

**First 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 120 hours of contact time. Feedback is provided throughout the programme.

There are 6 units to be covered in Year 1 (see below for the estimated teaching hours required):

- 3.1 What is business? (15 hours)
  - 3.2 Managers, leadership and decision making (15 hours)
  - 3.3 Decision making to improve marketing performance (25 hours)
  - 3.4 Decision making to improve operational performance (20 hours)
  - 3.5 Decision making to improve financial performance (25 hours)
  - 3.6 Decision making to improve human resource performance (20 hours)
- FL = 'Flipped Learning'

WK	Lsn.	Topic/Content	Objectives/Skills	Additional information	Resource
<b>Unit 3.1 What is Business?</b>					
1	1	<b>Understanding the nature and purpose of business</b>	To understand why businesses exist	Learner activity to identify alternative real-life objectives of different businesses. Teacher led activity on revenue and types of costs.	Induction lesson - the Box
	2		To understand the relationship between mission and objectives		<a href="#">1.1.1 Business Objectives PP</a>
	3		To examine common business objectives		<a href="#">1 - Business Objectives and profit case study</a>
	4		To understand why businesses set objectives		<a href="#">1 - Business objectives</a>
	5		To understand the measurement and importance of profit.		<a href="#">Measurement of profit calculation sheets TTU</a>
2	6	<b>Understanding different business forms</b>	To understand differing legal forms	Legal forms including sole traders, Ltd, PLC, Public and private sector, NFP firms.	<a href="https://www.youtube.com/watch?v=bL7Op7VdjsM">https://www.youtube.com/watch?v=bL7Op7VdjsM</a>
	7		To understand why businesses change		<a href="#">1.2.1 Business Ownership</a>
	8				<a href="#">2 - Forms of business organisation case study</a>

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	9		To understand the role of shareholders		2 - The measurement and importance profit, 3 - Forms of business organisation and shares, shareholders and share prices
3	10	<b>Understanding different business forms, Understanding that businesses operate in an external environment</b>	To learn about influences on share price	Issues to consider liability, ordinary share capital, dividends, market capitalisation. PESTEL factors to include competition, market conditions, incomes, interest rates, demographics, environmental issues and fair trade.	<a href="#">1.3.1 Factors Influencing costs and demands</a>
	11		To understand links between ownership and objectives, decisions and performance		<a href="#">3 - How the external environment can affect costs and demand case study</a>
	12		To understand how the external environment affects costs		<a href="#">4 - How external environment affects costs</a>
	13		To understand how the external environment affects demand		
	14				
<b>Unit 3.2 Managers, leaderships and decision making</b>					
4	15	<b>Understanding management, leadership and decision making</b>	To u/s the role of managers; objective setting, analysing, leading, decision making and reviewing	Differing theories on leadership to be covered including the Tannenbaum Schmidt continuum and the Blake Moulton grid.	CEO Secrets BBC
	16				2.1.1 Management Leadership and decision making
	17				1 - Management leadership styles, 2 - Role of Management and Leadership
	18				
5	19	<b>Understanding management decision making</b>	Scientific v hunch based decision making	Scientific decision making to include the interpretation of decision trees and net gains. Decision making to include risks / rewards / uncertainty and opportunity costs. Influences on decision making to include: mission, objectives, ethics, external environment (including competition) and Stakeholder mapping, managing the relationship; consultation and communication. Agreeing and conflicting objectives.	U2 Calc book
	20		The value of decision trees		2.2.1 Management decision making
	21				3 - Decision making
	22		Influences on decision making		
	23				
6	24	<b>Understanding the role and importance of stakeholders</b>			2.3.1 Stakeholders
	25				4 - Stakeholders
	26				
	27				

**3.3 Decision making to improve marketing performance**

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7	28	<b>Setting marketing objectives / Understanding markets and customers</b>	To understand the value of setting marketing objectives. To learn about external and internal influences on marketing objectives and decisions.	Marketing objectives include: sales volume and sales value, market size, market and sales growth, market share, brand loyalty. Marketing research should include qualitative and quantitative data, market mapping. Should be able to calculate market and sales growth, market share and size. Should include positive and negative correlation and an understanding of the strength of the relationship. Confidence levels and extrapolation	3.1.1 Setting Marketing Objectives, 3.2.1 The value of primary and secondary marketing research	
	29		To learn about the value of primary and secondary marketing research			Chap 3 Tutor2u calculation book, 1 - Marketing objectives, 2 - Marketing research,
	30		To learn about the value of sampling			
	31		To understand the interpretation of marketing data			
	32		To understand the value of technology in gathering and analysing data for marketing decision making			
8	33	<b>Understanding markets and customers</b>	To understand the interpretation of price and income elasticity of demand data	Should be able to interpret price and income elasticities. Changes on price in relation to revenue (calculations not needed)	3.2.2 The interpretation of marketing data and using technology	
	34					U4 Calc book, 3 - Interpretation of marketing data, 4 - Price and Income Elasticity of demand
	35		To understand the value of the concepts of price and income elasticity of demand to marketing decision makers			3.2.3 Price and Income elasticity of demand
	36					
9	37	<b>Making marketing decisions / The marketing mix</b>	To learn about the use of data in marketing decision making and planning	Demographic, geographic, income and behavioural. Niche v mass marketing, The marketing mix should be considered for goods and services, both industrial and consumer.	3.3.1 Segmentation, targeting and positioning	
	38		To learn about the process and value of segmentation, targeting and positioning			3.4.1 The Marketing Mix
	39		To learn about the influences on choosing a target market and positioning			
	40		To understand the elements of the marketing mix (7Ps)			
	41		To learn about the influences on and effects of changes in the elements of the marketing mix.			
10	42	<b>Making marketing</b>	To learn about product decisions.	Product decisions should include: the	3.4.3 Pricing decisions	

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	43	<b>decisions / The marketing mix</b>	To learn about pricing decisions.	value of product portfolio analysis and the Boston Matrix the value of the product life cycle model including extension strategies influences on and the value of new product development. Pricing decisions should include penetration and price skimming. Promotional decisions should include the value of branding.	5 - Products and brands and case study, 6 - Pricing case study
	44				7 - Promotion case study
	45		To understand decisions about the promotional mix.		3.4.4 Decisions about the promotional mix
11	46	<b>Making marketing decisions / The marketing mix</b>			8 - Distribution case study
	47		To learn about distribution (place) decisions.	Distribution decisions should include multi-channel distribution. Influences to include place in the PLC, Boston Matrix, product type, marketeting objectives, target market and competition	9 - Digital marketing and ecommerce case study
	48		To learn about decisions relating to other elements of the marketing mix: people, process and physical element.		
	49		To understand the importance of and influences on an integrated marketing mix.		10 - Integrated marketing mix case study
	50		To understand the value of digital marketing and e-commerce.		
<b>3.4 Decision making to improve operational performance</b>					
12	51	<b>Setting operational objectives / analysing operational performance</b>	To understand the value of setting operational objectives	Operational objectives to include; costs, quality, speed of response and flexibility, dependability, environmental concerns, added value. Measures to include; productivity, unit costs, capacity and capacity utilisation.	
	52		To learn about external and internal influences on operational objectives and decisions		Unit 5 calcbook
	53		To learn about the interpretation of operations data		
	54		To calculate operations data		
13	55	<b>Increasing efficiency and productivity</b>	To calculate operations data	The mix of resources should include an understanding of labour and capital intensive	

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	56		To understand the importance of capacity. To learn about how to utilise capacity efficiently.	processes, Lean production to include JIT	
	57		To understand the importance of efficiency and labour productivity. To learn about how to increase efficiency and labour productivity. To learn about the difficulties increasing efficiency and labour productivity		
	58		To learn about how to choose the optimal mix of resources		
	59		To understand how to use technology to improve operational efficiency		
14	60	<b>Improving quality</b>	To understand the benefits and difficulties of lean production	Methods of improving quality should include quality assurance.	
	61		To learn about the importance of quality		
	62		To learn about methods of improving quality		
	63		To learn about the benefits and difficulties of improving quality		
15	64	<b>Managing inventory and supply chains</b>	To learn about the consequences of poor quality	An understanding of flexibility should include mass customisation. Ways of matching supply to demand include outsourcing, temporary workers, producing to order	
	65				
	66		To learn about the ways and value of improving flexibility, speed of response and dependability		Unit 6 calc book
	67		To understand how to manage supply to match demand and the value of doing so - <i>do with capacity utilisation</i>		
	68		To learn about the influences on the amount of inventory held		
16	69	<b>Managing inventory and supply chains</b>		Inventory control should include: interpreting inventory control charts, lead time, re-order levels, buffer level of inventory, re-order quantities.	
	70		To learn about influences on the choice of suppliers		

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	71		To learn about how to manage the supply chain effectively and efficiently and the value of this		
	72		To understand the value of outsourcing		
<b>3.6 Decision making to improve financial performance</b>					
17	73	<b>Setting financial objectives</b>	To understand the value of setting financial objectives		
	74		To understand the distinction between cash flow and profit. To understand the distinction between gross profit, operating profit and profit for the year.		
	75		To learn about revenue, costs and profit objectives. To learn about cash flow objectives.		
	76		To learn about objectives for investment (capital expenditure) levels. To learn about capital structure objectives.		
18	77	<b>Analysing financial performance</b>	To understand external and internal influences on financial	Analysing budgets should include variance analysis and adverse and favourable variances. Analysing timings of cash flow should include an understanding of payables and receivables.	
	78		To learn how to construct and analyse budgets and cash flow forecasts		Unit 8 calc book
	79		To learn how to construct and analyse budgets and cash flow forecasts		Unit 9 Calc book
	80		To understand the value of budgeting		
	81				
19	82	<b>Analysing financial performance</b>	To learn how to construct and interpret break-even charts	Break-even analysis should include: Break-even output, margin of safety, contribution per unit, total contribution. Analysing profitability should include the following ratio analysis: gross profit, profit from operations, profit for the year.	
	83		To learn how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost		Unit 10 Calc book
	84		To calculate the value of break-even analysis		

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20	86	<b>Analysing financial performance</b>	To learn how to analyse profitability			
	87					
	88		To learn how to analyse timings of cash inflows and outflows			
	89		To understand the use of data for financial decision making and planning			
	90					
21	91	<b>Sources of finance / improving profits and cash flow</b>				
	92		To learn about internal and external sources of finance		Sources of finance to include: debt factoring, overdrafts, retained profits, share capital, loan capital, venture capital	
	93					
	94		To understand the advantages and disadvantages of different sources of finance for short- and long-term uses			
22	95	<b>Sources of finance /</b>		Should be able to assess ways of improving cash flow and should be able to assess ways of improving profitability.		
	96		To learn about methods of improving cash flow			
	97					
	98		To learn about methods of improving profits and profitability			
	99		To learn about difficulties improving cash flow and profit			
<b>3.6 Decision making to improve Human Resource performance</b>						
23	100	<b>Setting human resource objectives / analysing human resource performance</b>	To understand the value of setting human resource objectives	Human resource objectives include: employee engagement and involvement, talent development, training, diversity, alignment of values, number, skills and location of employees. Influences on human resource objectives such as		
	101		To learn about internal and external influences on human resources objectives and decisions			

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	102		To calculate and interpret human resource data	soft and hard Human Resource Management (HRM) approaches.	Unit 12 Calc book
	103		To calculate and interpret human resource data		
	104				
24	105	<b>Setting human resource objectives / analysing human resource performance</b>		Should be able to calculate and interpret: labour turnover and retention rates, labour productivity, employee costs as percentage of turnover, labour cost per unit	
	106		To understand the use of data for human resource decision making and planning		
	107		To understand the use of data for human resource decision making and planning		
	108		To understand the use of data for human resource decision making and planning		
25	109	<b>Improving organisational design and managing the human resource flow</b>	To understand the use of data for human resource decision making and planning	Job design to include Hackman and Oldham's model. Human resource flow to include human resource plan, recruitment, training, redeployment, redundancy. Decisions relating to organisational design include authority, span, hierarchy, delegation centralisation and decentralisation.	
	110				
	111		To learn about influences on job design		
	112		To learn about influences on organisation design		
	113		To learn about influences on delegation, centralisation and decentralisation		
26	114	<b>Improving motivation and engagement</b>	To learn about the value of changing job and organisational design. To understand how managing the human resource flow helps meet human resource objectives	Theories of motivation should include Taylor, Maslow and Herzberg. Financial methods of motivation should include: piece rate, commission, salary schemes, PRP. Employee representation methods to include trade unions and works councils.	
	115		To learn about the benefits of motivated and engaged employees. To understand how to improve employee engagement and motivation.		



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	116		To understand the value of theories of motivation.		
	117		To learn about the use of financial methods of motivation. To learn about the use of non-financial methods of motivating employees. To learn about influences on the choice and assessment of the effectiveness of financial and non-financial rewards systems.		
27	118	<b>Improving employer-employee relationships</b>	To learn about influences on the extent and methods of employee involvement in decision making		
	119		To learn about how to manage and improve employer- employee communications and relations		
	120		To understand the value of good employer-employee relations		
	121				
28		<b>Revision</b>			
29		<b>Revision</b>			
30		<b>Revision</b>			
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ours of teaching time. This facilitates time for assessment, revision, practise examinations and

Possible Homework/Activities	*Success Criteria (see last page)	Stretch & Challenge (Thirst for Learning)
<a href="#">3.1 Task 1 FL</a>		The knowledge' book?
		3.1 Task 1 FL: Additional work
3.1 Task 2 FL		3.1 Task 2 FL: Additional work
3.1 Task 3 FL, U1 Calc book		
3.1 Task 4 FL		3.1 Task 3 FL: Additional work
3.1 Task 5 FL		3.1 Task 4 FL: Additional work

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		3.1 Task 5 FL: Additional work
3.1 Task 6 FL		
3.1 Task 7 FL		3.1 Task 6 FL: Additional work
	<b>End of unit assessment</b>	
3.2 Task 1 FL	<b>7132/2 2018 (8)</b>	
3.2 Task 2 FL		3.2 Task 1 FL: Additional work
		3.2 Task 2 FL: Additional work
3.2 Task 3 FL		
		3.2 Task 3 FL: Additional work
3.2 Task 4 FL		
		3.2 Task 4 FL: Additional work
3.2 Task 5 FL		
3.2 Task 6 FL		3.2 Task 5 FL: Additional work
		3.2 Task 6 FL: Additional work
3.2 Task 7 FL		
3.3 Task 3 FL	<b>7132/2 2018 (20)</b>	

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3.3 Task 4 FL		3.3 Task 3 FL: Additional work
3.3 Task 5 FL		
		3.3 Task 4 FL: Additional work
3.3 Task 1 FL		3.3 Task 5 FL: Additional work
3.3 Task 2 FL		3.3 Task 1 FL: Additional work
	<b>Price Elasticity of Demand (1), Price Elasticity of Demand (2)</b>	3.3 Task 2 FL: Additional work
	<b>7132/2 2017 (16)</b>	
3.3 Task 6 FL		
		3.3 Task 6 FL: Additional work
3.3 Task 7 FL		
3.3 Task 7 FL		3.3 Task 7 FL: Additional work

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3.3 Task 8 FL		
		3.3 Task 8 FL: Additional work
3.5 Task1 FL	<b>7132/3 2017 (20)</b>	
		3.4 Task 11 FL: Additional work
		3.4 Task 1 FL: Additional work
3.4 Task 1 FL	<b>7132/2 2017 (16)</b>	

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3.4 Task 2 FL		3.4 Task 1 FL: Additional work
3.4 Task 3 FL		3.4 Task 2 FL: Additional work
3.4 Task 4 FL		3.4 Task 3 FL: Additional work
		3.4 Task 4 FL: Additional work
3.4 Task 5 FL		
		3.4 Task 5 FL: Additional work
	<b>7132/1 2018 (12)</b>	
3.4 Task 6 FL		
		3.4 Task 6 FL: Additional work
3.4 Task 5 FL		



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3.5 Task 2 FL, 3.5 Task 4 FL	<b>Calculation practise book!</b>	Unit 7 calc book
3.5 Task 10 FL	<b>7132/2 2018 (16)</b>	3.5 Task 1 FL: Additional work, 3.5 Task 2 FL: Additional work
		3.5 Task 4 FL: Additional work
3.5 Task 5 FL		
		3.5 Task 5 FL: Additional work
3.5 Task 9 FL		
		3.5 Task 9 FL: Additional work
3.5 Task 3 FL		
		3.5 Task 3 FL: Additional work

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3.5 Task 6 FL		
		3.5 Task 6 FL: Additional work
3.5 Task 7 FL		
		3.5 Task 7 FL: Additional work
3.5 Task 8 FL		
		Unit 11 calc book
3.4 Task 11 FL	<b>7132/3 2017 (16)</b>	

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3.6 Task 1 FL		
3.6 Task 2 FL		
		3.6 Task 2 FL: Additional work
3.6 Task 3 FL		
3.6 Task 4 FL		3.6 Task 3 FL: Additional work
3.6 Task 5 FL		3.6 Task 4 FL: Additional work
		3.6 Task 5 FL: Additional work





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