

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

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'

* Some Year 2 content will have been covered at the end of Year 1

WK	Lsn.	Topic/Content	Objectives/Skills	Additional information	Resource	Possible Homework/Activities	Success Criteria	Stretch & Challenge (Thirst for Learning)		
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	3.7 Task 1 FL		3.7 Task 1 FL Additional Work		
	2		To learn about internal and external influences on corporate objectives and decisions.						3.7.1 Mission statements etc.	
	3		To understand the distinction between strategy and tactics.							3.7.1 business-alevel-year2-mission-statements
	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	To understand the value of SWOT analysis	Financial ratio analysis to include: profitability (return on capital employed), liquidity (current ratio), gearing, efficiency ratios: payables	3.7.1 business-alevel-year2-swot-analysis	3.7 Task 3 FL		3.7 Task 3 FL Additional Work		
	7		To understand the financial performance of a business using balance sheets						3.7.1.2 - SWOT case study	

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	8	weaknesses: financial ratio analysis	To understand the financial performance of a business using balance sheets	days, receivables days, inventory turnover.	3.7.2 Financial Objectives			
	9		To understand the financial performance of a business using income statements		3.7.2 business-alevel-year2-ratios-current			
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	3.7 Task 4 FL		
	11		To learn about how to assess the financial performance of a business using financial		3.7.2 business-alevel-year2-ratios-inventory-turnover	3.7 Task 5 FL		3.7 Task 4 FL Additional Work
	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	3.7 Task 6 FL		3.7 Task 5 FL Additional Work
	13		To learn about how to assess the financial performance of a business using financial		3.7.2 business-alevel-year2-ratios-role-value	3.7 Task 7 FL		3.7 Task 6 FL Additional Work
	14						Past paper	3.7 Task 7 FL
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, 3.7.3 business-alevel-year2-core-	3.7 Task 8 FL		
	16		To learn about how to analyse data other than financial statements to assess the strengths and weaknesses of a business.			3.7 Task 9 FL		3.7 Task 8 FL Additional Work
	17		To understand the importance of core competences.		3.7.3 - Triple bottom line and balanced scorecard	3.7 Task 10 FL		
	18		To understand the importance of core competences.		3.7.3 - Performance analysis Kaplan and Elkington case study	3.7 Task 11 FL		3.7 Task 10 FL Additional Work
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	3.7.3 business-alevel-year2-short-longterm-performance, 3.7.3 business-alevel-year2-			3.7 Task 11 FL Additional Work
	20		The value of different measures of assessing business performance.		business-alevel-year2-political-legal	3.7 Task 12 FL		
	21		UK and EU law related to competition, the labour market and environmental legislation		3.7.4 - Political & Legal Environment	3.7 Task 13 FL		3.7 Task 12 FL Additional Work

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	22		UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade	enterprise, the role of regulators, infrastructure, the environment and international trade.	3.7.4.2 - UK and global economic environment case study		Past paper question	3.7 Task 13 FL Additional Work
	23				3.7.4.1 - Political and legal environment case study	3.7 Task 14 FL		
6	24	3.7.5 Analysing the external environment to assess opportunities and threats: economic change	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	3.7 Task 15 FL		3.7 Task 14 FL Additional Work
	25				business-alevel-year2-emerging-markets	3.7 Task 16 FL		3.7 Task 15 FL Additional Work
	26							3.7 Task 16 FL Additional Work
	27				3.7.5.1 - Globalisation case study	3.7 Task 17 FL		
*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		3.7 Task 18 FL		3.7 Task 17 FL Additional Work
	29		The importance of globalisation for business		business-alevel-year2-globalisation			3.7 Task 18 FL Additional Work
	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	3.7 Task 19 FL		
*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	business-alevel-year2-social-CSR-overview			3.7 Task 19 FL Additional Work
	34				business-alevel-year2-social-urbanisation-migration	3.7 Task 20 FL		
	35		The pressure for socially responsible behaviour		business-alevel-year2-carroll-csr-pyramid	3.7 Task 21 FL		3.7 Task 20 FL Additional Work

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	36	and technological		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.	3.7.6.2 - Technological change case study	3.7 Task 22 FL	Past paper question	3.7 Task 21 FL Additional Work	
*7	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		Past paper question	3.7 Task 22 FL Additional Work	
	29								
	30		Financial methods of assessing an investment		3.7.7 - Porter's five forces				
	31				study				
	32								
*8	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,	3.7 Task 23 FL			
	35		The value of sensitivity analysis		business-alevel-year2-investment-appraisal-	3.7 Task 24 FL			
	36					3.8 Task 1 FL			
Unit 3.8 Choosing strategic direction									
9	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				3.8 Task 1 FL Additional Work	
	38								
	39		The reasons for choosing and value of different options for strategic direction						
	40					3.8 Task 2 FL			

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	41							Past	
10	41	3.8.2 Strategic positioning: choosing how to	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		3.8 Task 3 FL			
	42		Influences on the choice of positioning strategy			3.8 Task 4 FL			
	43		The value of different strategic positioning strategies			3.8 Task 5 FL		3.8 Task 4 FL	
	44		The benefits of having competitive advantage and the difficulties of maintaining competitive advantage			3.9 Task 1 FL	Past paper question		
3.9 Strategic methods: How to pursue strategies									
11	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,					3.9 Task 1 FL
	47		The difference between organic and external growth			3.9 Task 2 FL			
	48		How to manage and overcome the problems of growth or retrenchment					3.9 Task 2 FL	Additional Work
	49								
	50				3.9 Task 3 FL				
12	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		3.9 Task 4 FL			3.9 Task 3 FL
	52		Assessing methods of types of growth					3.9 Task 4 FL	Additional Work
	53		Assessing methods of types of growth						
	54								
13	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						
	58					3.9 Task 5 FL			
	59					3.9 Task 6 FL	Past		
14	60	3.9.3 Assessing internationalisation (8)	Reasons for targeting, operating and trading with	Methods of entering international markets include export, licensing, alliances and direct investment,					3.9 Task 5 FL
	61		Factors influencing the attractiveness of international markets						3.9 Task 6 FL

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	62		Reasons for producing more and sourcing more resources abroad	Decisions regarding producing overseas include off-shoring and re-shoring.				
	63					3.9 Task 7 FL		
15	64	3.9.3 Assessing internationalisation	Ways of entering international markets and value of	Targeting overseas markets may include being a multinational, Managing international business including Bartlett and Ghosal's international, multi-domestic, transnational and global strategies.		3.9 Task 8 FL		3.9 Task 7 FL
	65		Influences on buying, selling and producing abroad					3.9 Task 8 FL
	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					
	68						3.9 Task 8 FL	