	Year 12 Business – AQA – Curriculum Sequence 2026 -2027					
	Autumn Term 1	**Autumn Term 2**	**Spring Term 1**	**Spring Term 2**	**Summer Term 1**	**Summer Term 2**
BIG Q **Content** ***(max 5)***	What is Business? 3.1 ***What drives someone to start a business and how do different business forms shape who really has control? (3.1.1 & 3.1.2)*** • Reasons for setting up in business, entrepreneurial characteristics and the challenges of start-up • Business planning, competitiveness and the influences on business decisions (risk, reward, ethics, opportunity cost) • Setting SMART business objectives and the purpose and value of objectives • Comparing sole traders, Ltd, plc, co-operatives and social enterprises: control, liability, finance and profit distribution • Internal/external stakeholders and calculating market capitalisation, dividend per share and dividend yield	What is Business? 3.1 ***How do businesses find, understand and win over the right customers? (3.1.3 Marketing management, part 1)*** • Market research: primary/secondary, quantitative/qualitative, market mapping and confidence intervals • B2B, B2C, C2C markets and market conditions; calculating market size, market share and market/sales growth • Demand and price/income elasticity of demand, including the effect on revenue • Market segmentation, target markets, niche vs mass markets and marketing objectives • The product element of the marketing mix: product life cycle, extension strategies and the Boston Matrix	What is Business? 3.1 Managing people and operations 3.2 ***How do price, place, promotion and digital technology complete a winning marketing mix? (3.1.3 Marketing management, part 2)*** • Pricing methods: cost-based, demand-based (penetration, skimming, dynamic) and competition-based pricing • Distribution channels: direct, e-commerce, wholesalers/retailers and multi-channel distribution • The promotional mix: advertising, social media, sponsorship, personal selling and brand building • Digital technology and AI in marketing: SEO, PPC, CRM and data analytics • Consolidation of 3.1.3 with exam-style application questions and mark scheme practice	Financial Management 3.1 ***How do businesses know if they are financially healthy, and how do they fund growth? (3.1.4 Financial management)*** • Financial objectives (profit, profitability, cash flow, liquidity, borrowing) and internal/external sources of finance • Break-even analysis: costs, contribution, break-even output, margin of safety and break-even charts • Profit, profitability and the distinction between gross profit, operating profit and profit for the year • Budgeting, budget variances, cash flow forecasting and methods of improving cash flow • Financial reporting: income statement, statement of financial position, ROCE, gearing and liquidity ratios	People Management 3.2 ***How do businesses build, organise and motivate the workforce they need to succeed? (3.2.1 People management)*** • HR objectives and HR planning: recruitment, training, retention, redeployment and redundancy • Organisational design: span of control, hierarchy, centralisation/decentralisation and restructuring • Leadership styles (autocratic, democratic, transformational) and their impact on performance • Motivation theory: Taylor, Maslow and Herzberg and financial/non-financial methods of reward • Employee wellbeing, employee voice and managing employer-employee relations	Operations Management 3.2 Managing Culture 3.2 ***How do businesses turn resources into products and services efficiently, sustainably and on time? (3.2.2 Operations management)*** • Operations objectives, location decisions and operations KPIs (productivity, unit costs, capacity utilisation) • Efficiency, lean production and methods of improving quality (TQM, quality assurance, benchmarking) • Matching output to demand, supply chain management and just-in-time vs just-in-case inventory control • Innovation, project management (network analysis, critical path) and economies/diseconomies of scale

Vocabulary *(max 10)*	1. Entrepreneur 2. SMART objectives 3. Opportunity cost 4. Limited liability 5. Public limited company (plc) 6. Stakeholder 7. Market capitalisation 8. Dividend yield 9. Social enterprise 10. Competitiveness	1. Market mapping 2. Market segmentation 3. Price elasticity of demand 4. Income elasticity of demand 5. Market share 6. Product life cycle 7. Extension strategy 8. Boston Matrix 9. Niche market 10. B2B (Business-to-Business) / B2C (Business-to-Consumer)	1. Penetration pricing 2. Price skimming 3. Distribution channel 4. Promotional mix 5. Brand loyalty 6. Search Engine Optimisation 7. PPC (Pay-Per-Click) 8. Customer Relationship Management 9. Data analytics 10. Multi-channel distribution	1. Contribution 2. Break-even output 3. Margin of safety 4. Budget variance 5. Cash flow forecast 6. Income statement 7. Gearing 8. ROCE (Return on Capital Employed) 9. Current ratio 10. Acid test ratio (Quick ratio)	1. Span of control 2. Delayering 3. Autocratic leadership 4. Maslow's hierarchy of needs 5. Herzberg's two-factor theory 6. Fringe benefit 7. Employee turnover 8. Employee voice 9. Appraisal 10. Talent retention	1. Capacity utilisation 2. Lean production 3. Total Quality Management (TQM) 4. Just-in-time (JIT) 5. Critical path 6. Economies of scale 7. Network analysis 8. Inventory turnover 9. Outsourcing 10. Float time
Catholic Link	Vocation and the dignity of enterprise: weighing profit against ethical responsibility to stakeholders.	Truthful persuasion: the ethics of understanding and meeting genuine customer need.	Honesty in promotion: respecting the dignity and autonomy of the consumer.	Stewardship: honest financial reporting and responsible use of resources and credit.	Catholic Social Teaching on the dignity of work and just treatment of employees.	Care for our common home: sustainable and efficient use of resources in production.
Careers Link	Links to entrepreneurship, start-up founder and business consultancy pathways.	Links to market research, brand management and consumer insight careers.	Links to digital marketing, advertising and e-commerce careers.	Links to accountancy, corporate finance and investment analysis careers; guest speaker from finance sector.	Links to HR management, recruitment and organisational development careers.	Links to operations, supply chain and logistics management.

Ways to enrich the Year 12 Business curriculum at home

- Use the Boston Matrix to classify products from a company you know well (e.g. a tech or food brand).
- Compare the website of a plc with that of a small Ltd company and note the differences in transparency.
- Research the story of a well-known entrepreneur and identify the SMART objectives their business might set.