

Second year learning programme AQA A Level Business

The learning programme is based upon contact time of 9 hours per fortnight. Timings are approximate and the schedule covers around 110 hours of teaching time. There are 4 units to be covered in Year 2 (see below for the estimated teaching hours required):

- 3.7 Analysing the strategic position of a business (38 hours)
 - 3.8 Choosing strategic direction (10 hours)
 - 3.9 Strategic methods: How to pursue strategies (30 hours)
 - 3.10 Managing strategic change (32 hours)
- FL = 'Flipped Learning'

WK	Lsn.	Topic/Content	Objectives/Skills	Additional information	Resource
Unit 3.7 Analysing the strategic position of a business					
1	1	3.7.1 Mission, corporate objectives and strategy	To learn about influences on the mission of a business.	Influences on corporate objectives should include the pressures for short termism, business ownership, the external and internal environment	3.7.1 Missions statementsvGuy Kawasaki- Don't Write a Mission Statement, Write a Mantra
	2		To learn about internal and external influences on corporate objectives and decisions.		
	3		To understand the distinction between strategy and tactics.		
	4		To learn about the links between mission, corporate objectives and strategy.		
	5		To learn about the impact of strategic decision making on functional decision making.		
2	6	3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis	To understand the value of SWOT analysis	Financial ratio analysis to include: profitability (return on capital employed), liquidity (current ratio), gearing, efficiency ratios: payables days, receivables days, inventory turnover.	3.7.1 business-alevel-year2-swot-analysis
	7		To understand the financial performance of a business using balance sheets		
	8		To understand the financial performance of a business using balance sheets		
	9		To understand the financial performance of a business using income statements		

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3	10	3.7.2 Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis	To understand the financial performance of a business using income statements	Financial ratio analysis to include: profitability (return on capital employed), liquidity (current ratio), gearing, efficiency ratios: payables days, receivables days, inventory turnover.	3.7.2 business-alevel-year2-ratios-gearing
	11		To learn about how to assess the financial performance of a business using financial ratios.		3.7.2 business-alevel-year2-ratios-inventory-turnover
	12		To learn about how to assess the financial performance of a business using financial ratios.		3.7.2 business-alevel-year2-ratios-payables-receivables
	13		To learn about how to assess the financial performance of a business using financial ratios.		3.7.2 business-alevel-year2-ratios-role-value
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4	15	3.7.3 Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance	To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business.	Data other than financial statements should include operations, human resource and marketing data. Data may be analysed over time or in comparison with other businesses. Methods of assessing overall business performance to include: Kaplan and Norton's Balanced Scorecard model, Elkington's Triple Bottom line (Profit, People, Planet)	3.7.3 business-alevel-year2-balanced-scorecard
	16		To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business.		3.7.3 business-alevel-year2-core-competencies
	17		To understand the importance of core competences.		3.7.3 - Triple bottom line and balanced scorecard
	18		To understand the importance of core competences.		3.7.3 - Performance analysis Kaplan and Elkington case study
5	19	3.7.4 Analysing the external environment to assess opportunities and threats: political and legal change	To learn about assessing short- and long-term performance.	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.	3.7.3 business-alevel-year2-short-longterm-performance, 3.7.3 business-alevel-year2-non-financial-performance-data
	20		The value of different measures of assessing business performance.		business-alevel-year2-political-legal
	21		UK and EU law related to competition, the labour market and environmental legislation		3.7.4 - Political & Legal Environment
	22		UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade		3.7.4.2 - UK and global economic environment case study
	23				3.7.4.1 - Political and legal environment case study
6	24	3.7.5 Analysing the external environment to assess opportunities and threats: economic	The impact of changes in the UK and the global economic environment on strategic and functional decision making	Economic factors to include GDP, taxation, exchange rates, inflation, fiscal and monetary policy, more open trade v protectionism	business-alevel-year2-economy-exchange-rates, business-alevel-year2-economy-gdp, business-alevel-year2-economy-inflation

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	25	change			business-alevel-year2-emerging-markets
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	27				3.7.5.1 - Globalisation case study
7	28	3.7.5 Analysing the external environment to assess opportunities and threats: economic change	Reasons for greater globalisation of business	Students should be able to understand economic data, interpret changes in economic data for the UK, the EU and globally, and consider the implications of such changes and business	
	29		The importance of globalisation for business		business-alevel-year2-globalisation
	30		The importance of emerging economies for business		
	31				3.7.5.2 - Emerging economies case study
	32				3.7.5.1 - Globalisation case study
8	33	3.7.6 Analysing the external environment to assess the opportunities and threats: social and technological	The impact of the social and technological environment on strategic and functional decision making	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 CSR, the reasons for and against CSR, the difference between the stakeholder v shareholder concept and Carroll's CSR pyramid. Technological change should include the impact of technological change on functional areas and strategy.	business-alevel-year2-social-CSR-overview
	34				business-alevel-year2-social-urbanisation-migration
	35		The pressure for socially responsible behaviour		business-alevel-year2-carroll-csr-pyramid
	36				3.7.6.2 - Technological change case study
9	28	3.7.7 Analysing the external environment to assess opportunities and threats: the competitive environment (2)	Porters five forces, how and why these might change, and the implications of these forces for strategic and functional decision making and profits	An understanding of the five forces to include entry threat (barriers to entry), buyer power, supplier power, rivalry, substitute threat. Students should consider how the five forces shape competitive strategy	business-alevel-year2-porters-five-forces
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	30		Financial methods of assessing an investment		3.7.7 - Porter's five forces
	31				3.7.7 - Porters 5 forces case study
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10	33	3.7.8 Analysing strategic options: investment appraisal (5)	Factors influencing investment decisions	Investment appraisal should include the calculation and interpretation of payback, average rate of return and net present value. Factors to include investment criteria, non-financial factors, risk and uncertainty	business-alevel-year2-investment-appraisal-decision-factors, business-alevel-year2-investmentappraisal-npv,	
	34					business-alevel-year2-investment-appraisal-arr, business-alevel-year2-investment-appraisal-payback
	35		The value of sensitivity analysis			business-alevel-year2-investment-appraisal-sensitivity-analysis
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Unit 3.8 Choosing strategic direction						
11	37	3.8 1 Strategic direction: choosing which markets to compete in and what products to offer (3)	Factors influencing which markets to compete in and which products to offer	Strategic direction to include the Ansoff matrix and value of market penetration, market development, new product development and diversification		
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	39		The reasons for choosing and value of different options for strategic direction			
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12	41	3.8.2 Strategic positioning: choosing how to compete (3)	How to compete in terms of benefits and price	Strategic positioning to include Porter's low cost, differentiation and focus strategies, Bowman's strategic clock		
	42		Influences on the choice of positioning strategy			
	43		The value of different strategic positioning strategies			
	44		The benefits of having competitive advantage and the difficulties of maintaining competitive advantage			
3.9 Strategic methods: How to pursue strategies						
13	46	3.9.1 Assessing a change in scale	The reasons why businesses grow or retrench	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 if scale, the experience curve, synergy and overtrading, Issues with managing growth should include Greiner's model of growth,		
	47		The difference between organic and external growth			
	48		How to manage and overcome the problems of growth or retrenchment			
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14	51	3.9.1 Assessing a change in scale	The impact of growth or retrenchment on the functional areas of a business	Methods of growth to include mergers, takeovers, ventures, franchising, Types of growth to include vertical (backward and forward), horizontal and conglomerate integration	
	52		Assessing methods of types of growth		
	53		Assessing methods of types of growth		
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15	55	3.9.2 Assessing innovation	The pressures of innovation, The value of innovation, The ways of becoming an innovative organisation	Types of innovation should include product and process innovation, Ways of becoming innovative include Kaizen. Research and development, intrapreneurship and benchmarking, Ways or protecting intellectual property include patents and copyrights.	
	56		How to protect innovation and intellectual property		
	57		The impact of an innovation strategy on the functional areas of a business		
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16	60	3.9.3 Assessing internationalisation (8)	Reasons for targeting, operating and trading with international	Methods of entering international markets include export, licensing, alliances and direct investment, Decisions regarding producing overseas include off-shoring and re-shoring.	
	61		Factors influencing the attractiveness of international markets		
	62		Reasons for producing more and sourcing more resources abroad		
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17	64	3.9.3 Assessing internationalisation	Ways of entering international markets and value of different	Targeting overseas markets may include being a multinational, Managing international business including Bartlett and Ghosal's international, multi-domestic, transnational and global strategies.	
	65		Influences on buying, selling and producing abroad		
	66		Managing international business including pressures for local responsiveness and pressures for cost reduction		
	67		The impact on internationalisation for the functional areas of the business		
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18	69	3.9.4 Assessing greater use of digital technology	The pressures to adopt digital technology	Digital technology should include e-commerce, big data, data mining and enterprise resource planning (ERP)	
	70		The value of digital technology		
	71		The impact of digital technology on the functional areas of a business		
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3.10 Managing strategic change

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19	73	3.10.1 Managing change (8)	Causes and pressures for change	Types of change include internal, external, incremental and disruptive change, Managing change should include Lewin's force field analysis, Flexible organisations include restructuring, delayering, flexible employment contracts, organic structures v mechanistic, knowledge and information management.	
	74		The value of change		
	75		The value of a flexible organisation		
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20	78	3.10.1 Managing change	The value of managing information and knowledge	Kotter and Schlesinger's four reasons for resistance to change, Kotter and Schlesinger's six ways of overcoming resistance to change	
	79		Barriers to change		
	80		How to overcome barriers to change		
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21	82	3.10.2 Managing organisational culture (4)	The importance of organisational culture	Cultural models should include Handy's task culture, role culture, power culture and person culture, Hofstede's national cultures,	
	83		The influences on organisational culture		
	84		The reasons for and problems of changing organisational culture		
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22	87	3.10.3 Managing strategic implementation (6)	How to implement strategy effectively	Organisational structures to include functional, product based, regional and matrix structures,	
	88		The value of leadership in strategic implementation		
	89		The value of communications in strategic implementation		
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23	91	3.10.3 Managing strategic implementation	The importance of organisational structure in strategic implementation	Network analysis to include understanding and interpreting network diagrams, amendment of network diagrams and identifying the critical path and total float	
	92		The value of network analysis in strategic implementation		
	93		Difficulties of strategic decision making and implementing strategy		
	94		Planned v emergent strategy		
	95		Reasons for strategic drift		
24	96	3.10.4 Problems with strategy and why	The possible effect of the divorce between ownership and control	The effect of the divorce between ownership and control to include corporate governance	

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	97	strategies fail (6)	Evaluating strategic performance		
	98		The value of strategic planning		
	99		The value of contingency planning		
25	100	Revision of Y1 / Examination technique			
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26	106	Revision of Y1 / Examination technique			
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27	110	Revision of Y1 / Examination technique			
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28	115	Revision of Y1 / Examination technique			
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29	119	Revision of Y1 / Examination technique			
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30	124	Revision of Y1 / Examination technique			
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31	128	Revision of Y1 / Examination technique			
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32	133	Revision of Y1 / Examination technique		
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33	137	Revision of Y1 / Examination technique		
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34	142	Revision of Y1 / Examination technique		
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35	146	Revision of Y1 / Examination technique		
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Success criteria for assessments

MCQ's (10)

*Short answer data response

Key term assessment (20)

*Extended writing task

Presentation

End of unit assessment

Mock examination

*Past paper question

Grade boundaries as per AQA Year 1 Examination

A

B

C

D

E

e. This facilitates time for assessment, revision, practise examinations and feedback.

Possible Homework/Activities	*Success Criteria (see last page)	Stretch & Challenge (Thirst for Learning)
3.7 Task 1 FL		3.7 Task 1 FL Additional Work
3.7 Task 2 FL		
3.7 Task 3 FL		3.7 Task 3 FL Additional Work
		3.7 Task 2 FL Additional Work
	Income statements calc sheet	

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3.7 Task 4 FL		
3.7 Task 5 FL	3.7.2.1 - Profitability, liquidity and gearing Ratios	3.7 Task 4 FL Additional Work
3.7 Task 6 FL	3.7.2.2 - Efficiency ratios	3.7 Task 5 FL Additional Work
3.7 Task 7 FL		3.7 Task 6 FL Additional Work
	7132/3 2017 (16)	3.7 Task 7 FL Additional Work
3.7 Task 8 FL		
3.7 Task 9 FL		3.7 Task 8 FL Additional Work
3.7 Task 10 FL	3.7.3 - Triple bottom line and balanced scorecard	
3.7 Task 11 FL		3.7 Task 10 FL Additional Work
		3.7 Task 11 FL Additional Work
3.7 Task 12 FL		
3.7 Task 13 FL		3.7 Task 12 FL Additional Work
	7132/1 2018 (20)	3.7 Task 13 FL Additional Work
3.7 Task 14 FL		
3.7 Task 15 FL		3.7 Task 14 FL Additional Work

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3.7 Task 16 FL		3.7 Task 15 FL Additional Work
		3.7 Task 16 FL Additional Work
3.7 Task 17 FL		
3.7 Task 18 FL		3.7 Task 17 FL Additional Work
		3.7 Task 18 FL Additional Work
3.7 Task 19 FL		
		3.7 Task 19 FL Additional Work
3.7 Task 20 FL		
3.7 Task 21 FL		3.7 Task 20 FL Additional Work
3.7 Task 22 FL	7132/1 2018 (20)	3.7 Task 21 FL Additional Work
	7132/3 2017 (16)	3.7 Task 22 FL Additional Work

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3.7 Task 23 FL	3.7.8.1 Payback (1), 3.7.8.2 ARR (1), 3.7.8.3 NPV (1)	
3.7 Task 24 FL		
3.8 Task 1 FL		
	3.8 Popular for extended writing questions	3.8 Task 1 FL Additional Work
3.8 Task 2 FL		
	7132/2 2017 (20)	
3.8 Task 3 FL		
3.8 Task 4 FL		
3.8 Task 5 FL		3.8 Task 4 FL Additional Work
3.9 Task 1 FL	7132/2 2017 (20)	
		3.9 Task 1 FL Additional Work
3.9 Task 2 FL		
		3.9 Task 2 FL Additional Work
3.9 Task 3 FL		

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3.9 Task 4 FL		3.9 Task 3 FL Additional Work
		3.9 Task 4 FL Additional Work
3.9 Task 5 FL		
3.9 Task 6 FL	7132/1 2017 (20)	
		3.9 Task 5 FL Additional Work
		3.9 Task 6 FL Additional Work
3.9 Task 7 FL		
3.9 Task 8 FL		3.9 Task 7 FL Additional Work
		3.9 Task 8 FL Additional Work
3.9 Task 8 FL		
		3.9 Task 9 FL Additional Work
	7132/1 2017 (20)	
3.10 Task 1 FL		

