

Year 12 Topics

In year 12 we teach the following topics over the course of the year. We teach the AQA A Level Business with the new specification introduced for September 2026. Each topic draws on prior learning from previous years and builds on understanding from the GCSE Business or BTEC Enterprise programme of study. Each topic develops and deepens the Core knowledge that will underpin all areas of the curriculum at KS5 and onward into undergraduate courses.

Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.1 Business and Objectives Entrepreneurs	Understand the reasons for setting up in business	Reasons for setting up in business: financial and non-financial	Entrepreneur, profit maximisation, profit satisficing, social enterprise, startup	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		Characteristics of entrepreneurs:	Risk taker, resilient, focused, passionate, innovative, adaptable	
	Understand the characteristics and risks of being an entrepreneur	Challenges of setting up in business	Sourcing finance, lack of security, financial risk, competition, cash flow	
		Change in role of entrepreneurs as business grows	Delegation, management, strategy	

Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.1 Business and Objectives Business planning and decisions	- To understand the value of a business plan - To understand the meaning and importance of competitiveness. - To understand the ethical dilemmas businesses face in decision making.	Purpose and value of a business plan	Business Plan	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		Meaning and importance of competitiveness Influences on business decisions	Business objectives, competitiveness, market conditions, ethics, trade off, SMART	
		Importance of risks and rewards in business decision making		
		Ethical dilemmas in decision making		
3.1.1 Business and Objectives Business Objectives	To understand the purpose and value of setting objectives, taking into	Purpose and value of setting business objectives	Objectives, SMART – Specific, measurable, accountable, realistic, time related	<u>Independence</u> – weekly independent study, including Workbook activities

	consideration the need to be SMART (Specific, Measurable, Achievable, Realistic, Time bound).	Characteristics of effective objectives (SMART)		<u>analysis and evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.2 Forms of business and stakeholders Different forms of business	To understand the key features of different forms of business ownership, including sole traders, limited companies, co-operatives and	Different business forms		<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis and evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary;
		Issues to consider when comparing forms of business Calculate, interpret and analyse market capitalisation, dividends per share, dividend yield	Co-operative, dividend, dividend yield, limited liability, market capitalisation, private limited company, public limited company, social enterprise, sole trader, unlimited liability	

	social enterprises. • To calculate, interpret and analyse market capitalisation, dividends per share and dividend yield.			students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.2 Forms of business and stakeholders Stakeholders	To understand the concept of stakeholders and can distinguish between internal and external stakeholders, identifying the different stakeholder groups involved in a business and explain their objectives and interests.	internal stakeholders: employees, owners/ shareholders	stakeholder	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for
		external stakeholders: customers, suppliers, other creditors, community, government		
		the impact of business activity on stakeholders		
		ethical responsibilities to stakeholders		

				each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.3 Marketing Management Identifying/anticipating/Understanding customer needs	To understand how businesses identify, anticipate and respond to customer needs in different markets.	purpose and value of market research	Market research, primary and secondary research, quantitative, qualitative, confidence levels, confidence intervals, market map, segmentation, bias	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the
		value of primary and secondary market research		
		value of quantitative and qualitative data		
		meaning and significance of confidence levels and confidence intervals		
		purpose and value of market mapping		
		influences on how market research is conducted: risk, cost, time, need for reliability		

				word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.3 Marketing Management Markets and marketing data	To understand the implications for marketing of different market types, including business-to-business (B2B), business-to-consumer (B2C) and consumer-to-consumer (C2C) markets, as well as differences between goods and services.	implications for marketing of different types of markets: business to business (B2B), business to consumer (B2C), consumer to consumer (C2C), goods vs services	B2B, B2C, good, service, market size, market share, sales data, marketing spend	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		the implications for business of different market conditions: degrees of competition, competitive behaviour and market growth		
		Calculate, interpret and analyse: • market size including size of market segments • market and sales growth • market share • sales data e.g. sales per region/product/store • return on marketing spend		

		Interpret and analyse: • sales volume and sales value • values of correlation: positive, negative, strong and weak		
3.1.3 Marketing Management Demand	To understand the factors that influence demand for a product or service. To calculate, interpret and analyse price elasticity of demand and income elasticity of demand.	influences on demand	Demand, price elasticity, income elasticity, elastic, inelastic	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		Calculate, interpret and analyse • values of price and income elasticities of demand • the effect of price changes on revenue given the price elasticity of demand • the effect of income changes on quantity demanded given the income elasticity of demand (positive and negative)		

Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.3 Marketing Management Target Market	To understand the purpose and value of market segmentation and can explain demographic, geographic, psychographic and behavioural segmentation.	purpose and value of market segmentation: demographic, geographic, psychographic, behavioural	Segmentation, demographics, psychographic, behavioural, target market, niche, mass markets	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		influences on choosing and entering a target market		
		advantages and disadvantages of operating in niche and mass markets		
		adapting the marketing mix for the target market		
3.1.3 Marketing Management Marketing objectives and planning	To understand the meaning and significance of different marketing objectives (lead generation, sales,	meaning and significance of marketing objectives: lead generation, sales, market share, brand awareness, customer retention, engagement, conversion	Brand awareness, customer retention, budget, seasonal demand, cyclical demand,	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> –

	market share, brand awareness, customer retention, engagement, conversion) n why businesses set different objectives.	influences on the marketing objectives set by a business influences on, and significance of, the marketing budget implications of changes in demand on the marketing mix: a rise or fall in demand, cyclical demand, seasonal demand the interrelationship between marketing decisions and other functions how marketing decisions affect the competitiveness of a business		developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.3 Marketing Management Marketing mix: product	To understand the significance of the product life cycle model and can analyse its impact on marketing planning and other business functions	significance of the stages of product lifecycle model (development, introduction, growth, maturity, decline) for marketing planning and other functions extension strategies: advertising, rebranding, lowering the price, adapting the product significance of product portfolio analysis	Product life cycle, extension strategy, boston matrix	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis and evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of

		for marketing planning: the Boston Matrix (dogs, cash cows, question marks and stars)		new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		purpose, value and challenges of new product development		
3.1.3 Marketing Management Marketing mix: price	To understand the factors influencing pricing decisions (marketing objectives, target market, level of demand, price elasticity of demand, costs, competitors' actions, marketing mix) and to analyse how these affect business performance.	influences on price: marketing objectives, target market, level of demand, price elasticity of demand, costs, competitors' actions, marketing mix	Price elasticity of demand, sales volume, profit margin, penetration pricing, skimming, dynamic pricing, competition based pricing.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using
		impact of price on sales volume, revenue and profit margins		
		methods of pricing: cost based, demand based (penetration pricing, price skimming, dynamic pricing), competition based (premium, going rate, discount)		

				the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
Topic	Rationale	Knowledge acquisition	Key vocabulary	Skills and enrichment
3.1.3 Marketing Management Marketing mix: place	To understand the purpose and value of distribution channels and can analyse the advantages and disadvantages of different distribution strategies, including direct, intermediary and multi-channel distribution.	purpose and value of a distribution channel	Distribution channel, e-commerce, intermediaries, wholesalers, retailers, multichannel distribution	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		advantages and disadvantages of direct distribution including e-commerce		
		advantages and disadvantages of using intermediaries: wholesalers and retailers		
		advantages and disadvantages of different distribution channels		
		advantages and disadvantages of multichannel distribution		

3.1.3 Marketing Management Marketing mix: promotional mix	To understand the purpose and value of promotion and can explain the role of different elements of the promotional mix (advertising, social media and influencers, sales promotions, sponsorship).	purpose and value of promotion	Promotional mix, advertising, social media, sponsorship, personal selling, brand , brand loyalty,	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		purpose and value of advertising		
		purpose and value of social media and influencers		
		purpose and value of sales promotions		
		purpose and value of sponsorship		
		purpose and value of personal selling including the role of account managers and sales teams in managing client relationships and sales		
		purpose and value of building a strong brand, brand loyalty, own label brands		
3.1.3 Marketing Management Digital technology and marketing	To understand the purpose and value of digital technology, including the use of artificial intelligence	influences on the promotional mix	AI, content marketing, search engine optimisation (SEO), pay per click (PPC), website cookies, digital marketing, CRM.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> –
		purpose and value of digital technology including Artificial Intelligence (AI) in marketing for: • social media campaigns		

	(AI), in modern marketing activities. To understand how digital technology is used in social media campaigns, content marketing, search engine optimisation and pay-per-click advertising.	• content marketing • search engine optimisation (SEO) • pay per click (PPC) • website cookies		developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		measures of success in digital marketing should include search performance, clickthroughrates, time spent on a site, conversion rates, number of users/ subscribers, advertising revenue		
		purpose and value of Customer Relationship Management (CRM): customer acquisition, customer retention,lead generation, pipeline management		
		purpose and value of data analytics in marketing: segmentation, campaign performance tracking, personalisation, predictions, dynamic pricing		
		how the use of digital technology in marketing can affect competitiveness		
3.1.3 Marketing Management International marketing	To understand the purpose and value of marketing internationally for	purpose, value and challenges of marketing internationally adapting the marketing mix for international markets	Internal marketing	<u>Independence</u> – weekly independent study, including Workbook activities

	business growth and competitiveness.			<u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.3 Marketing Management Ethical Issues in marketing	To understand the range of ethical issues that may arise in marketing decisions. To analyse ethical issues related to product design, promotion and pricing.	ethical issues in product, promotional and pricing decisions	Ethics, trade off	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary;

				students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Managing Finance	To understand the meaning and significance of financial objectives (profit, profitability, cash flow, liquidity and levels of borrowing) and why businesses may prioritise different objectives.	meaning and significance of financial objectives: profit, profitability, cash flow, liquidity, levels of borrowing	Profit, cash flow, liquidity, borrowing, objective	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a
		influences on the financial objectives set by a business		
		the interrelationship between financial decisions and other functions		
		how financial decisions affect the competitiveness of a business		

				sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Internal and external sources of finance	To understand the advantages and disadvantages of internal and external sources of finance including the suitability of a source for different business contexts.	internal sources of finance: • owners' investment • retained profits • sale of assets • sale and leaseback • working capital	Owners investment, retained profit, sale of assets, sale and leaseback, working capital, trade credit, share capital, overdraft, loan, business angel, private equity, crowd funding.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		external sources of finance: • trade credit • share capital • overdraft • loans • business angels • private equity • crowd funding		
3.1.4 Financial Management			Break Even, fixed costs, variable costs, total costs,	<u>Independence</u> – weekly independent
		Calculate, interpret and analyse		

Break-even	To calculate break-even and interpret break-even charts.	• fixed costs • variable costs • total costs • revenue • contribution per unit • total contribution • break-even output • margin of safety	revenue, contribution per unit, total contribution, break-even output, margin of safety, break even chart.	study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		interpret and analyse break-even charts		
		illustrate and analyse the effects of changes in price, output and costs on a break-even chart		
		purpose and value of break-even analysis		
3.1.4 Financial Management Profit	To understand different measures of profit (gross, operating and profit for the year) and can distinguish between profit, cash and profitability.	the distinction between gross profit, operating profit and profit for the year	Gross profit, operating profit, cash, profitability, revenue, cost.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions.
		the meaning and significance of the difference between profit and cash		
		the meaning and significance of the difference between profit and profitability		

		advantages and challenges of different ways of increasing gross and operating profits: increasing revenue and/or decreasing costs		<u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Budgets	To understand the purpose and value of budgeting (including zero based budgeting) and can calculate, interpret and analyse budget variances (adverse and favourable).	purpose and value of budgeting including zero-based budgeting	Budget, zero-based budgeting, variance	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis and evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing
		Calculate, interpret and analyse: • budget variances (adverse and favourable variances)		

				definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Cash flow and liquidity	To understand the meaning and significance of payables and receivables. To understand the purpose and value of cash flow forecasting. To understand the meaning of liquidity.	meaning and significance of payables	Payables, receivables, cash flow forecast, cash flow, debt factoring, credit check, supplier, invoice management, current ratio, acid test ratio, payables days, receivable days,	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter.
		• meaning and significance of receivables		
		purpose and value of cash flow forecasting		
		advantages and disadvantages of ways of improving cash flow: debt factoring, shortening payment time from customers, early payment incentives, credit checks, increasing payment time to suppliers, reduce outgoings, better invoice management		
		Complete, interpret and analyse: • cash flow forecasts		

		Calculate, interpret and analyse: • current ratio • acid test ratio • payables days • receivables days		<u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Financial reporting	To interpret and amend financial statements including income statement and statement of financial position (balance sheet)	Interpret and amend: • income statement • statement of financial position (balance sheet)	Income statement, balance sheet, profit gross profit margin, ROCE, gearing, benchmarking.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis and evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the
		Calculate, interpret and analyse: • profit • gross profit and gross profit margin • operating profit and operating profit margin • profit for the year and profit for the year margin • return on capital employed (ROCE) • return on investment • gearing		

		Importance of trends, benchmarking, context including business environment, business objectives and strategy		word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
		Limitations of financial reporting: historic, does not include non-financial factors such as morale, brand reputation and environmental impact		
		Analysis of financial data should include index numbers, calculating percentages and percentage changes		
3.1.4 Financial Management Assessing financial position and performance	To assess a business's financial position and performance relative to objectives, competitors, business planning and the context of the business.	Assess financial position and performance: • profits and profit margins • return on capital employed (ROCE) • return on investment • cash flow and liquidity • gearing • shareholder rewards: dividend per share	ROCE, profit margin, cash flow, liquidity, shareholder rewards, dividend per share, dividend yield, budget variance, margin of safety.	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of

		and dividend yield • break-even output • margin of safety • budget variance		new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
3.1.4 Financial Management Ethics in finance	To understand the concept of ethics in finance and its relevance to business decision making.	Ethical issues with: • tax avoidance • payment terms for customers and suppliers	Tax avoidance, payment terms, customer, supplier	<u>Independence</u> – weekly independent study, including Workbook activities <u>analysis</u> and <u>evaluation</u> – developed in 9 and 15 mark questions. <u>Literacy</u> – knowledge/spelling of new vocabulary; students are required to review the key vocabulary list for each chapter, writing definitions of keywords and using

				the vocabulary in a sentence to set the word in to the context of the given chapter. <u>Oracy</u> – discussion of real life examples
--	--	--	--	---