



Term	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
Topic	3.1 What is business?	3.2 Managers, leadership and decision making	3.3 Decision making to improve marketing performance	3.4 Decision making to improve operational performance	3.5 Decision making to improve financial performance	3.6 Decision making to improve human resource performance
Content	<ul style="list-style-type: none"> Understanding the nature and purpose of business Understanding different business forms Understanding that businesses operate within an external environment 	<ul style="list-style-type: none"> Understanding management, leadership and decision making Understanding management decision making Understanding the role and importance of stakeholders 	<ul style="list-style-type: none"> Setting marketing objectives Understanding markets and customers Making marketing decisions: segmentation, targeting, positioning Making marketing decisions: using the marketing mix 	<ul style="list-style-type: none"> Setting operational objectives Analysing operational performance Making operational decisions to improve performance: increasing efficiency and productivity Making operational decisions to improve performance: improving quality Making operational decisions to improve performance: managing inventory and supply chains 	<ul style="list-style-type: none"> Setting financial objectives Analysing financial performance Making financial decisions: sources of finance Making financial decisions: improving cash flow and profits 	<ul style="list-style-type: none"> Setting human resource objectives Analysing human resource performance Making human resource decisions: improving organisational design and managing the human resource flow Making human resource decisions: improving motivation and engagement Making human resource decisions: improving employer-employee relations
Delivery /						



Term	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
Topic	3.7 Analysing the strategic position of a business	3.8 Choosing strategic direction	3.9 Strategic methods: how to pursue strategies	3.10 Managing strategic change	Revision	
Content	<ul style="list-style-type: none"> • Mission, corporate objectives and strategy • Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis, overall performance • Analysing the external environment to assess opportunities and threats: PESTLE, competitive environment, • Investment Appraisal 	<ul style="list-style-type: none"> • Strategic direction: choosing which markets to compete in and what products to offer • Strategic positioning: choosing how to compete 	<ul style="list-style-type: none"> • Assessing a change in scale • Assessing innovation • Assessing internationalisation • Assessing greater use of digital technology 	<ul style="list-style-type: none"> • Managing change • Managing organisational culture • Managing strategic implementation • Problems with strategy and why strategies fail 		
Rationale/ Linking						