

# Business A-Level

**Progression map:** breaks down the key concepts to specify the most important knowledge and how that knowledge builds within the curriculum.

Key Concepts	Year 12	Year 13
Aims and Objectives	Units 1, 2, 3, 4, 5 and 6	Units 7
Decision making	Units 2, 3, 4, 5 and 6	Units 7
Strategy		Units 7, 8, 9 and 10
Profit and efficiency	Units 1, 2, 3, 4, 5 and 6	Units 7, 8, 9 and 10
Stakeholders	Units 1, 2, 3, 4, 5 and 6	Units 7, 8, 9 and 10
Calculating and interpreting data	Units 1, 2, 3, 4, 5 and 6	Units 7, 8, 9 and 10
Applying knowledge to real life business context	Units 1, 2, 3, 4, 5 and 6	Units 7, 8, 9 and 10

**Long-term plan:** organises the knowledge from the progression map into units to give an overview of what is taught when in the curriculum.

Year 12 LMY					
Autumn Term		Spring Term		Summer Term	
Unit Title: 1: What is Business?	Unit length: 26 hours	Unit Title: 5: Decision Making to Improve Financial Performance	Unit length: 26 hours	Unit Title: 6: Decision Making to Improve Human Resource Performance	Unit length: 26 hours
Domains of Knowledge: - The nature and purpose of business including aims and objectives and products and services - Understanding different business forms - External environment		Domains of Knowledge: - Financial objectives - Analysing financial performance including budgeting, cash flow and break-even - Sources of finance - Improving cash flow and profit		Domains of Knowledge: - Human resource objectives - Analysing human resource performance - Improving organisation design and managing human resource flow - Improving motivation and engagement - Improving employer-employee engagement	
Relevant Key Concepts: <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Profit and efficiency</li> <li>• Stakeholders</li> <li>• Calculating and interpreting data</li> </ul>		Key Concepts: <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Decision making</li> <li>• Profit and efficiency</li> <li>• Stakeholders</li> <li>• Calculating and interpreting data</li> </ul>		Key Concepts: <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Decision making</li> <li>• Profit and efficiency</li> <li>• Stakeholders</li> <li>• Calculating and interpreting data</li> </ul>	

<ul style="list-style-type: none"> <li>Applying knowledge to real life business context</li> </ul>		<ul style="list-style-type: none"> <li>Applying knowledge to real life business context</li> </ul>		<ul style="list-style-type: none"> <li>Applying knowledge to real life business context</li> </ul>	
<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>That businesses all strive to achieve a goal, usually profit</li> <li>That businesses are different, but all have a purpose in society</li> <li>That a business can be owned by one person, or thousands or shareholders</li> <li>That businesses have to constantly respond to changes</li> <li>What internal and external means</li> <li>Data interpretation from graphs and tables</li> </ul>		<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>Numeracy skills: addition, subtraction, division and multiplication, percentage change, line graph drawing and interpretation, 'moving numbers across the equals sign'</li> <li>That cash can be physical money, but also money in a bank account</li> <li>The purpose of a bank</li> <li>What internal and external means</li> <li>Data interpretation from graphs and tables</li> </ul>		<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>What a job is</li> <li>That jobs are different and have varying roles, responsibilities and remuneration attached</li> <li>Numeracy skills: addition, subtraction, division and multiplication, percentage change, 'moving numbers across the equals sign'</li> <li>That people have a willingness to do (or not to do) something and this can be influenced by a variety of factors</li> <li>That people do not stay in the same job for their whole career</li> <li>Data interpretation from graphs and tables</li> </ul>	
<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>Analyse businesses in terms of their nature and purpose, and the impact this has on their mission, aims and objectives</li> <li>Understand that a business's legal form impacts key business decisions</li> <li>Evaluate the impact that external factors have on a business's costs and demand</li> </ul>		<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>Identify relevant financial objectives for different types of business</li> <li>Calculate key financial indicators</li> <li>Analyse key financial documentation and indicators for a given business, and use the information in business decision making, including how to improve it</li> <li>Understand that a business's legal form impacts the sources of finance available to it</li> </ul>		<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>Identify relevant human objectives for different types of business</li> <li>Calculate and interpret key human resource measurements</li> <li>Analyse the impact that different organisational designs can have on businesses</li> <li>Evaluate the human resource needs of an organisation and suggest improvements</li> <li>Evaluate the impact that differing motivational theories could have on a business's workforce and overall efficiency</li> </ul>	
Year 12 DSD					
Autumn Term		Spring Term		Summer Term	
Unit Title: 2: Managers, leadership and decision making	Unit length: 26 hours	Unit Title: 3: Decision making to improve marketing performance	Unit length: 26 hours	Unit Title: 4: Decision making to improve operational performance	Unit length: 26 hours
Domains of Knowledge: - Management, leadership and decision-making		Domains of Knowledge: - Setting marketing objectives		Domains of Knowledge: - Setting operational objectives - Analysing operational performance	

<p>- Management decision-making including scientific decision making and decision trees</p> <p>- The role and importance of stakeholders</p>	<p>- Understanding markets and customers including market research</p> <p>- Segmentation, targeting and positioning</p> <p>- Using the marketing mix including the 7 P's, digital marketing and e-commerce</p>	<p>- Increasing efficiency and productivity</p> <p>- Managing inventory and supply chain including the use of technology in improving operational efficiency</p>
<p>Relevant Key Concepts:</p> <ul style="list-style-type: none"> <li>● Aims and objectives</li> <li>● Decision making</li> <li>● Profit and efficiency</li> <li>● Stakeholders</li> <li>● Calculating and interpreting data</li> <li>● Applying knowledge to real life business context</li> </ul>	<p>Key Concepts:</p> <ul style="list-style-type: none"> <li>● Aims and objectives</li> <li>● Decision making</li> <li>● Profit and efficiency</li> <li>● Stakeholders</li> <li>● Calculating and interpreting data</li> <li>● Applying knowledge to real life business context</li> </ul>	<p>Key Concepts:</p> <ul style="list-style-type: none"> <li>● Aims and objectives</li> <li>● Decision making</li> <li>● Profit and efficiency</li> <li>● Stakeholders</li> <li>● Calculating and interpreting data</li> <li>● Applying knowledge to real life business context</li> </ul>
<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>● How to communicate with people</li> <li>● How to work with others</li> <li>● How to set a vision / lay out a plan</li> <li>● What is emotional intelligence</li> <li>● Situational Analysis</li> <li>● Seeing the bigger picture / considering knock on impacts of decisions made.</li> </ul>	<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>● Numeracy skills: addition, subtraction, division and multiplication, percentage change, line graph drawing and interpretation, 'moving numbers across the equals sign'</li> <li>● Recognising characteristics of people</li> <li>● How to catch the attention of people through multiple channels</li> <li>● Data analysis / trend analysis</li> <li>● Personal opinions on price and value</li> </ul>	<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>● Numeracy skills: addition, subtraction, division and multiplication, percentage change, line graph drawing and interpretation, 'moving numbers across the equals sign'</li> <li>● Understand what 'Raw materials' are</li> <li>● Understand what 'costs' are</li> <li>● Understanding the term 'efficiency'</li> <li>● Understand the term 'customer experience'</li> <li>● Understand the meaning of 'being productive'</li> <li>● Recognise how technology is used to improve, enhance and enrich.</li> </ul>
<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>● Assess and evaluate the use of multiple management styles</li> <li>● Assess and evaluate the level of motivation among employees in a given scenario</li> <li>● Evaluate the approach to motivation a business uses and how this is managed.</li> </ul>	<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>● Assess and evaluate the marketing mix of a given organisation</li> <li>● Evaluate the customer profiling process of a given organisation</li> <li>● Analyse data based around primary and secondary research, giving opinions on findings.</li> </ul>	<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>● Assess and evaluate the operational processes of a given organisation</li> <li>● Analyse the effectiveness of production processes of selected organisations.</li> <li>● Evaluate the procurement processes for a given organisation</li> <li>● Evaluate the role of technology in successful operational practices using examples to highlight key arguments.</li> </ul>

Year 13 LMY					
Autumn Term		Spring Term		Summer Term	
Unit Title: 7: Analysing the strategic position of a business	Unit length: 26 hours	Unit Title: 7: Analysing the strategic position of a business	Unit length: 26 hours	Unit Title:	Unit length:
Domains of Knowledge: - Mission, corporate objectives and strategy including SWOT analysis - Financial ratio analysis including ROCE, gearing and efficiency ratios - Overall business performance including core competences and CSR		Domains of Knowledge: - Political and legal change - Economic change - Social and technological change - The competitive environment - Investment appraisal		Domains of Knowledge: •	
Relevant Key Concepts: <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Decision making</li> <li>• Profit and efficiency</li> <li>• Stakeholders</li> <li>• Calculating and interpreting data</li> <li>• Applying knowledge to real life business context</li> </ul>		Key Concepts: <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Decision making</li> <li>• Profit and efficiency</li> <li>• Stakeholders</li> <li>• Calculating and interpreting data</li> <li>• Applying knowledge to real life business context</li> </ul>		Key Concepts: •	
Gateway knowledge: <ul style="list-style-type: none"> <li>• Data interpretation from graphs and tables</li> <li>• Numeracy skills: addition, subtraction, division and multiplication, percentage change, 'moving numbers across the equals sign'</li> <li>• What a strength and a weakness are</li> <li>• Understanding of how marketing, finance, operations and human resources are analysed</li> <li>• Climate change and impact of people on the environment</li> </ul>		Gateway knowledge: <ul style="list-style-type: none"> <li>• Basic understanding of PESTLE (Unit 1)</li> <li>• What a strategy is</li> <li>• Understanding of the role of each functional area</li> <li>• Ways to measure a business's performance</li> <li>• Data interpretation from graphs and tables</li> </ul>		Gateway knowledge: •	
Assessment end-points:		Assessment end-points:		Assessment end-points:	

<ul style="list-style-type: none"> <li>● Use given data to analyse and evaluate the strategic position of a business in relation to the functional areas (marketing, finance, operations and human resources)</li> <li>● Calculate and interpret the results of ratios</li> <li>● Analyse the performance of a business, and give recommendations for improvements</li> </ul>	<ul style="list-style-type: none"> <li>● Use given data to analyse and evaluate the strategic position of a business</li> <li>● Use given data to evaluate the impact it has functional decision making</li> <li>● Analyse the performance of a business, and give recommendations for improvements</li> </ul>	<ul style="list-style-type: none"> <li>●</li> </ul>
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Year 13 DSD

Autumn Term	Spring Term	Summer Term
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Unit Title: 8 & 9: Choosing strategic direction and Strategic methods: how to pursue strategies	Unit length: 26 hours	Unit Title: 10: Managing strategic change	Unit length: 26 hours	Unit Title:	Unit length:
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<p>Domains of Knowledge:</p> <ul style="list-style-type: none"> <li>- Strategic direction: choosing which markets to compete in and what products to offer</li> <li>- Strategic positioning: choosing how to compete</li> <li>- Strategic methods: how to pursue strategies</li> <li>- Assessing a change in scale</li> <li>- Assessing innovation</li> <li>- Assessing internationalisation</li> <li>- Assessing greater use of digital technology</li> </ul>	<p>Domains of Knowledge:</p> <ul style="list-style-type: none"> <li>- Managing change</li> <li>- Managing organisational culture</li> <li>- Managing strategic implementation</li> <li>- Problems with strategy and why strategies fail</li> </ul>	<p>Domains of Knowledge:</p> <ul style="list-style-type: none"> <li>●</li> </ul>
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<p>Relevant Key Concepts:</p> <ul style="list-style-type: none"> <li>● Strategy</li> <li>● Profit and efficiency</li> <li>● Stakeholders</li> <li>● Calculating and interpreting data</li> <li>● Applying knowledge to real life business context</li> </ul>	<p>Key Concepts:</p> <ul style="list-style-type: none"> <li>● Strategy</li> <li>● Profit and efficiency</li> <li>● Stakeholders</li> <li>● Calculating and interpreting data</li> <li>● Applying knowledge to real life business context</li> </ul>	<p>Key Concepts:</p> <ul style="list-style-type: none"> <li>●</li> </ul>
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<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>● What strategy and direction mean</li> <li>● Recognising competitive advantage</li> <li>● What the words 'organic' and 'inorganic' mean.</li> <li>● Understanding innovation</li> </ul>	<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>● What the term 'Change' means and that change is different in scale from one organisation to another</li> <li>● What the term 'flexibility' means</li> </ul>	<p>Gateway knowledge:</p> <ul style="list-style-type: none"> <li>●</li> </ul>
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<ul style="list-style-type: none"> <li>● Understanding the term 'Market'</li> <li>● Understanding globalisation and glocalisation</li> </ul>	<ul style="list-style-type: none"> <li>● What the term 'Culture' means from an organisational viewpoint.</li> <li>● What the term 'structure' means</li> <li>● Pinpoint what good performance looks like.</li> <li>● What the term 'strategy' means</li> <li>● What having a 'plan B' means</li> <li>● Numeracy skills: addition, subtraction, division and multiplication, percentage change, line graph drawing and interpretation, 'moving numbers across the equals sign'</li> </ul>	
<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>● Evaluate the growth of a given organisation</li> <li>● Analyse growth opportunities</li> <li>● Evaluate impacts of growth on a global level</li> <li>● Situational analysis of selected international markets</li> <li>● Evaluate the impact of technology on growth and organisational performance.</li> </ul>	<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>● Evaluate the level of change required in a given organisation</li> <li>● Analyse the impacts of change on a given organisation</li> <li>● Evaluate contingency planning for change within a given organisation</li> <li>● Evaluate the impact of culture on organisational and employee performance</li> <li>● Evaluate the strategic planning process of a given organisation.</li> </ul>	<p>Assessment end-points:</p> <ul style="list-style-type: none"> <li>●</li> </ul>