



The curriculum for this stage of students' education has been designed to allow students to investigate how managers can organise and achieve business objectives. In this unit, students will explore how organisations, operating in a changing environment, use managers and employees to achieve objectives. This will include the importance of leadership, how employees and managers interact in the workplace and the impact that different organisational structures have on managers and employees. Students will study the role of management and contrast this with that of leadership.

<p>HALF TERM 1: INVESTIGATE THE ROLE OF MANAGERS AND LEADERS</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • The roles of managers: Planning, reporting, organising and monitoring. • Approaches to problem solving: FOCUS and business canvas models. • The role of leaders: Vision, motivation, building teams, adapting a business. • The difference between leaders & managers: Transformational v transactional, people v operational focus and risk seeking vs risk minimising. • Types of change: Internal, external, incremental and disruptive. • Force field analysis: Examples of the PEST factors that affect decisions. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination in June 2020.</p>	<p>HALF TERM 2: INVESTIGATE THE FACTORS AFFECTING THE PERFORMANCE OF EMPLOYEES WITHIN ORGANISATIONS</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • Types of organisational structures: Tall, flat, centralised, decentralised, matrix and hierarchical. • Assessment of organisational structures: Advantages and disadvantages of organisational types. • Impact of structure on performance: Where are decisions made and how does communication change? <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination in June 2020.</p>	<p>HALF TERM 3: INVESTIGATE THE FACTORS AFFECTING THE PERFORMANCE OF EMPLOYEES WITHIN ORGANISATIONS</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • Factors affecting employee motivation: Financial and non-financial methods. • Johnson and Scholes Cultural Web: The impact of culture on employees. • Content theories of motivation: Herzberg and Maslow. • Process theories of motivation: Locke and Vroom. • The impact of motivational methods on employees. • The factors that affect the performance of teams: Business vision, organisational culture, skills, personality types, team member goals and motivation, availability of resources. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination in June 2020.</p>
<p>HALF TERM 4: ASSESS THE ABILITY OF MANAGERS TO LEAD AND EMPOWER EMPLOYEES</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • The Tannenbaum & Schmidt leadership continuum. • The different motivational needs of employees. • How the leadership styles used by managers depends on motivational needs. • The types of power: Position power, legitimate power and personal power. • The meaning of empowerment. • The benefits of using empowerment: Motivation & performance. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination in June 2020.</p>	<p>HALF TERM 5: ASSESS THE USE OF LEADERSHIP AND EMPOWERMENT TO IMPLEMENT ORGANISATIONAL CHANGE</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • The types of organisational change: Cultural, strategic, structural, procedural. • The factors that resist change: Self-interest, lack of trust, tolerance for change and different assessment of the need for change. • How to implement change by using the ADKAR model. • The impact of financial and operational constraints on the ability to implement change. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, examination papers and external examination in June 2020.</p>	<p>HALF TERM 6: REVISION FOR EXAMINATION</p> <p>STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> • How to apply knowledge and understanding of the roles of managers and leaders. • How to apply knowledge and understanding of the factors that affect employees. • How to assess the ability of managers and leaders to lead employees. • How to evaluate the use of leadership and empowerment to implement change. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination on Monday 1st June PM 2020.</p>

Embedding this knowledge can be supported at home by revising key management and leadership terms, watching/reading news articles on examples of business behaviour, completing past papers from the AQA Applied General Business website (<https://www.aqa.org.uk/subjects/business/applied-general/business/assessment-resources>) and completing the management revision guide.



The curriculum for this stage of students' education has been designed to allow students to investigate the processes required to develop, present and evaluate a business proposal. The business proposal will require human resources beyond those provided by the student. Unit 5 – Developing a Business Proposal will require students to apply the business skills and knowledge they have acquired through Units 1, 2, 3, and 4 and to integrate their learning and assessment in this unit. In Unit 6 – e-Business Implementation, students will investigate the processes required to develop an e-business proposal for a new business start-up. This information will then be used with the Unit 5 business proposal assignment to create an e-business strategy capable of supporting the proposal.

<p>HALF TERM 1: BUSINESS PROPOSAL – DEVELOP A BUSINESS PROPOSAL STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> The marketing, operations, human resources and financial components of a business proposal. How to completing a spreadsheet model of a business proposal, showing forecasted: Sales, costs, contribution and break-even, cash-flow income statement. How to use a completed spreadsheet model of a business proposal to: Test the viability of the plan and clarify its vision and aims. <p>HOW THIS WILL BE ASSESSED: Assessment of coursework tasks every 2-3 weeks. Unit 5 must be complete by October half term 2019.</p>	<p>HALF TERM 2: BUSINESS PROPOSAL – PRESENT A BUSINESS PROPOSAL TO FUNDING PROVIDERS STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> How 2 businesses use e-business models. The benefits of e-business for the customer value proposition of small businesses e-Business technologies: e-procurement (e.g. purchasing and supplier management applications), e-office (e.g. group email and scheduling applications), e-collaboration (e.g. project management and file sharing applications), e-commerce and m-commerce (e.g. shopping cart and mobile shopping applications). <p>HOW THIS WILL BE ASSESSED: Assessment of coursework tasks every 2-3 weeks.</p>	<p>HALF TERM 3: E-BUSINESS IMPLEMENTATION_- INVESTIGATE THE E-BUSINESS ACTIVITIES OF SMALL BUSINESSES STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> The market opportunities and threats, created by e-business communications technology for small businesses. The sales forecast and target market customer profiles for the business idea: Competitors, unique sales proposition and customer value proposition. The Impact of the external environment. The income streams for small businesses: advertising, subscription, merchant or wholesaler and direct sales. <p>HOW THIS WILL BE ASSESSED: Assessment of coursework tasks every 2-3 weeks.</p>
<p>HALF TERM 4: PLAN AN E-BUSINESS STRATEGY STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> The existing business proposal information from Unit 5: Sales forecast and target market customer profiles, competitors, unique sales proposition and customer value proposition. The relevant e-Business external environmental factors: Economic in relation to e-business market growth, technological in relation to the development of e-business applications, legal in relation to use of e-business applications and social and ethical in relation to attitudes towards e-business applications. <p>HOW THIS WILL BE ASSESSED: Assessment of coursework tasks every 2-3 weeks.</p>	<p>HALF TERM 5: RECOMMEND AN E-BUSINESS PLAN STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> The e-business applications required: User screen mock-ups, functionality and required inputs and intended outputs. The comments from internal and external stakeholders on outlines of e-business applications and channel choice. The e-business proposal components: Business processes supported, hardware, training and support for users. The justifications for the viability of the e-Business proposal: Milestones, budgeting (personnel, equipment, finance) and proposed metrics (measures of success). <p>HOW THIS WILL BE ASSESSED: Assessment of coursework tasks every 2-3 weeks. ALL COURSEWORK TASKS MUST BE COMPLETED BY THE END OF APRIL 2020.</p>	<p>HALF TERM 6: REVISION FOR UNIT 4 EXAMINATION STUDENTS MUST KNOW:</p> <ul style="list-style-type: none"> How to apply knowledge and understanding of the roles of managers and leaders. How to apply knowledge and understanding of the factors that affect employees. How to assess the ability of managers and leaders to lead employees. How to evaluate the use of leadership and empowerment to implement change. <p>HOW THIS WILL BE ASSESSED: Case study questions in lesson, end of topic test, external examination on Monday 1st June PM 2020.</p>

Embedding this knowledge can be supported at home by reviewing examples of coursework units on Sharepoint, collecting evidence to support coursework tasks and proof-reading completing coursework tasks before submission. The specifications for coursework units can be found on Sharepoint or from the AQA web site (<https://www.aqa.org.uk/subjects/business/applied-general/business>). It is beneficial to look at the Acorn classification of market segments (<https://acorn.caci.co.uk/downloads/Acorn-User-guide.pdf>) to decide on the target market. It is beneficial if students watch/read the news to keep up to date with business developments so that they have many examples to refer to in their coursework.