

## KS5 Curriculum Overview: A-Level Business

### Year 12 – AS Business

**Rationale:** In Y12 we endeavour to build the student's knowledge and understanding of the foundations of business by looking at the key functions of marketing, finance, operations and HR, these are central themes in business, and some will have studied these at GCSE, but we will look deeper adding to existing knowledge. For others, this will be completely new content, but we start with the basics of business to ensure students have a good foundation and understanding before introducing our key themes. Throughout Year 12 we will work on developing the numeracy and literacy skills required by the A level exams, students need to be able to apply their knowledge to a range of contexts, they need to be able to analyse and evaluate and reach justified conclusions, propose solutions, so we work on developing these key skills. We want students to be able grasp the fact that the business environment is quite dynamic and is continually impacted by the internal and external environment that it operates in.

| Term / topic length                                                                                | Outline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Assessment                                                                                                                                                         | Home learning                                                                                                                                                                                                                                                                                                                   | Resources                                                                                                                                                                                                                                    | Knowledge/ skills end points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Literacy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>Autumn 1</b><br>Unit 3.1<br>– 3 weeks<br><br>Unit 3.2<br>– 3 weeks<br><br>Unit 3.3<br>– 2 weeks | <b>Unit 3.1 What is business?</b> <ul style="list-style-type: none"> <li>aims and objectives</li> <li>different forms of business</li> <li>shareholders and shares</li> <li>external factors affecting businesses</li> </ul><br><b>Unit 3.2 Managers, leadership and decision making</b> <ul style="list-style-type: none"> <li>what managers do</li> <li>managers, leadership and decision-making</li> <li>scientific and intuitive decision making</li> <li>decision trees</li> <li>opportunity costs and trade-offs</li> </ul><br><b>Unit 3.3 Marketing management</b> <ul style="list-style-type: none"> <li>Setting marketing objectives</li> <li>Understanding markets and customers</li> </ul> | <ul style="list-style-type: none"> <li>Short topic tests in class</li> <li>End of Unit 3.1 test in class</li> <li>Weekly marked tasks for home learning</li> </ul> | <p>HL tasks throughout the year will be focused on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p> <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> </ul> | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Youtube videos</li> <li>Past papers</li> </ul> | <p>Knowledge and understanding end points are as per the course outline.</p> <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Development of analysis skills using chains of reasoning</li> <li>Development of application skills, knowing how to use case studies to justify analysis and evaluation</li> <li>Development of specific quantitative skills relating to analysis of operational performance: <ul style="list-style-type: none"> <li>Labour productivity</li> <li>Unit costs</li> <li>Capacity utilisation</li> </ul> </li> </ul> | <p>Reading of business news articles is actively encouraged and will be essential for students aiming to demonstrate their understanding of real-world business contexts. We will regularly provide articles or discuss current news headlines and their impact. This kind of reading is also set for home learning and should be something students do independently in addition to this. Business studies should relate to what is happening in current markets and students will need a good range of their own examples to</p> |
| <b>Autumn 2</b><br>Unit 3.2<br>– 2 weeks<br><br>Unit 3.3<br>– 2 weeks<br><br>Unit 3.4<br>- 3 weeks | <b>Unit 3.2 Managers, leadership and decision making</b> <ul style="list-style-type: none"> <li>Role and importance of stakeholders</li> </ul><br><b>Unit 3.3 Marketing management</b> <ul style="list-style-type: none"> <li>Segmentation, targeting &amp; positioning</li> <li>Using the marketing mix</li> </ul><br><b>Unit 3.4 Operational management</b>                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Short topic tests in class</li> <li>End of Unit 3.2 test in class</li> <li>Weekly marked tasks</li> </ul>                   | <ul style="list-style-type: none"> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> </ul>                                                                                                                                                                                                               |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|                                                                                                             | <ul style="list-style-type: none"> <li>Setting operational objectives</li> <li>Analysing operational performance</li> <li>Increasing efficiency &amp; productivity</li> </ul>                                                                                                                                                                                                                                                                                                   | for home learning                                                                                                                      | <ul style="list-style-type: none"> <li>Past papers</li> </ul>                                                                                                                                                                    |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>draw on when they take their exams, in addition to case studies that are provided.</p> <p>We use a lot of case studies to teach students the art of selecting the most appropriate and relevant information to support analysis and evaluation.</p> <p>We do a lot of work structuring essays with students using mnemonics to aid memory. Teachers will first demonstrate, then do questions together and then finally students will structure essays independently. Students will gradually develop essay writing skills, using a range of contexts to deeply analyse and evaluate the information given.</p> |
| <b>Spring 1</b><br><br>Revision/ PPEs<br>– 3 weeks<br><br>Unit 3.4<br>- 1 week<br><br>Unit 3.5<br>- 2 weeks | <b>Revision for PPEs</b><br>Both papers, adapted to test topics covered.<br><br><b>Unit 3.4 Operational management</b> <ul style="list-style-type: none"> <li>Improving quality</li> </ul> <b>Unit 3.5 Financial management</b> <ul style="list-style-type: none"> <li>Setting financial objectives</li> </ul>                                                                                                                                                                  | <ul style="list-style-type: none"> <li>PPE revision activities completed in class</li> <li>Paper 1 PPE</li> <li>Paper 2 PPE</li> </ul> | <p>HL tasks throughout the year will be focused on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p>                                     | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Past papers</li> <li>Youtube videos</li> </ul> | <p>Knowledge and understanding end points are as per the course outline.</p> <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Development of evaluative skills drawing conclusions and suggesting courses of action in context</li> <li>Understanding and interpreting stock control charts</li> <li>Development of specific quantitative skills relating to analysis of financial and HR performance: <ul style="list-style-type: none"> <li>Break-even</li> <li>Margin of safety</li> <li>Contribution per unit</li> <li>Total contribution</li> <li>Labour turnover</li> <li>Labour productivity</li> <li>Employee cost as % of turnover</li> <li>Labour cost per unit</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Spring 2</b><br>Unit 3.4<br>- 2 weeks<br><br>Unit 3.5<br>- 3 weeks<br><br>Unit 3.6<br>- 3 weeks          | <b>Unit 3.4 Operational management</b> <ul style="list-style-type: none"> <li>Managing inventory &amp; supply chains</li> </ul> <b>Unit 3.5 Financial management</b> <ul style="list-style-type: none"> <li>Analysing financial performance</li> <li>Sources of finance</li> </ul> <b>Unit 3.6 Human resource management</b> <ul style="list-style-type: none"> <li>Setting HR objectives</li> <li>Analysing HR performance</li> <li>Improving organisational design</li> </ul> | <ul style="list-style-type: none"> <li>End of Unit 3.4 test in class</li> <li>Weekly marked tasks for home learning</li> </ul>         | <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> <li>Past papers</li> </ul> |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <p><b>Summer 1</b></p> <p>Unit 3.5<br/>- 1 week</p> <p>Unit 3.6<br/>- 2 weeks</p> <p>Revision/ AS<br/>exams<br/>– 4 weeks</p> | <p><b>Unit 3.5 Financial management</b></p> <ul style="list-style-type: none"> <li>Improving cash flow &amp; profits</li> </ul> <p><b>Unit 3.6 Human resource management</b></p> <ul style="list-style-type: none"> <li>Improving motivation &amp; engagement</li> <li>Improving employer-employee relations</li> </ul> <p><b>Revision of all AS topics</b></p> | <ul style="list-style-type: none"> <li>Short topic tests in class</li> <li>End of Unit 3.5 test in class</li> <li>Weekly marked tasks for home learning</li> <li>Paper 1 Friday May 15<sup>th</sup> 2026</li> <li>Paper 2 Thursday May 21<sup>st</sup> 2026</li> </ul> | <p>HL tasks throughout the year will be focused on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p> <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> </ul> <p>Past papers</p> | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Past papers</li> <li>Youtube videos</li> </ul> | <p>Knowledge and understanding end points are as per the course outline.</p> <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Consolidation of analysis, application and evaluation skills in preparation for exams</li> <li>Development of ability to use quantitative data to support analysis, make judgements and suggest improvements</li> </ul> | <p>Students are provided with key terms for each unit and are encouraged to use these from the start so using these becomes second nature.</p> |
| <p><b>Summer 2</b></p> <p>Unit 3.7<br/>- 5 weeks</p>                                                                          | <p><b>Unit 3.7 Analysing the strategic position of a business</b></p> <ul style="list-style-type: none"> <li>Mission, corporate objectives, functional objectives &amp; strategy</li> <li>Financial ratio analysis</li> <li>Analysing overall performance</li> <li>Political and legal change</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Unit 3.7 so-far test in class</li> <li>Weekly marked tasks for home learning</li> </ul>                                                                                                                                         | <p>HL tasks throughout the year will be focused on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p> <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> </ul> <p>Past papers</p> | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Past papers</li> <li>Youtube videos</li> </ul> | <p>Knowledge and understanding end points are as per the course outline.</p> <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Consolidation of analysis, application and evaluation skills in preparation for exams</li> <li>Development of ability to use quantitative data to support analysis, make judgements and suggest improvements</li> </ul> | <p>Students are provided with key terms for each unit and are encouraged to use these from the start so using these becomes second nature.</p> |

## Year 13 – A-Level Business

**Rationale:** In Y13 we will build on and consolidate the student’s knowledge and understanding of business primarily from the owner and managers point of view, and ensure that they have comprehensive understanding of the influences on decision making in a business context. Students will study new content in Year 13, but it builds on the foundations learnt in Year 12, drawing on the same key areas of business operations. Students will develop more strategic skills in Year 13, learning how businesses develop strategies, overcome resistance and bring about change. We will continue to develop the numeracy and literacy skills required in the A level, ensuring students can demonstrate in-depth understanding of context using their own real-world examples, as well as use the context given, to develop fully their recommendations, after fully analysing and evaluating data given.

| Term / topic length                                                                                | Outline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Assessment                                                                                                                                                                          | Home learning                                                                                                                                                                                                                                                                                    | Resources                                                                                                                                                                                                                                    | Knowledge/ skills end points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Literacy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>Autumn 1</b><br>Unit 3.7<br>- 5 weeks<br><br>Unit 3.8<br>- 2 weeks<br><br>Unit 3.9<br>- 2 weeks | <b>Unit 3.7 Analysing the strategic position of a business</b> <ul style="list-style-type: none"> <li>Financial ratio analysis</li> <li>Analysing economic change</li> <li>Social and technological opportunities</li> <li>The competitive environment</li> <li>Strategic options: investment appraisal</li> </ul><br><b>Unit 3.8 Choosing strategic direction</b> <ul style="list-style-type: none"> <li>Direction: choosing which markets to compete in and what products to offer</li> <li>Positioning: choosing how to compete</li> </ul><br><b>Unit 3.9 Strategic methods: how to pursue strategies</b> <ul style="list-style-type: none"> <li>Assessing a change in scale</li> <li>Assessing innovation</li> </ul> | <ul style="list-style-type: none"> <li>Practice essay questions completed in class</li> <li>End of Unit 3.7 test in class</li> <li>Weekly marked tasks for home learning</li> </ul> | <p>HL tasks throughout the year will be focused on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p> <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> </ul> | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Youtube videos</li> <li>Past papers</li> </ul> | <p>Knowledge and understanding end points are as per the course outline.</p> <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Development of in-depth analytical skills using logical chains of reasoning from a starting point, which is linked to specific contexts and data analysis.</li> <li>Refinement of application skills, using case studies and your own business knowledge to demonstrate thorough understanding.</li> <li>Development of specific quantitative skills relating to analysis of financial ratios: <ul style="list-style-type: none"> <li>ROCE</li> </ul> </li> </ul> | <p>Reading of business news articles is actively encouraged and will be essential for students aiming to demonstrate their understanding of real-world business contexts. We will regularly provide articles or discuss current news headlines and their impact. This kind of reading is also set for home learning and should be something students do independently in addition to this. Business studies should relate to what is happening in current markets and students will need a good range of their own examples to draw on when they take</p> |
| <b>Autumn 2</b><br>Unit 3.9<br>– 3 weeks<br><br>Unit 3.10<br>– 4 weeks                             | <b>Unit 3.9 Strategic methods: how to pursue strategies</b> <ul style="list-style-type: none"> <li>Assessing globalisation and internationalisation</li> <li>Assessing greater use of digital technology</li> </ul><br><b>Unit 3.10 Managing strategic change</b> <ul style="list-style-type: none"> <li>Managing change</li> <li>Managing organisational culture</li> <li>Managing strategic implementation</li> </ul>                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Practice essay questions completed in class</li> <li>End of Unit 3.9 test in class</li> <li>Weekly marked tasks for home learning</li> </ul> | <ul style="list-style-type: none"> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> <li>Past papers</li> </ul>                                                                                                                            |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|                                                 | <ul style="list-style-type: none"> <li>Problems with strategy and why strategies fail</li> </ul>                                                                                              |                                                                                                                                                             |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Liquidity</li> <li>Gearing</li> <li>Payables days</li> <li>Receivables days</li> <li>Inventory turnover</li> </ul>                                                                                                                                                                                                                                   | their exams, in addition to case studies that are provided.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Spring 1</b><br><br>Revision/ PPEs – 4 weeks | <b>Revision for PPEs</b><br><br>All 3 papers, all units and topics.                                                                                                                           | <ul style="list-style-type: none"> <li>PPE revision activities completed in class</li> <li>Paper 1 PPE</li> <li>Paper 2 PPE</li> <li>Paper 3 PPE</li> </ul> | HL tasks throughout the year will be focused on the current unit, or PPE revision.<br><br>Each teacher will set one piece of homework every week, so students have two pieces a week.                                     | Scheme of learning.<br>Varied resources available in the department staff area: <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Past papers</li> <li>Youtube videos</li> </ul> | Knowledge and understanding end points are as per the course outline.<br><br>Skills end points include: <ul style="list-style-type: none"> <li>Development of evaluative skills drawing conclusions and suggesting courses of action in context, using a wide range of contrasting business examples.</li> <li>Securing quantitative skills relating to all areas of the course.</li> </ul> | We use a lot of case studies to teach students the art of selecting the most appropriate and relevant information to support analysis and evaluation.<br><br>We do a lot of work structuring essays with students using mnemonics to aid memory. Teachers will first demonstrate, then do questions together and then finally students will structure essays independently. Students will improve and refine their essay writing skills, using a range of contexts to deeply analyse and evaluate the information given. |
| <b>Spring 2</b><br><br>Revision – all units     | <b>Revision for final exams</b> <ul style="list-style-type: none"> <li>1 week per 2 unit areas for 5 weeks</li> <li>Knowledge and skills covered</li> <li>Past exam questions etc.</li> </ul> | <ul style="list-style-type: none"> <li>Short practice questions in class</li> <li>Weekly marked tasks for home learning</li> </ul>                          | Homework tasks may include: <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> <li>Past papers</li> </ul> |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Summer 1</b><br>Revision – all units         | <b>Revision for final exams</b> <ul style="list-style-type: none"> <li>1 week per paper</li> <li>Past papers</li> <li>Technique and essay writing focus</li> </ul>                            | <ul style="list-style-type: none"> <li>Short practice questions in class</li> </ul>                                                                         | HL tasks throughout the year will be focused                                                                                                                                                                              |                                                                                                                                                                                                                                          | Knowledge and understanding end points are as per the course outline.                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|                 |                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Weekly marked tasks for home learning</li> <li>Paper 1 Wednesday 13<sup>th</sup> May 2026</li> <li>Paper 2 Tuesday 19<sup>th</sup> May 2026</li> </ul> | <p>on the current unit, or PPE revision.</p> <p>Each teacher will set one piece of homework every week, so students have two pieces a week.</p> <p>Homework tasks may include:</p> <ul style="list-style-type: none"> <li>Research tasks</li> <li>Marked exam questions</li> <li>Seneca Learning online revision</li> <li>Completion of FAR work</li> <li>Past papers</li> </ul> | <p>Scheme of learning. Varied resources available in the department staff area:</p> <ul style="list-style-type: none"> <li>Lesson PowerPoints</li> <li>Worksheets</li> <li>HL sheets</li> <li>Past papers</li> <li>Youtube videos</li> </ul> | <p>Skills end points include:</p> <ul style="list-style-type: none"> <li>Consolidation of in-depth analysis, application and evaluation skills in preparation for exams</li> <li>Refinement of ability to use quantitative data to support analysis, make judgements and suggest improvements</li> </ul> | <p>Students are provided with key terms for each unit and are encouraged to use these from the start so using these becomes second nature.</p> |
| <b>Summer 2</b> | <p><b>Revision for final exams</b></p> <ul style="list-style-type: none"> <li>Students on study leave</li> <li>Drop-in sessions available during normal lesson times</li> </ul> | <ul style="list-style-type: none"> <li>Paper 3 Monday 8<sup>th</sup> June 2026</li> </ul>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                |