

AQA Business A Level

Year 12

Scheme of Work 2024 - 2025

Subject Leader: Mrs Lola Owolabi

| Topics by Term | Topic Overview for Year Group | | | | | |
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| | Term 1 | Term 2 | Term 3 | Term 4 | Term 5 | Term 6 |
| Topics Taught | <ol style="list-style-type: none"> 1. What is a business? 2. Managers, Leadership and Decision-Making | <ol style="list-style-type: none"> 1. Decision making to improve marketing performance 2. Decision making to improve operational performance | <ol style="list-style-type: none"> 1. Decision making to improve operational performance 2. Decision making to improve financial performance | <ol style="list-style-type: none"> 1. Decision making to improve financial performance 2. Decision making to improve human resource performance | <ol style="list-style-type: none"> 1. Decision making to improve human resource performance | Year 1 Topics Review |

| Year 12 / Term 1 | | AQA A Level | | | | |
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| Specification o References | Big questions | Topic area: main Items and learning objectives All: grades 1-3 Most: grades 4-6 Some: grades 7-9 Examples | Outcomes | Key Terms/ concepts Literacy Numeracy | Assessment and homework tasks | Resources |
| Term 1 | | | | | | |
| Topic 3.1 What is business | | | | | | |
| Week 1 | <ul style="list-style-type: none"> Can you explain why business objectives can be dependent on the size of the business? Can you give reasons for poor profitability of a business? Can you recommend how a business could improve it's profit? | <ul style="list-style-type: none"> List reasons why businesses exist To explain the relationship between mission and objectives. Examine common business objectives. Explain why businesses set objectives. Be able to calculate profit and explain the importance of profit | 3.1.1 Understanding the nature and purpose of business <ul style="list-style-type: none"> Why businesses exist Relationship between mission and objectives Common business objectives Why businesses set objectives Measurement and importance of profit | Mission Aims Objectives Variable costs Ethical objectives | <ul style="list-style-type: none"> Data response homework task (AQA Textbook) AS Exam Paper 1 | <ul style="list-style-type: none"> PPT Revision video on calculating profit, contribution and break-even https://www.youtube.com/watch?v=4Jg3w4wDIS0 What are fixed costs? http://beta.tutor2u.net/business/blog/what-are-fixed-costs |
| Topic 3.1 What is business | | | | | | |
| Weeks 2 and 3 | <ul style="list-style-type: none"> Can you explain the effects of ownership on mission, objectives, | <ul style="list-style-type: none"> List the different forms of business and explain reasons for choosing the form and for | 3.1.2 Understanding different business forms Different forms of business include: <ul style="list-style-type: none"> Sole traders | Limited liability Unlimited liability Private Public Share capital | <ul style="list-style-type: none"> Question from past paper (9 marks) Extended writing activity | <ul style="list-style-type: none"> PPT AQA Textbook A piece of cake – Starter activity on private limited companies |

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| | <p>decisions and performance?</p> <ul style="list-style-type: none"> • Can you define unlimited liability? • Are you able to explain the difference between a public limited company and the public sector? | <p>changing business form.</p> <ul style="list-style-type: none"> • Explain the role of shareholders and why they invest. • Analyse influences on share price and the significance of share price changes. • Explain the effects of ownership on mission, objectives, decisions and performance. | <ul style="list-style-type: none"> • Private and Public Limited Companies • Private and Public Sector organisations • Non-profit organisations such as charities and mutual <p>Issues with different forms of business include:</p> <ul style="list-style-type: none"> • Unlimited and limited liability • Ordinary share capital • Market capitalisation <p>Dividends</p> | | | http://beta.tutor2u.net/business/blog/starter-activity-a-piece-of-cake-limited-companies |
| 3.1 What is business | | | | | | |
| Week 4 | <ul style="list-style-type: none"> • Can you explain why interest rates are likely to be low during a recession? • Can you give reasons for a decrease in consumer demand? • Can you explain why understanding consumer demographics is important for the long term success of a business? | <ul style="list-style-type: none"> • List factors that can influence costs and demands • Explain how the external environment can affect costs and demand • Recommend how a business can respond to changing costs and demand | <p>3.1.3 Understanding that businesses operate within an external environment</p> <p>Factors influencing costs and demand to include the effect of:</p> <ul style="list-style-type: none"> • Competition • Market Conditions • Incomes • Interest rates • Demographic factors • Environmental issues and fair trade | <p>Demographic</p> <p>Demand</p> <p>Costs</p> <p>Interest rates</p> | <ul style="list-style-type: none"> • Multiple choice questions (worksheet) • Samsung Case study | <ul style="list-style-type: none"> • PPT • AQA Textbook • What affects demand for a product? http://beta.tutor2u.net/business/blog/qa-what-factors-affect-the-demand-for-a-product • Revenue and demand – Revision presentation http://beta.tutor2u.net/business/reference/revenue-s-and-demand-revision-presentation |
| 3.2 Managers, leadership and decision making | | | | | | |
| Week 5 | <ul style="list-style-type: none"> • Can you explain the limitations of the | <ul style="list-style-type: none"> • Describe the role of managers | <p>3.2.1 Understanding management, leadership and decision making</p> <p>The role of managers should include:</p> | <p>Management</p> <p>Leadership</p> | <ul style="list-style-type: none"> • Question 16, Paper 1 2016 | <ul style="list-style-type: none"> • PPT • AQA Textbook |

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| | <p>Tannenbaum Schmidt Continuum model?</p> <ul style="list-style-type: none"> Can you outline when the 'Country Club' style of management may be most appropriate? | <ul style="list-style-type: none"> Describe the types of management and leadership styles and influences on these Analyse the effectiveness of different styles of management and leadership | <ul style="list-style-type: none"> Setting objectives Analysing Leading Making decisions Reviewing <p>Theories of management and leadership styles should include:</p> <ul style="list-style-type: none"> The Tannenbaum Schmidt continuum | | <ul style="list-style-type: none"> Data Response Homework – Ryan Air Case Study - Tutor2U | <ul style="list-style-type: none"> What is the continuum of leadership? http://beta.tutor2u.net/business/blog/ga-what-is-the-continuum-of-leadership |
| 3.2 Managers, leadership and decision making | | | | | | |
| Week 6 | <ul style="list-style-type: none"> Can you outline the benefits to managers using decision making tree? Can you outline the limitations of using decision making trees? | <ul style="list-style-type: none"> Explain the value of decision making based on data (scientific decision making) and on intuition Interpret and complete decision trees in decision making Analyse the Influences on decision making | <p>3.2.2 Understanding decision making</p> <p>Scientific decision making should include understanding decision trees and calculating expected value and net gains.</p> <p>Decision making to include an understanding of:</p> <ul style="list-style-type: none"> Risks Rewards Uncertainty Opportunity cost. <p>Influences on decision making to include:</p> <ul style="list-style-type: none"> Mission Objectives Ethics The external environment including competition Resource constraints | <p>Decision trees</p> <p>Risks</p> <p>Rewards</p> <p>Opportunity cost</p> <p>ethics</p> | <ul style="list-style-type: none"> Homework: Decision Tree worksheet Paper 1 past paper (questions that include decision trees) | <ul style="list-style-type: none"> PPT AQA Business textbook Decision Tree worksheet Appleton Farm – Exam style case study on decision trees |
| 3.2 Managers, leadership and decision making | | | | | | |
| Week 7 | <ul style="list-style-type: none"> Can you explain the difference between the stakeholder | <ul style="list-style-type: none"> Identify different stakeholder needs when making decisions Explain stakeholder needs and the possible | <p>3.2.3 The role and importance of stakeholders</p> <ul style="list-style-type: none"> Stakeholder mapping: stakeholder power and interest. | <p>Stakeholder mapping</p> | <ul style="list-style-type: none"> Question from past paper (9 marks) | <ul style="list-style-type: none"> PPT AQA Business Textbook |

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| | <p>concept and the shareholder concept?</p> <ul style="list-style-type: none"> • Can you outline the benefits to a business of making sure all stakeholders are happy? • Can you examine potential stakeholder conflicts of interest? | <p>overlap and conflict of these needs</p> <ul style="list-style-type: none"> • Analyse influences on the relationship with stakeholders • Recommend how to manage the relationship with different stakeholder | <ul style="list-style-type: none"> • Managing the relationship with different stakeholders includes communication and consultation. | <p>Internal stakeholder External stakeholder</p> | <ul style="list-style-type: none"> • Extended writing activity -Tesco case study | <ul style="list-style-type: none"> • DVD (Tesco) • Stakeholders – Introduction http://beta.tutor2u.net/business/reference/stakeholders-introduction • Stakeholders – Every little helps http://beta.tutor2u.net/business/blog/stakeholders-every-little-helps |
| Week 7 | Assessment | | | | <ul style="list-style-type: none"> • Milestone 1 Assessment on topics 3.1 and 3.2 | <ul style="list-style-type: none"> • All class notes |
| Term 2 | 3.3 Decision making to improve marketing performance | | | | | |
| Week 1 | <ul style="list-style-type: none"> • Can you calculate market share and market growth? • Can you explain how marketing objectives can support an overall business aim? | <ul style="list-style-type: none"> • List a range of marketing objectives • Explain the value of setting marketing objectives • Analyze external and internal influences on marketing objectives and decisions | <ul style="list-style-type: none"> • 3.3.1 Setting marketing objectives • Marketing objectives include: <ul style="list-style-type: none"> •Sales volume and sales value •Market size •Market and sales growth •Market share •Brand loyalty. | <p>Market Growth Market Share Brand loyalty</p> | <ul style="list-style-type: none"> • Homework: Research Task • Questions from past papers | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Case Study |
| | 3.3 Decision making to improve marketing performance | | | | | |
| Week 2 and 3 | <ul style="list-style-type: none"> • Can you calculate a price elasticity | <ul style="list-style-type: none"> • Define primary and secondary marketing research and | <p>3.3.2 Understanding markets and customers Marketing research should include:</p> | <p>Market share Qualitative Quantitative Income elasticity</p> | <ul style="list-style-type: none"> • Question from past paper (9 marks) • Extended writing activity | <ul style="list-style-type: none"> • PPT • AQA Business textbook • What is quantitative |

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| | <p>of demand (PED)?</p> <ul style="list-style-type: none"> • Can you explain why some products have a high PED? • Can you explain the difference between income and price elasticity of demand? • Can you explain how effective marketing can lead to a lower price elasticity of demand? • Can you interpret price and income elasticity of demand data? • Are you able to recommend how the data should inform marketing decision making and planning? | <p>qualitative and quantitative data</p> <ul style="list-style-type: none"> • Explain the value of sampling to a business • Be able to interpret marketing data and calculate market and sales growth, market share and size • Evaluate the value of technology in gathering and analysing data for marketing decision making | <p>•Qualitative and quantitative data</p> <p>•Market mapping. Interpretation of marketing data should include:</p> <ul style="list-style-type: none"> •Positive and negative correlation and an understanding of the strength of the relationship •Understanding the concept of confidence intervals •Understanding extrapolation. Interpret price and income elasticity of demand data and be able to analyse the impact of changes in price and income on revenue (they do not need to be able to calculate these). | <p>confidence intervals extrapolation</p> | | <p>market research? http://beta.tutor2u.net/business/blog/qa-what-is-quantitative-market-research</p> <ul style="list-style-type: none"> • What is qualitative market research? http://beta.tutor2u.net/business/blog/qa-what-is-qualitative-market-research • Price elasticity of demand http://beta.tutor2u.net/business/reference/price-elasticity-of-demand |
| 3.3 Decision making to improve marketing performance | | | | | | |
| Weeks 3 and 4 | <ul style="list-style-type: none"> • Can you explain the difference between mass and niche marketing? • Can you outline the benefits of | <ul style="list-style-type: none"> • Explain the process and value of segmentation, targeting and positioning • Analyse the influences on choosing a target market and positioning | <p>3.3.3 Making marketing decisions: segmenting, targeting, positioning</p> <p>Segmentation methods include:</p> <ul style="list-style-type: none"> •Demographic •Geographic •Income •Behavioural segmentation | <p>Demographic Geographic Income Behavioural Segmentation</p> | <ul style="list-style-type: none"> • Homework: Past Paper Question (16 marks) • Extended writing task: Marks and Spencer | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Market segmentation http://beta.tutor2u.net/business/r |

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| | effective target marketing? | | Targeting may include niche and mass marketing | | | reference/market-segmentation <ul style="list-style-type: none"> What is market segmentation? http://beta.tutor2u.net/business/blog/qa-what-is-market-segmentation |
| 3.3 Decision making to improve marketing performance | | | | | | |
| Weeks 4 and 5 | <ul style="list-style-type: none"> Can you explain the importance of an influence on an integrated marketing mix? Can you explain why digital marketing and e-commerce is crucial for business success? Are you able to evaluate the usefulness of the Boston Box and Product Life Cycle and their influence on decision making? | <ul style="list-style-type: none"> List the elements of the marketing mix (7p's) Identify the influences on and effects of changes in the elements of the marketing mix Evaluate decisions taken relating to elements of the marketing mix | <p>3.3.4 Making marketing decisions: using the marketing mix</p> <p>The marketing mix should be considered for goods and services, both industrial and consumer</p> <p>Types of consumer goods considered should include convenience, shopping and specialty products.</p> <p>Product decisions should include:</p> <ul style="list-style-type: none"> The 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. <p>Pricing decisions should include penetration and price skimming</p> <p>Promotional decisions should include the value of branding</p> | <p>Marketing mix</p> <p>Boston Matrix</p> <p>Product Life Cycle</p> | <ul style="list-style-type: none"> Question from past paper (9 marks) Homework: Extended writing activity (20 marks) | <ul style="list-style-type: none"> PPT AQA Business textbook Product portfolios – Revision presentation http://beta.tutor2u.net/business/reference/product-portfolios-revision-presentation The product lifecycle http://beta.tutor2u.net/business/reference/product-life-cycle Penetration pricing http://beta.tutor2u.net/business/reference/penetration-pricing Price skimming http://beta.tutor2u.net/business/reference/price-skimming |

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| | | | <p>Distribution channels should include multi-channel distribution</p> <p>Influences on an integrated marketing mix include:</p> <ul style="list-style-type: none"> •The position in the product life cycle •The Boston Matrix •The type of product •Marketing objectives •The target market •Competition •Positioning | | | |
| 3.4 Decision making to improve operational performance | | | | | | |
| Week 6 | <ul style="list-style-type: none"> • Can you explain how achieving operational objectives can improve the profitability of a business? • Can you outline possible reasons why operational objectives may not be achieved? • Can you recommend how a business can improve the performance of it's operations? | <ul style="list-style-type: none"> • List suitable operational objectives for a give business • Explain the value of setting operational objectives • Analyze external and internal influences on operational objectives and decisions | <p>3.4.1 Setting operational objectives</p> <p>Operational objectives include:</p> <ul style="list-style-type: none"> •Costs •Quality •Speed of response and flexibility •Dependability •Environmental objectives •Added value | Operational dependability | <ul style="list-style-type: none"> • Multiple choice question from past paper • Data response activity (textbook) | <ul style="list-style-type: none"> • PPT • AQA Business textbook • News article |

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| | 3.4 Decision making to improve operational performance | | | | | |
| Weeks 6 and 7 | <ul style="list-style-type: none"> Can you outline the importance of capacity utilisation and how this can impact on a firm's competitiveness? Can you suggest reasons for improvements in labour productivity? | <ul style="list-style-type: none"> Interpret operations data Calculate labour productivity, unit costs, capacity and capacity utilisation Analyse the operational data and make recommendations to support decision making and planning | 3.4.2 Analysing operational performance <ul style="list-style-type: none"> Labour productivity Unit costs (average costs) Capacity Capacity utilisation. | Capacity Capacity utilisation Labour productivity unit costs | <ul style="list-style-type: none"> Question from past paper (9 marks) Homework: Calculations Tutor2U – Worksheet – Capacity Utilisation | <ul style="list-style-type: none"> PPT AQA Business textbook Labour productivity http://beta.tutor2u.net/business/reference/labour-productivity Capacity utilisation http://beta.tutor2u.net/business/reference/capacity-utilisation YouTube - Bee Business Bee capacity utilisation (6:00) |
| Week 7 | Assessment | | | | <ul style="list-style-type: none"> Milestone assessment 2 on topics 3.3 and 3.4 (up to 3.4.3) | <ul style="list-style-type: none"> All revision notes |
| Term 3 | 3.4 Decision making to improve operational performance | | | | | |
| Weeks 1 and 2 | <ul style="list-style-type: none"> Can you outline the difficulties increasing efficiency and labour productivity? Can you recommend how to choose the optimal mix of resources? Can you explain how a business can utilise capacity efficiently? Can you recommend how to use technology to improve | <ul style="list-style-type: none"> List the benefits and difficulties of lean production Explain the importance of capacity Explain the importance of efficiency and labour productivity Recommend how to increase efficiency and labour productivity | 3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity Lean production should include 'Just in Time' operations Labour and capital intensive processes | Capital intensive Lean production Efficiency | <ul style="list-style-type: none"> Past Paper Questions on capacity and lean production – Honda Case Study | <ul style="list-style-type: none"> PPT AQA Business textbook Lean production – Revision presentation http://beta.tutor2u.net/business/reference/lean-production-revision-presentation Just in time (and Kaizen) video http://beta.tutor2u.net/business/blog/brilliant- |

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| | operational efficiency? | | | | | video-for-just-in-time-and-kaizen |
| 3.4 Decision making to improve operational performance | | | | | | |
| Week 2 | <ul style="list-style-type: none"> • Can you explain TQM? • Can you explain the difference between quality assurance and quality control? | <ul style="list-style-type: none"> • Explain the importance of quality • List the different methods of improving quality • Explain the benefits and difficulties of improving quality • Analyze the consequences of poor quality on a given business. | <p>3.4.4 Making operational decisions to improve performance: improving quality</p> <p>Methods of improving quality should include quality assurance</p> | <p>Quality assurance TQM</p> | <ul style="list-style-type: none"> • Multiple choice questions from past paper • Homework: Data response activity (textbook) | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Quality http://beta.tutor2u.net/business/reference/quality-introduction • Costs of poor quality http://beta.tutor2u.net/business/reference/quality-costs-of-poor-quality • YouTube clip - Loake Shoemakers (5:35) |
| 3.4 Decision making to improve operational performance | | | | | | |
| Weeks 3 and 4 | <ul style="list-style-type: none"> • Can you suggest how to manage the supply chain effectively and efficiently? • Can you identify influences on and the amount of inventory held? • Can you explain why some businesses decide to have | <ul style="list-style-type: none"> • Explain how to manage supply to match demand and the value of doing so • Identify influences on the choice of suppliers • Evaluate the value of outsourcing for a given business | <p>3.4.5 Making operational decisions to improve performance: managing inventory and supply chains</p> <p>An understanding of flexibility should include mass customisation</p> <p>Ways of matching supply to demand include:</p> <ul style="list-style-type: none"> • Outsourcing • Temporary and part time employees • Producing to order | <p>Outsourcing Inventory control Buffer level</p> | <ul style="list-style-type: none"> • Question from past paper (9 marks) • Extended writing activity (20 marks) | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Outsourcing http://beta.tutor2u.net/business/reference/outsourcing • Working with suppliers http://beta.tutor2u.net/business/reference/working-with-suppliers-revision-presentation |

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| | <p>low buffer levels of stock?</p> <ul style="list-style-type: none"> Can you identify the lead time and buffer levels on a stock control chart? | | <p>Inventory control should include:</p> <ul style="list-style-type: none"> Interpreting inventory control charts Lead time Re-order levels Buffer level of inventory <p>Re-order quantities</p> | | | |
| 3.5 Decision making to improve financial performance | | | | | | |
| Week 4 | <ul style="list-style-type: none"> Can you explain the difference between gross profit, operating profit and profit for the year? Can explain how a business can be profitable but have poor cash flow? Can you recommend how a business can improve its cash flow? | <ul style="list-style-type: none"> Define Revenue, costs and profit objectives Explain the value of setting financial objectives Explain the difference between cash flow and profit Analyse the external and internal influences on financial objectives and decisions | <p>3.5.1 Setting financial objectives</p> <p>Financial objectives to include:</p> <ul style="list-style-type: none"> The concept of a return on investment An understanding of the proportion of long-term funding that is debt. | <p>Return on investment</p> <p>Operating profit</p> <p>Gross profit</p> <p>Cash Flow</p> | <ul style="list-style-type: none"> Question from past paper Homework: Calculations Tutor2U – Worksheet – Gross and Operating Profit | <ul style="list-style-type: none"> PPT AQA Business textbook Internal and external influences on financial objectives http://beta.tutor2u.net/business/reference/internal-and-external-influences-on-financial-objectives |
| 3.5 Decision making to improve financial performance | | | | | | |
| Week 5 | <ul style="list-style-type: none"> Can you explain the value of break-even analysis to businesses? Can you explain the different methods used to analyse profitability? | <ul style="list-style-type: none"> How to construct and analyse budgets and cash flow forecasts The value of budgeting How to construct and interpret break-even charts How to calculate and illustrate on a break-even | <p>3.5.2 Analysing financial performance</p> <p>Analysing budgets should include variance analysis and adverse and favourable variances</p> <p>Break-even analysis should include:</p> <ul style="list-style-type: none"> Break-even output Margin of safety Contribution per unit Total contribution. <p>Analysing profitability should include the following ratio analysis:</p> | <p>Breakeven</p> <p>Margin of Safety</p> <p>Contribution</p> <p>Total Contribution</p> <p>Budgeting</p> | <ul style="list-style-type: none"> Breakeven Worksheet Past Papers Data response activity (textbook) | <ul style="list-style-type: none"> PPT AQA Business textbook Budgets – Introduction http://beta.tutor2u.net/business/reference/budgets Variance analysis – Revision video |

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| | <ul style="list-style-type: none"> Can you explain how to analyse timings of cash inflows and outflows? Are you able suggest how a business should use data for financial decision making and planning? | chart the effects of changes in price, output and cost | <ul style="list-style-type: none"> Gross profit Profit from operations Profit for the year. <p>Analysing timings of cash flow should include an understanding of payables and receivables.</p> | | | https://www.youtube.com/watch?v=K1QQ3b4wwTs <ul style="list-style-type: none"> Profitability ratios – Revision presentation http://beta.tutor2u.net/business/reference/profitability-ratios-revision-presentation |
| 3.5 Decision making to improve financial performance | | | | | | |
| Week 6 | <ul style="list-style-type: none"> Can you explain the benefits and drawbacks of using debt factoring? Can you explain the difference between loans and an overdraft? | <ul style="list-style-type: none"> Identify and explain internal and external sources of finance Evaluate different sources of finance for short and long term uses | 3.5.3 Making financial decisions: sources of finance Sources of finance should include: <ul style="list-style-type: none"> Debt factoring Overdrafts Retained profits Share capital Loans Venture capital. | Debt factoring Overdrafts Retained profits Share capital Venture capital | <ul style="list-style-type: none"> Data Response Homework 'Debt Factoring' news article Past Paper | <ul style="list-style-type: none"> PPT AQA Business textbook BBC News article 'Debt Factoring' print out Venture capital http://beta.tutor2u.net/business/reference/finance-venture-capital |
| Assessment | | | | | <ul style="list-style-type: none"> Milestone Assessment 3 on topics 3.4.3 to 3.5.3 | <ul style="list-style-type: none"> |
| Term 4 3.5 Decision making to improve financial performance | | | | | | |
| Week 1 | <ul style="list-style-type: none"> Can you recommend how a business can improve it's cash flow? Can you explain how a business can have | <ul style="list-style-type: none"> List methods of improving cash flow List methods of improving profits and profitability Explain the difficulties of | 3.5.4 Making financial decisions: improving cash flow and profits Students should be able to assess ways of improving cash flow | | <ul style="list-style-type: none"> Cash Flow Quiz | <ul style="list-style-type: none"> PPT AQA Business textbook Cash flow forecasting http://beta.tutor2u.net/business/reference/cash- |

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| | improved gross profit but have a concerning gross profit margin? | improving cash flow and profit | Students should be able to assess ways of improving profitability | | | flow-forecasting-example-startup <ul style="list-style-type: none"> Improving cash flow – Revision quiz http://beta.tutor2u.net/business/blog/revision-quiz-improving-cash-flow |
| 3.6 Decision making to improve human resource performance | | | | | | |
| Week 2 | <ul style="list-style-type: none"> Can you explain the importance of training to supporting business objectives? Can you recommend how a business can improve its labour turnover and staff retention levels? | <ul style="list-style-type: none"> Explain why setting human resource objectives is so important to businesses Analyse the Internal and external influences on human resource objectives and decisions | 3.6.1 Setting human resource objectives Human resource objectives include: <ul style="list-style-type: none"> Employee engagement and involvement Talent development Training Diversity Alignment of values Number, skills and location of employees | Employee engagement Diversity | <ul style="list-style-type: none"> Data Response Homework (textbook) Extended writing task from Case Study | <ul style="list-style-type: none"> PPT AQA Business textbook Case study Toyota Motors HRM objectives – Revision objectives http://beta.tutor2u.net/business/reference/hrm-objectives-and-strategies-revision-presentation |
| 3.6 Decision making to improve human resource performance | | | | | | |
| Week 3 and 4 | <ul style="list-style-type: none"> Can you explain the difference between labour turnover and staff retention? Why do you think both figures are important when | <ul style="list-style-type: none"> List methods to measure human resource performance Calculate and interpret human resource data Evaluate the human resource | 3.6.2 Analysing human resource performance <ul style="list-style-type: none"> Labour turnover and retention rates Labour productivity Employee costs as percentage of turnover Labour cost per unit. | Labour turnover Retention Labour productivity | <ul style="list-style-type: none"> Tutor2U worksheet 'Labour Productivity' Question from past paper (18 marks) | <ul style="list-style-type: none"> PPT AQA Business textbook Labour productivity http://beta.tutor2u.net/business/reference/labour-productivity |

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| | <p>measuring the performance of a business?</p> <ul style="list-style-type: none"> • Can you recommend how a business can improve its labour productivity figure? | <p>performance based on given data and make recommendations on how performance could be improved</p> | | | | <ul style="list-style-type: none"> • Workforce effectiveness – Revision presentation http://beta.tutor2u.net/business/reference/workforce-effectiveness-management-revision-presentation |
| 3.6 Decision making to improve human resource performance | | | | | | |
| Week 5 and 6 | <ul style="list-style-type: none"> • Can you explain the importance of the Hackman and Oldham model in improving HR performance? • Can you explain how effective organisational design can improve staff retention? • Can you explain how a decentralised structure impacts on job design? | <ul style="list-style-type: none"> • Influences on job design • Influences on organisational design • Influences on delegation, centralisation and decentralisation • The value of changing job and organisational design • How managing the human resource flow helps meet human resource objectives | <p>3.6.3 Making human resource decisions: improving organisational design and managing the human resource flow</p> <p>Job design to include Hackman and Oldham’s model</p> <p>Decisions relating to organisational design include:</p> <ul style="list-style-type: none"> • Authority • Span • Hierarchy • Delegation • Centralisation and decentralisation <p>Human resource flow to include:</p> <ul style="list-style-type: none"> • Human resource plan • Recruitment • Training • Redeployment • Redundancy | <p>Authority</p> <p>Span</p> <p>Hierarchy</p> <p>Delegation</p> <p>Centralisation and decentralisation</p> | <ul style="list-style-type: none"> • Question from past paper (9 marks) • Homework: Extended writing activity (20 marks) | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Organisational and job design worksheet • Delegation http://beta.tutor2u.net/business/reference/delegation • Centralised versus decentralised http://beta.tutor2u.net/business/reference/centralised-versus-decentralised-structures |
| Term 4 Milestone assessment Topics 3.5 and 3.6 | | | | | | |

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| <p>Term 5</p> <p>Week 1 and 2</p> | <p>3.6 Decision making to improve human resource performance</p> | | | | | |
| | <ul style="list-style-type: none"> • Can you explain the value of theories of motivation? • Can you list the financial methods of motivation? • Can you evaluate the non-financial methods of motivating employees? | <ul style="list-style-type: none"> • List the benefits of motivated and engaged employees • Explain how to improve employee engagement and motivation • Outline the influences on the choice and assessment of the effectiveness of financial and non-financial reward systems | <p>3.6.4 Making human resource decisions: improving motivation and engagement</p> <p>Theories of motivation should include Taylor, Maslow and Herzberg</p> <p>Financial methods of motivation should include:</p> <ul style="list-style-type: none"> •Piece rate •Commission •Salary schemes •Performance-related pay. | <p>Piece rate</p> <p>Commission</p> <p>Salary schemes</p> <p>Performance-related pay</p> | <ul style="list-style-type: none"> • Motivation Worksheet • Past Papers • Data response activity (textbook) | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Maslow – Hierarchy of Needs http://beta.tutor2u.net/business/reference/motivation-maslow-hierarchy-of-needs • Video – Jumping for the Jellybeans (Part 1) https://www.youtube.com/watch?v=o87s-2YtG4Y • Video – Jumping for the Jellybeans (Part 2) https://www.youtube.com/watch?v=gtYi4102OvU |
| <p>3.6 Decision making to improve human resource performance</p> | | | | | | |
| <p>Week 3 and 4</p> | <ul style="list-style-type: none"> • Can you explain the role of trade unions? • Can you identify the range of support available to employees if they have a grievance in the workplace? | <ul style="list-style-type: none"> • Identify influences on the extent and methods of employee involvement in decision making • Explain how to manage and improve employer-employee communications and relations • Evaluate the value of good employer- | <p>3.6.5 Making human resource decisions: improving employer-employee relations</p> <p>Employee representation methods to include trade unions and works councils</p> | <p>Trade unions</p> <p>Work council</p> | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • PPT • AQA Business textbook • Employee relations and trade unions http://beta.tutor2u.net/business/blog/revision-presentation-employee-relations-trade-unions |

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| | | employee relations on a given business | | | | |
| Week 5 | Term 5 Assessment on motivational theorists | | | | | |
| Term 6 | Review of Year 1 and a focus on exam technique - Topic 3.1 What is business | | | | | |
| Week 1 | Can you explain the extent to which shareholders should be priority when making investment decisions? | <ul style="list-style-type: none"> • Explain the role of shareholders and why they invest. • Analyse influences on share price and the significance of share price changes. | <p>Issues with different forms of business include:</p> <ul style="list-style-type: none"> • Unlimited and limited liability • Ordinary share capital • Market capitalisation | Short termism | Essay Question – 24 marker – Public Limited Company | |
| | Review of Year 1 and a focus on exam technique - Topic 3.2 Managers, leadership and decision making | | | | | |
| Week 2 | Can you recommend a style of management for a given scenario? | <ul style="list-style-type: none"> • Describe the role of managers • Describe the types of management and leadership styles and influences on these • Analyse the effectiveness of different styles of management and leadership | <p>Theories of management and leadership styles should include:</p> <ul style="list-style-type: none"> • The Tannenbaum Schmidt continuum | | Essay Question - 16 marks Tannenbaum Schmidt | |
| | Review of Year 1 and a focus on exam technique - Topic 3.3 Decision making to improve marketing performance | | | | | |
| Week 3 | Can you identify the factors that contribute to a product's PED? | <ul style="list-style-type: none"> • Explain the difference between income and price elasticity of demand • Explain how effective marketing can lead to a lower price elasticity of demand | <ul style="list-style-type: none"> • Interpret price and income elasticity of demand data and be able to analyse the impact of changes in price and income on revenue (they do not need to be able to calculate these). | | Essay Question – 16 marks - Price Elasticity of demand | |
| Week 4 | End of Year 1 AS Assessment | | | | | |
| Week 5 | Review of Year 1 and a focus on exam technique - Topic 3.4 Decision making to improve operational performance | | | | | |

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| | Can you identify the internal and external factors that can influence labour productivity? | <ul style="list-style-type: none"> • Explain the importance of efficiency and labour productivity • Recommend how to increase efficiency and labour productivity | <p>3.4.3 Making operational decisions to improve performance: increasing efficiency and productivity</p> <p>Lean production should include 'Just in Time' operations</p> <p>Labour and capital intensive processes</p> | | Essay Question – 24 marker on Lean Production | |
| Review of Year 1 and a focus on exam technique - Topic 3.5 Decision making to improve financial performance | | | | | | |
| Week 6 | Can you explain why breakeven is particularly useful for a newly established business? | <ul style="list-style-type: none"> • Explain how to construct and interpret break-even charts • Explain how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost | <p>3.5.2 Analysing financial performance</p> <p>Analysing budgets should include variance analysis and adverse and favourable variances</p> <p>Break-even analysis should include:</p> <ul style="list-style-type: none"> • Break-even output • Margin of safety • Contribution per unit • Total contribution. | | Essay Question = 16 marks on Breakeven Analysis | |
| Review of Year 1 and a focus on exam technique - Topic 3.6 Decision making to improve HR performance | | | | | | |
| | Can you explain why Taylor's approach to motivation is not as effective workplaces today? | <ul style="list-style-type: none"> • List the benefits of motivated and engaged employees • Explain how to improve employee engagement and motivation | <p>3.6.4 Making human resource decisions: improving motivation and engagement</p> <p>Theories of motivation should include Taylor, Maslow and Herzberg</p> <p>Financial methods of motivation should include:</p> <ul style="list-style-type: none"> • Piece rate • Commission | | Essay Question – 24 marks – Frederick Taylor | |

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| | | | <ul style="list-style-type: none">•Salary schemes•Performance-related pay. | | | |
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