

Meden School Curriculum Planning							
Subject	A Level Business	Year Group	13	Sequence No.	One	Topic	Analysing the strategic position of a business

Retrieval	Core Knowledge	Student Thinking
What do teachers need retrieve from students before they start teaching new content ?	What specific ambitious knowledge do teachers need teach students in this sequence of learning?	What real life examples can be applied to this sequence of learning to development of our students thinking, encouraging them to see the inequalities around them and 'do something about them!'
<p>Retrieval of AS Business content:</p> <ul style="list-style-type: none"> • Difference between Mission, aim and objective • Review of SWOT and why it is used • Basic profit calculation for Gross and Operating profit • What are the key business functional areas and how they can use data <p>Implied knowledge of Business, Marketing from KS4 study of Business</p> <p>Review of KS4 Personal finance curriculum. Students should understand the role of entrepreneurs in providing enterprising ideas, employment and taking risks to get a reward. The use of money in society, credit cards and debt, borrowing money and interest</p>	<p>Mission, corporate objectives and strategy</p> <ul style="list-style-type: none"> • Influences on the mission of a business • Internal and external influences on corporate objectives and decisions • Influences on corporate objectives should include the pressures for short termism, business ownership, the external and internal environment. • The distinction between strategy and tactics • The links between mission, corporate objectives and strategy • The impact of strategic decision making on functional decision making • The value of SWOT analysis <p>Analysing the existing internal position of a business to assess strengths and weaknesses: financial ratio analysis</p> <ul style="list-style-type: none"> • How to assess the financial performance of a business using balance sheets, income statements and financial ratios <p>Financial ratio analysis to include:</p> <ul style="list-style-type: none"> • profitability (return on capital employed) • liquidity (current ratio) • gearing 	<p>Do all local, national and international firms have a clear mission?</p> <p>Why is short termism an issue for some firms?</p> <p>Why will there be some stakeholder conflict when setting objectives and strategy? How can this be resolved?</p> <p>Can a profitable business be also struggling with a poor cash flow? What would be the reasons and how can this be overcome?</p> <p>Why is a high gearing ratio, not always a problem?</p> <p>What are the implications of having a high current ratio?</p> <p>How often should a firm analyse its financial performance?</p>

<p>repayments. Also, an awareness of the economy and how that can affect personal finance e.g. in a Boom, inflation is high, so are interest rates and repayment charges on loans are high</p>	<ul style="list-style-type: none"> • efficiency ratios: payables days, receivables days, inventory turnover. • The value of financial ratios when assessing performance • Data may be analysed over time or in comparison with other businesses. <p><u>Analysing the existing internal position of a business to assess strengths and weaknesses: overall performance</u></p> <ul style="list-style-type: none"> • How to analyse data other than financial statements to assess the strengths and weaknesses of a business • Data other than financial statements should include operations, human resource and marketing data. • Data may be analysed over time or in comparison with other businesses. • The importance of core competences • Assessing short- and long-term performance <p><u>The value of different measures of assessing business performance</u></p> <ul style="list-style-type: none"> • Methods of assessing overall business performance to include: • Kaplan and Norton’s Balanced Scorecard model • Elkington’s Triple Bottom Line (Profit, People, Planet). <p><u>Analysing the external environment to assess opportunities and threats: political and legal change</u></p> <ul style="list-style-type: none"> • The impact of changes in the political and legal environment on strategic and functional decision making • The political and legal environment should include a broad understanding of the scope and effects of UK and EU law related to competition, the labour market and environmental legislation. • The impact of UK and EU Government policy related to enterprise, the role of regulators, infrastructure, the environment and international trade. <p><u>Analysing the external environment to assess opportunities and threats: economic change</u></p> <ul style="list-style-type: none"> • The impact of changes in the UK and the global economic environment on strategic and functional decision making 	<p>Why should performance be compared with other firms in the same industry?</p> <p>What is the value of using non-financial data to analyse business performance?</p> <p>How can businesses be publicly judge don this and why?</p> <p>What is the difference between the stakeholder and shareholder concepts and how does this impact a firm?</p> <p>How can external factors present an opportunity or a threat to a local, national and international firm?</p> <p>What is the difference between fiscal and monetary policy? Why does this impact small and medium sized firms?</p> <p>What is the link between interest rates and exchange rates?</p> <p>Why is a strong pound not good for an export led economy?</p> <p>How important are social and demographic factors to a local, national and international firm?</p> <p>Why should firms consider their social responsibility?</p> <p>It is every firm’s responsibility to care for the environment, or just MNC’s?</p>
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	<p>Economic factors to include:</p> <ul style="list-style-type: none"> • GDP • taxation • exchange rates • inflation • fiscal and monetary policy • more open trade v protectionism. • Students should be able to understand economic data, interpret changes in economic data for the UK, the European Union and globally, and consider the implications of such changes for business. • Reasons for greater globalisation of business • The importance of globalisation for business • The importance of emerging economies for business <p><u>Analysing the external environment to assess opportunities and threats:</u> <u>social and technological</u></p> <ul style="list-style-type: none"> • The impact of the social and technological environment on strategic and functional decision making • Social changes to include demographic changes and population movements such as: <ul style="list-style-type: none"> • urbanisation and migration • changes in consumer lifestyle and buying behaviour • the growth of online businesses. • The social environment to include Corporate Social Responsibility (CSR) and: <ul style="list-style-type: none"> • the reasons for and against (CSR) • the difference between the stakeholder v shareholder concept • Carroll's Corporate Social Responsibility pyramid. • Technological change should include the impact of technological change on functional areas and strategy. • The pressures for socially responsible behaviour 	<p>What is the impact of protectionism on small, local and large international firms? Who is hardest hit by a tariff or import quota?</p>
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