study	
14	05/12/2022	3.4.2 Analysing operational performance	<p>Interpret operations data</p> <p>Calculate operations data including labour productivity</p> <p>Calculate operations data including unit costs, capacity and capacity utilisation</p> <p>Explain the use of data in operational decision making and planning</p>		
15	12/12/2022	3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity	<p>Explain the importance of capacity</p> <p>Explain importance of efficiency and labour productivity</p> <p>Explain how to increase efficiency and labour productivity</p> <p>Explain the benefits and difficulties of lean production</p> <p>Explain JIT operations</p> <p>Explain difficulties in increasing efficiency and labour productivities</p> <p>Identify how to choose the optimal mix of resources including labour/capital intensive processes</p>	3.4.3 - Case study	
	19/12/2022				
	26/12/2022				
16	02/01/2023	3.4.4 Making operational decisions to improve performance: Improving quality	<p>Understand the importance of quality</p> <p>Explain the benefits and difficulties of improving quality</p> <p>Understand the consequences of poor quality</p> <p>Explain methods for improving quality including quality assurance</p>		Tue 3rd - pd day. Pupils in from wed 4th

17	09/01/2023	3.4.5 Making operational decisions to improve performance: inventory and supply chains	<p>Explain ways and value of improving flexibility, speed of response and dependability</p> <p>Understand the role of mass customisation</p> <p>Explain how to manage supply to meet demand and the value of doing so</p> <p>Understand methods of matching supply/demand including outsourcing, temporary employees, producing to order</p> <p>Explain influences on the amount of inventory held</p> <p>Explain role of inventory control including interpreting inventory control charts</p> <p>Explain role of inventory control including lead time, re-order levels, buffer levels, re-order quantities</p>		
18	16/01/2023	3.4.5 Making operational decisions to improve performance: inventory and supply chains	<p>Explain influences on the choice of suppliers</p> <p>Explain how to manage the supply chain effectively and efficiently and the value of this</p> <p>Understand the value of outsourcing</p>		
19	23/01/2023	3.2.1 - Understanding management, leadership and decision making	<p>Explain what managers do</p> <p>Explain managers role in setting objectives</p> <p>Explain managers role in analysing and leading</p> <p>Explain managers role in making decisions and reviewing</p> <p>Understand and apply Tannenbaum Schmidt continuum</p> <p>Understand and apply Blake Mouton grid</p> <p>Explain types of management and leadership styles</p> <p>Analyse the effectiveness of different styles of leadership and management</p>		
20	30/01/2023	3.2.2 - Understanding management and decision making	<p>Explain the value of decision making based on data and intuition</p> <p>Explain how scientific decision making can influence decisions</p> <p>Interpret decision trees</p> <p>Calculate expected value and net gains</p> <p>Understand decision making and risk/ reward</p> <p>Understand decision making and opportunity cost</p> <p>Explain the use and value of decision trees in decision making</p> <p>Explain influences on decision making including mission and objective of a firm</p>	3.2.2 - Case Study	
21	06/02/2023	3.2.3 - The role and importance of stakeholders	<p>Explain the need to consider stakeholders when making decisions</p> <p>Conduct stakeholder mapping</p> <p>Explain stakeholder needs and possible overlap/ conflict of these needs</p> <p>Explain influences on the relationship with stakeholders</p> <p>Explain how to manage relationships with different stakeholders</p> <p>Explain the role of communication and consultation in managing relationships with stakeholders</p>	3.2.3 - Case Study	
22	13/02/2023	3.6.1 - Setting HR Objectives	<p>Explain the value of setting HR objectives</p> <p>Explain HR objectives including employee engagement and involvement</p> <p>Explain HR objectives including talent development, training, diversity</p> <p>Explain internal and external influences on HR objectives</p> <p>Explain hard and soft HRM approaches</p>		
	20/02/2023				

23	27/02/2023	3.6.2 - Analysing HR performance	Calculate and interpret HR data Calculate labour turnover and retention rates Calculate labour productivity, labour costs per unit		
24	06/03/2023	3.1, 3.2, 3.4, 3.5 - Review			
25	13/03/2023			Year 12 Assessment 2 - 3.1, 3.2, 3.4 & 3.5	
26	20/03/2023	3.1, 3.2, 3.4, 3.5 - Review			
27	27/03/2023	3.6.3 - Making HR decisions: improving organisational design and flow	Explain influences on job design including Hackman and Oldham's model Explain influences on organisational design Explain decisions relating to organisational design including authority, span, hierarchy, delegation Explain centralisation and decentralisation influences on organisational design Understand influences on delegation, centralisation and decentralisation Explain the value of changing job and organisational design Explain how managing HR flow helps meet HR objectives Explain HR flow linking to HR plan, recruitment, training, redeployment and redundancy		Year 12 Data Deadline - 31st March
	03/04/2023				
	10/04/2023				
28	17/04/2023	3.6.4 - Making HR decision: improving motivation and engagement	Explain the benefits of motivated and engaged employees Understand theories of motivation including Herzberg, Taylor and Maslow Identify how to improve employee engagement and motivation Explain financial approaches to motivation including piece rate, commission, salary schemes, performance related pay Analyse the value of theories of motivation Explain the use of financial methods of motivation Analyse the use of non financial methods of motivations Explain the influence on choice and assessment of effectiveness of financial/ non financial reward systems	3.6.4 - Case Study	
29	24/04/2023	3.6.5 - Making HR decision: improving employer-employee relations	Identify influences on the extent and methods of employee involvement in decision making Explain role of trade unions and works councils in business Explain how to manage and improve employer-employee communications and relations Understand the value of good employer-employee relations		
30	01/05/2023	3.3.1 Setting marketing objectives	Explain the value of setting marketing objectives Identify marketing objectives including sales volume and sales value Identify marketing objectives including market size, market share, sales growth Identify marketing objectives including brand loyalty Explain external and internal influences on marketing objectives and decisions		

31	08/05/2023	3.3.2 Understanding markets and customers	<p>Explain the value of primary and secondary marketing research</p> <p>Explain qualitative and quantitative data</p> <p>Explain market mapping</p> <p>Calculate market and sales growth</p> <p>Calculate market share and size Explain the value of sampling</p> <p>Interpret marketing data</p> <p>Explain positive and negative correlation and an understanding of the strength of the relationship</p> <p>Understand the concept of confidence intervals</p> <p>Understand extrapolation</p> <p>Explain the value of technology in gathering and analysing data for marketing decision making</p>		
32	15/05/2023	3.3.3 Making marketing decisions: segmentation, targeting, positioning	<p>Process and value of segmentation, targeting and positioning</p> <p>Aware of segmentation methods including: demographic, geographic, income, behavioural Explain influences on choosing a target market and positioning</p> <p>Aware of target markets to include niche and mass marketing</p>		
33	22/05/2023	3.3.4 Making marketing decisions: Using the marketing mix	<p>Identify the elements of the marketing mix (7Ps)</p> <p>Explain the influences on and effects of changes in the elements of the marketing mix</p> <p>Explain product decisions and the value of product portfolio analysis and Boston matrix</p> <p>Explain value of the product life cycle model including extension strategies</p> <p>Explain influences on and the value of new product development Explain pricing decisions including penetration and price skimming</p> <p>Understand decisions about the promotional mix including value of branding</p>	3.3.4 - Case Study	
	29/05/2023				
34	05/06/2023	3.3.4 Making marketing decisions: Using the marketing mix	<p>Understand distribution decisions should include multi channel distribution</p> <p>Explain decisions relating to other elements of the marketing mix: people, process and physical environment</p> <p>Explain importance and influences on an integrated mix</p>		
35	12/06/2023	Revision and recap - 3.1 -3.6			
36	19/06/2023	Revision and recap - 3.1 -3.6			
37	26/06/2023			Year 12 - Assessment 3 - End of year full mock	Year 10 & 12 exams 26th June - 4th July
38	03/07/2023	Review student achievement in Units 3.1-3.6			Year 12 Data Deadline - 14th July
39	10/07/2023	Introduction to Year 13 - 3.8 - Strategic Direction			
40	17/07/2023	Introduction to Year 13 - 3.8 - Strategic Direction			

Year Planner 2022-23

AQA A Level Business Year 12S

Dates w/c	Mr Reeve		Mr Gregory		Assessment Opportunites	Notes
	Topic/Unit Title	Lesson Content	Topic/Unit Title	Lesson Content		
05/09/2022			3.1.1 Understanding the nature and purpose of business			Pupils start Wednesday 7th
12/09/2022	3.5.1 - Setting Financial Objectives	Explain the value of setting financial objectives Explain the concepts of return on investment and understanding proportion of long term funding based on debt Identify the distinction between cash flow and profit Explain distinction between gross profit, operating profit and profit for the year	3.1.1 Understanding the nature and purpose of business	Investigate why businesses exist Understand business objectives including profit, growth, survival, cash flow, social/ethical objectives Explain the relationship between mission and objectives Understands common business objectives Explain why businesses set objectives	Baseline maths assessment - Averages, percentages etc	
19/09/2022	3.5.1 - Setting Financial Objectives	Explain revenue, costs and profit objectives Explain cash flow objectives Explain objectives for investment (capital expenditure) levels Identify capital structure objectives Explain external and internal influences on financial objectives and decisions	3.1.2 Understanding different business forms	Can measure profit Can calculate revenue and total costs Can explain the importance of profit	3.1.1 - Case Study	
26/09/2022	3.5.2 - Analysing Financial Performances	Can construct and analyse budgets and cash flow forecasts including variance analysis Explain the value of budgeting Explain how to analyse timings of cash inflows and outflows Understand the terms payables and receivables	3.1.2 Understanding different business forms	Can explain reasons for choosing different forms Can explain reasons for changing business forms Can explain sole traders Can explain private limited companies Can explain public limited companies	3.5.2 - Case Study	
03/10/2022	3.5.4 Making Financial decisions: improving cash flow	Explain methods of improving cash flow Assess approaches for improving cash flow	3.1.2 Understanding different business forms	Can explain non profit organisations Understand both limited and unlimited liability Explain and calculate ordinary share capital Explain and calculate market capitalisation Understand the key term dividend Understand the role of shareholders and their reasons for investing Explain the influences on share price and the significance of share price changes Explain the effects of ownership on mission, objectives, decisions and performance	3.1.2 - Case Study	
10/10/2022	3.5.2 - Analysing Financial Performance	Can construct and interpret break even graphs Apply break even analysis including break even output, margin of safety, contribution and total contribution Can calculate and illustrate effects of changes in price, output and cost on break even chart Explain the value of break even analysis	3.1.3 Understanding businesses operate within an external environment	Can explain how external environment can affect costs and demand Explain influence of competition on costs and demand Explain the influence of market conditions on costs and demand		
17/10/2022	3.5.2 - Analysing Financial Performance & 3.5.4 Making Financial decisions: improving cash flow and profits	Analyse profitability including ratio analysis of gross profit, profit from operations and profit for the year Explain how data is used for financial decision making and planning Explain methods of improving profits and profitability Assess approaches for improving profitability Explain difficulties in improving cash flow and profit	3.1.3 Understanding businesses operate within an external environment	Explain the influence of income on costs and demand Explain the impact of interest rates on costs and demand	3.5.4 - Case Study	21st October - PD Day
24/10/2022						
31/10/2022	3.5.3 - Making Financial decisions: sources of finance	Explain internal and external sources of finance including: share capital, loans and venture capital Explain advantages and disadvantages of different sources of finance for short/long term uses	Unit 3.1 What is Business? Practice Paper & Revision			
07/11/2022	3.5 - Revision and Assessment week		Unit 3.1 - Revision and Assessment week		Year 12 Assessment 1 - 3.1 & 3.5	
14/11/2022	3.1 & 3.5 - Revision and Feedback		3.1 & 3.5 - Revision and Feedback			
21/11/2022	3.2.1 - Understanding management, leadership and decision making	Explain what managers do Explain managers role in setting objectives Explain managers role in analysing and leading Explain managers role in making decisions and reviewing	3.4.1 Setting operational objectives	Explain the value of setting operational objectives Identify operational objectives including costs, quality, speed of response, flexibility		Year 12 Data Deadline - 25th November

28/11/2022	3.2.1 - Understanding management, leadership and decision making	Understand and apply Tannenbaum Schmidt continuum Understand and apply Blake Mouton grid Explain types of management and leadership styles Analyse the effectiveness of different styles of leadership and management	3.4.1 Setting operational objectives	Identify operational objectives including dependability, environmental objectives, added value Explain external and internal influences on operational objectives and decisions	3.4.1 - Case Study	
05/12/2022	3.2.2 - Understanding management and decision making	Explain the value of decision making based on data and intuition Explain how scientific decision making can influence decisions Interpret decision trees Calculate expected value and net gains Understand decision making and risk/ reward	3.4.2 Analysing operational performance	Interpret operations data Calculate operations data including labour productivity	3.2.2 - Case Study	
12/12/2022	3.2.2 - Understanding management and decision making	Understand decision making and opportunity cost Explain the use and value of decision trees in decision making Explain influences on decision making including mission and objective of a firm	3.4.2 Analysing operational performance	Calculate operations data including unit costs, capacity and capacity utilisation Explain the use of data in operational decision making and planning		
19/12/2022						
26/12/2022						
02/01/2023	3.2.2 - Understanding management and decision making	Explain influences on decision making including ethics and the external environment Explain influences on decision making due to resource constraints	3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity	Explain the importance of capacity Explain importance of efficiency and labour productivity Explain how to increase efficiency and labour productivity Explain the benefits and difficulties of lean production	3.4.3 - Case study	Tue 3rd - pd day. Pupils in from wed 4th
09/01/2023	3.2.3 - The role and importance of stakeholders	Explain the need to consider stakeholders when making decisions Conduct stakeholder mapping Explain stakeholder needs and possible overlap/ conflict of these needs	3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity	Explain JIT operations Explain difficulties in increasing efficiency and labour productivities Identify how to choose the optimal mix of resources including labour/capital intensive processes		
16/01/2023	3.2.3 - The role and importance of stakeholders	Explain influences on the relationship with stakeholders Explain how to manage relationships with different stakeholders Explain the role of communication and consultation in managing relationships with stakeholders	3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity	Understand how to utilise capacity efficiently Explain how to use technology to improve operational efficiency	3.2.3 - Case Study	
23/01/2023	3.6.1 - Setting HR Objectives	Explain the value of setting HR objectives Explain HR objectives including employee engagement and involvement	3.4.4 Making operational decisions to improve performance: Improving quality	Understand the importance of quality Explain methods for improving quality including quality assurance		
30/01/2023	3.6.1 - Setting HR Objectives	Explain HR objectives including talent development, training, diversity Explain HR objectives including alignment of values, number, skills and location of employees	3.4.4 Making operational decisions to improve performance: Improving quality	Explain the benefits and difficulties of improving quality Understand the consequences of poor quality		
06/02/2023	3.6.1 - Setting HR Objectives	Explain internal and external influences on HR objectives Explain hard and soft HRM approaches	3.4.5 Making operational decisions to improve performance: inventory and supply chains	Explain ways and value of improving flexibility, speed of response and dependability Understand the role of mass customisation Explain how to manage supply to meet demand and the value of doing so		
13/02/2023	3.6.2 - Analysing HR performance	Calculate and interpret HR data Calculate labour turnover and retention rates Calculate labour productivity, labour costs per unit	3.4.5 Making operational decisions to improve performance: inventory and supply chains	Understand methods of matching supply/demand including outsourcing, temporary employees, producing to order Explain influences on the amount of inventory held Explain role of inventory control including interpreting inventory control charts Explain role of inventory control including lead time, re-order levels, buffer levels, re-order quantities		
20/02/2023						
27/02/2023	3.6.2 - Analysing HR performance	Calculate employee costs as a percentage of turnover Explain how data is used for HR decision making and planning	3.4.5 Making operational decisions to improve performance: inventory and supply chains	Explain influences on the choice of suppliers Explain how to manage the supply chain effectively and efficiently and the value of this Understand the value of outsourcing		
06/03/2023	3.5 & 3.1 Revision		3.1 & 3.4 Revision			
13/03/2023					Year 12 Assessment 2 - 3.1, 3.2, 3.4 & 3.5	

20/03/2023	3.1, 3.2, 3.4, 3.5 - Review		3.3.1 Setting marketing objectives	Explain the value of setting marketing objectives Identify marketing objectives including sales volume and sales value Identify marketing objectives including market size, market share, sales growth Identify marketing objectives including brand loyalty Explain external and internal influences on marketing objectives and decisions		
27/03/2023	3.1, 3.2, 3.4, 3.5 - Review		3.3.2 Understanding markets and customers	Explain the value of primary and secondary marketing research Explain qualitative and quantitative data Explain market mapping Calculate market and sales growth Calculate market share and size		Year 12 Data Deadline - 31st March
03/04/2023						
10/04/2023						
17/04/2023	3.6.3 - Making HR decisions: improving organisational design and flow	Explain influences on job design including Hackman and Oldham's model Explain influences on organisational design Explain decisions relating to organisational design including authority, span, hierarchy, delegation Explain centralisation and decentralisation influences on organisational design	3.3.2 Understanding markets and customers	Explain the value of sampling Interpret marketing data Explain positive and negative correlation and an understanding of the strength of the relationship Understand the concept of confidence intervals Understand extrapolation Explain the value of technology in gathering and analysing data for marketing decision making	3.3.2 - Case Study	
24/04/2023	3.6.3 - Making HR decisions: improving organisational design and flow	Understand influences on delegation, centralisation and decentralisation Explain the value of changing job and organisational design Explain how managing HR flow helps meet HR objectives Explain HR flow linking to HR plan, recruitment, training, redeployment and redundancy	3.3.3 Making marketing decisions: segmentation, targeting, positioning	Process and value of segmentation, targeting and positioning Aware of segmentation methods including: demographic, geographic, income, behavioural		
01/05/2023	3.6.4 - Making HR decision: improving motivation and engagement	Explain the benefits of motivated and engaged employees Understand theories of motivation including Herzberg, Taylor and Maslow Identify how to improve employee engagement and motivation Explain financial approaches to motivation including piece rate, commission, salary schemes, performance related pay	3.3.3 Making marketing decisions: segmenting, targeting, positioning	Explain influences on choosing a target market and positioning Aware of target markets to include niche and mass marketing	3.6.4 - Case Study	
08/05/2023	3.6.4 - Making HR decision: improving motivation and engagement	Analyse the value of theories of motivation Explain the use of financial methods of motivation Analyse the use of non financial methods of motivations Explain the influence on choice and assessment of effectiveness of financial/ non financial reward systems	3.3.4 Making marketing decisions: Using the marketing mix	Identify the elements of the marketing mix (7Ps) Explain the influences on and effects of changes in the elements of the marketing mix Explain product decisions and the value of product portfolio analysis and Boston matrix Explain value of the product life cycle model including extension strategies Explain influences on and the value of new product development	3.3.4 - Case Study	
15/05/2023	3.6.5 - Making HR decision: improving employer-employee relations	Identify influences on the extent and methods of employee involvement in decision making Explain role of trade unions and works councils in business	3.3.4 Making marketing decisions: Using the marketing mix	Explain pricing decisions including penetration and price skimming Understand decisions about the promotional mix including value of branding		
22/05/2023	3.6.5 - Making HR decision: improving employer-employee relations	Explain how to manage and improve employer-employee communications and relations Understand the value of good employer-employee relations	3.3.4 Making marketing decisions: Using the marketing mix	Understand distribution decisions should include multi channel distribution Explain decisions relating to other elements of the marketing mix: people, process and physical environment Explain importance and influences on an integrated mix		
29/05/2023						
05/06/2023	Revision and recap - 3.1 -3.6					
12/06/2023	Revision and recap - 3.1 -3.6		Revision and recap - 3.1 -3.6			
19/06/2023	Revision and recap - 3.1 -3.6		Revision and recap - 3.1 -3.6			
26/06/2023	Assessment Feedback		Assessment Feedback		Year 12 - Assessment 3 - End of year full mock	Year 10 & 12 exams 26th June - 4th July
03/07/2023	Introduction to Year 13 - 3.8 - Strategic Direction		Review student achievement in Units 3.1 - 3.6			Year 12 Data Deadline - 14th July
10/07/2023	Introduction to Year 13 - 3.8 - Strategic Direction		Review student achievement in Units 3.1 - 3.6			
17/07/2023	Introduction to Year 13 - 3.8 - Strategic Direction		Review student achievement in Units 3.1 - 3.6			

Year Planner 2022-23

AQA A Level Business Year 13S

Mr Gregory					
School Week	Dates w/c	Topic/Unit Title	Lesson Content	Assessment Opportunites	Notes
1	05/09/2022	3.7.1 - Mission, corporate objectives and strategy	Identify influences on the mission of a business Identify internal and external influence son corporate objectives and decisions Aware of influences on corporate objectives: short termism, ownership, external/internal environment Explain the distinction between strategy and tactics		Pupils start Wednesday 7th
2	12/09/2022	3.7.1 - Mission, corporate objectives and strategy	Identify links between mission, corporate objectives and strategy Identify the impact of strategic decision making on functional decision making Explain the value of SWOT analysis	3.7.1 - Case Study	
3	19/09/2022	3.7.2 - Financial ratio analysis	Can assess financial performance of a business using balance sheets, income statements and financial ratios Can complete financial ratio analysis using: ROCE, Current ratio, gearing		
4	26/09/2022	3.7.2 - Financial ratio analysis	Can calculate efficiency ratios: payables days, receivables days, inventory turnover Understand the value of financial ratios when assessing performance Can analyse data over time or in comparison with other businesses performance	3.7.2 - Case Study	
5	03/10/2022	3.7.3 - Overall business performance	Can analyse data other than financial statements to assess strengths/weaknesses of a firm Cana analyse operations data Can analyse HR data Can analyse marketing data Can analyse data over time or in comparison with other businesses		
6	10/10/2022	3.7.3 - Overall business performance	Understands the importance of core competencies Can assess short and long term performance of a firm Understands the value of different measures of assessing business performance Explain and use Kaplan and Nortons Balanced Scorecard model Explain and use Elkingtons Triple Bottom Line model	3.7.3 - Case Study	
7	17/10/2022	3.7.4 - Political and legal change	Aware of the impact of changes in political and legal environment on strategic and functional decision making Broad understanding of the scope and effects of UK/EU law related to competition, labour market, environmental legislation	Year 13 Assessment 1 - 3.1 - 3.6 + 3.7.1 - 3.7.4	21st October - PD Day
9	24/10/2022				
9	31/10/2022	3.7.4 - Political and legal change			
10	07/11/2022	Assessment feedback, recap and revision			
11	14/11/2022	3.7.5 - Economic Change	Aware of the impact of changes in the UK and global economic environment on strategic and functional decision making Can explain impact of economic factors including: GDP, taxation, exchange rates, inflation, fiscal and monetary policy, open trade, protectionism Can interpret changes in economic data for UK, EU, Global and consider implications of such changes for businesses	3.7.5 - Case Study	
12	21/11/2022	3.7.5 - Economic Change	Explain reasons for greater globalisation of business Aware of the importance of globalisation for business Identify the importance of emerging economies for business		Year 13 Data Deadline - 25th November

13	28/11/2022	3.7.6 - Social and technological change	<p>Explain the impact of social and technological environment on strategic and functional decision making</p> <p>Identify social changes including demographic changes and population movements</p> <p>Aware of changes including: urbanisation, migration, changes in consumer lifestyle and buying Behaviour, growth of online businesses</p> <p>Explain role of CSR in business</p> <p>Identify reasons for and against CSR</p> <p>Can explain difference between stakeholder v shareholder concept</p> <p>Explain Carroll's CSR pyramid</p> <p>Can identify impact of technological change on functional areas and strategy</p> <p>Explain pressure for socially responsible behaviour</p>		
14	05/12/2022	3.7.7 - The competitive environment	<p>Identify Porters Five Forces model</p> <p>Explain how Five forces might change, implications of these forces for strategic and functional decision making and profits</p> <p>Understand entry threat, buyer power, supplier power, rivalry, substitute threat</p> <p>Explain how five forces shape competitive strategy</p>	3.7.7 - Case Study	
15	12/12/2022	3.7.8 Analysing strategic options: investment appraisal	<p>Conduct financial methods of assessing an investment</p> <p>Calculate and interpret payback, ARR, NPV</p> <p>Explain factors influencing investment decisions including investment criteria, non financial factors, risk, uncertainty</p> <p>Explain the value of sensitivity analysis</p>		
	19/12/2022				
	26/12/2022				
16	02/01/2023	3.8.1 - Strategic Direction	<p>Explain factors influencing which markets to compete in and which products to offer</p> <p>Explain strategic direction including Ansoff Matrix and value of market penetration, market development, new product development, diversification</p> <p>Identify the reasons for choosing and the value of different options for strategic direction</p>		Tue 3rd - pd day. Pupils in from wed 4th
17	09/01/2023	3.1 - 3.6 & 3.7 & 3.8.1 - Revision & recap			
18	16/01/2023	3.1 - 3.6 & 3.7 & 3.8 - Revision & recap		Year 13 Assessment 2 - 3.1 - 3.6 + 3.7 & 3.8 - Practice paper 1 & 2	
19	23/01/2023	Assessment feedback, recap and revision			
20	30/01/2023	3.8.2 Strategic positioning: choosing how to compete	<p>Identify how to compete in terms of benefits and price</p> <p>Explain strategic positioning including: Porter's low cost, differentiation and focus strategies</p> <p>Explain strategic positioning including Bowmans strategic clock</p> <p>Identify influences on the choice of a positioning strategy</p> <p>Identify the value of different strategic positioning strategies</p> <p>Explain the benefits of having a competitive advantages</p> <p>Explain the difficulties of maintaining a competitive advantage</p>	3.8.2 - Case Study	

21	06/02/2023	3.9.1 - Assessing a change in scale	<p>Identify reasons why businesses grow or retrench</p> <p>Explain organic and external growth approaches</p> <p>Explain the difference between organic and external growth</p> <p>Explain how to manage and overcome problems of growth or retrenchment</p> <p>Identify issues with growth including: economies of scale, economies of scope, diseconomies of scale, experience curve, synergy, overtrading</p>		
22	13/02/2023	3.9.1 - Assessing a change in scale	<p>Explain issues with managing growth using Greiners model of growth</p> <p>Identify the impact of growth or retrenchment on the functional areas of the business</p> <p>Assess methods and types of growth including: mergers, takeovers, ventures, franchising</p> <p>Assess methods and types of growth including: vertical, horizontal and conglomerate integration</p>	3.9.1 - Case Study	
	20/02/2023				
23	27/02/2023	3.9.2 - Assessing Innovation	<p>Explain the pressures for innovation: including product and process innovation</p> <p>Explain the value of innovation</p> <p>Identify the ways of becoming an innovative organisation</p> <p>Explain ways of becoming innovative including: kaizen, R&D, intrapreneurship and benchmarking</p> <p>Explain how to protect innovation and intellectual property including patents, copyright</p> <p>Explain the impact of an innovative strategy on the functional areas of the business</p>		
24	06/03/2023	3.9.3 - Assessing Internationalisation	<p>Identify reasons for targeting, operating in and trading with international markets</p> <p>Identify methods of entering international markets including: exports, licensing, alliances and direct investment</p> <p>Explain factors influencing attractiveness of international markets</p> <p>Explain reasons for producing more and sourcing more resources abroad: including reshoring and off shoring</p> <p>Identify ways of entering international markets and value of different methods: targeting overseas markets may include being a multinational</p>		
25	13/03/2023	3.9.3 - Assessing Internationalisation	<p>Identify influences on buying selling and producing abroad</p> <p>Understand managing international business includes pressures for local responsiveness and pressures for cost reduction</p> <p>Explain managing international business includes Bartlett and Ghoshals international, multi domestic, transnational and global strategies</p> <p>Explain the impact on internationalisation for the functional areas of the business</p>	3.9.3 - Case Study	
26	20/03/2023	3.9.4 - Assessing use of digital technology	<p>Explain the pressures to adopt digital technology including e commerce, big data, data mining, ERP enterprise resource planning</p> <p>Explain the value of digital technology</p> <p>Explain the impact of digital technology on the functional areas of the business</p>	Assessment 3 - 3.1 - 3.6 - 3.7 - 3.9 - Paper 3	

			<p>Identify causes of and pressures for change</p> <p>Identify types of change including internal change, external, incremental and disruptive change</p> <p>Explain Lewins force field analysis</p> <p>Explain the value of change</p> <p>Explain the value of a flexible organisation</p> <p>Identify flexible organisations including: restructuring, delayering, flexible employment contracts, organics vs mechanistic structures and knowledge/information management</p> <p>Explain the value of managing information and knowledge</p> <p>Identify barriers to change including Kotter and Schlesinger's four reasons for resistance to change</p> <p>Explain how to overcome barriers to change: Kotter and Schlesinger's six ways of overcoming resistance to change</p>		
27	27/03/2023	3.10.1 - Managing change			Year 13 Data Deadline - 31st March
	03/04/2023				
	10/04/2023				
28	17/04/2023	3.10.2 - Managing Organisation Culture	<p>Explain the importance of organisational culture</p> <p>Identify and use cultural models including Charles Handy task culture, role culture, power culture and person culture</p>		
29	24/04/2023	3.10.2 - Managing Organisation Culture	<p>Use cultural model: Hofstede's national cultures</p> <p>Explain the influences on organisational culture</p> <p>Explain the reasons for and problems of changing organisational culture</p>	3.10.2 - Case Study	
30	01/05/2023	3.10.3 - Managing strategic implementation	<p>Explain how to implement strategy effectively</p> <p>Understand the value of leadership in strategic implementation</p> <p>Explain the value of communications in strategic implementation</p> <p>Identify the importance of organisational structure in strategic implementation: include functional, product based, regional and matrix structure</p> <p>Explain the value of network analysis in strategic implementation: include understanding and interpreting network diagrams, amendment of network diagrams, identifying critical path and total float</p>		
31	08/05/2023	3.10.4 - Strategic Drift	<p>Explain difficulties of strategic decision making and implementing strategy</p> <p>Identify planned vs emergent strategy</p> <p>Explain reasons for strategic drift</p> <p>Explain possible effect of the divorce between ownership and control (including corporate governance)</p> <p>Evaluate strategic performance</p> <p>Explain value of strategic planning</p> <p>Explain value of contingency planning</p>	3.10.4 - Case Study	
32	15/05/2023	Recap, revision & exam technique 3.1 - 3.10			
33	22/05/2023	Recap, revision & exam technique 3.1 - 3.10			
	29/05/2023				
34	05/06/2023	Recap, revision & exam technique 3.1 - 3.10			
35	12/06/2023	External exams			
36	19/06/2023	External exams			
37	26/06/2023	External exams			
38	03/07/2023	External exams			
39	10/07/2023				
40	17/07/2023				