

KOTHARI INTERNATIONAL SCHOOL , NOIDA

ANNUAL ACADEMIC PLAN- A LEVEL

SUBJECT: BUSINESS SESSION: 2023-24

NAME OF THE TEACHER: PRITI SHARMA

MONTH	CHAPTERS TO BE COVERED	TOPIC	LEARNING OBJECTIVE
MARCH	<ul style="list-style-type: none">External Influences on Business Activity	<p>Political and legal Factors</p> <ul style="list-style-type: none">the impact of changes in political and legal factors on business and business decisions. <p>Economic Factors</p> <ul style="list-style-type: none">the key macroeconomic objectives of governments: low unemployment, low inflation, economic growth	<ul style="list-style-type: none">The advantages and disadvantages of privatisation in a given situationThe advantages and disadvantages of nationalisation in a given situation.How a government might use the law to seek to control: employment practices, conditions of work (including health and safety), wage levels, marketing behaviour, competition, location decisions, particular goods and services.Understand the impact of changes in political and legal factors on business and business decisions.How government might intervene to help businesses and encourage enterpriseHow government might intervene to constrain business activityHow government might deal with market failure.The key macroeconomic objectives of governments: low unemployment, low inflation, economic growth.How macroeconomic objectives and performance of an economy can have an impact on business activityGovernment policies used to achieve macroeconomic objectives: monetary, fiscal, supply-side and exchange rate policies

		<p>Social and demographic Factors</p> <p>Technological Factors</p> <p>Competitors and suppliers</p> <p>Environmental</p>	<ul style="list-style-type: none"> • The impact of changes in these government policies on business and business decisions. • The impact of and issues associated with corporate social responsibility (CSR), e.g. accounting practices, paying incentives for the award of contracts, social auditing. • Why businesses need to consider the needs of the community including pressure groups. • Demographic changes at a local, national and global level • The impact of social and demographic change on business and business decisions. • The impact of technological change on business and business decisions. • the impact of competitors and suppliers on business and business decisions. • the importance of international trading links and their impact on business and business decisions. • how international trade agreements might have an impact on businesses. • The role of technology in international trade. • The advantages and disadvantages that a multinational might bring to a country. • Relationships between multinationals and governments. • How physical environmental issues might influence business behaviour • The impact of the growing importance of sustainability on business and business decisions. • How a business and its stakeholders may use an environmental audit.
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<p>APRIL</p>	<ul style="list-style-type: none"> • Business Strategy • Business Strategy • Corporate Planning and Implementation 	<p>Developing business strategy</p> <ul style="list-style-type: none"> • approaches to develop business strategy, including: – blue ocean strategy – scenario planning – SWOT analysis – PEST analysis – <p>Porter’s five forces – core competence framework – Ansoff matrix – force field analysis – decision trees.</p> <ul style="list-style-type: none"> • Corporate planning and implementation. • meaning of corporate culture • transformational leadership • strategic change. • contingency planning and crisis management 	<ul style="list-style-type: none"> • The meaning and purpose of business strategy • The meaning and purpose of strategic management: analysis, choice and implementation. • Approaches to develop business strategy, including: <ul style="list-style-type: none"> – blue ocean strategy – scenario planning – SWOT analysis – PEST analysis – Porter’s five forces – core competence framework – Ansoff matrix – force field analysis – decision trees. <p>Approaches to develop business strategy,</p> <ul style="list-style-type: none"> •The meaning and importance of corporate planning. •The meaning of corporate culture and its impact on business decision-making. •The meaning and importance of transformational leadership. •The management and control of strategic change. •The meaning and importance of contingency planning and crisis management.
	<ul style="list-style-type: none"> • Organisation Structure 	<ul style="list-style-type: none"> • The relationship between business objectives and organisational structure. • Types of structure: functional, hierarchical (flat and narrow), matrix. 	<ul style="list-style-type: none"> •The purpose and attributes of an organisational structure such as flexibility, meeting the needs of the business, allowing for growth and development and encouraging intrapreneurship. •The advantages and disadvantages of the different types of structure •Why some organisations are structured by product and others by function or geographical area.

		<ul style="list-style-type: none"> • Delegation and accountability. • Control, authority and trust. • Centralisation and decentralisation • Line and staff 	<ul style="list-style-type: none"> •The reasons and ways structures change e.g. due to growth or layering •The features of a formal structure: levels of hierarchy, chain of command, span of control, responsibility, authority, delegation, accountability, centralised, decentralised. •The relationship between delegation and accountability. •The processes of accountability in a business •The impact of delegation on a business. •The relationship between span of control and levels of hierarchy •The difference between authority and responsibility •The conflicts between control and trust that might arise when delegating. •The impact of centralisation and decentralisation on a business. •Examples of and distinctions between line and staff functions and the conflicts between them.
<p>MAY</p>	<ul style="list-style-type: none"> • Business Communication 	<p>Purposes of communication</p> <p>Methods of communication</p>	<ul style="list-style-type: none"> • situations in which communication is essential • the standard methods of communication used in business: spoken, written, electronic, visual

	<ul style="list-style-type: none"> • Leadership • Human Resource Management Strategy 	<p>Channels of communication</p> <p>Barriers to communication</p> <p>The role of management in facilitating communication.</p> <p>Leadership</p> <p>Theories of leadership</p> <p>Emotional intelligence/emotional quotient (EQ)</p> <p>Approaches to human resource management (HRM)</p>	<ul style="list-style-type: none"> • the strengths and weaknesses of the different methods of communication • how communication works within a business • the difference between one- and two-way communication; the difference between vertical and horizontal communication • problems associated with different channels of communication • barriers to communication and how to overcome them • the role of informal communications within a business • ways in which communication can influence the efficiency of a business • ways of improving communication in a given situation. • the purpose of leadership • leadership roles in business (directors, managers, supervisors, worker representatives) • the qualities of a good leader • key leadership theories: trait, behavioural, contingency, power and influence and transformational • Goleman’s four competencies of emotional intelligence: self-awareness, social awareness, self-management and social skills. • the difference between ‘hard’ and ‘soft’ HRM • flexible working contracts: advantages and disadvantages of temporary contracts or flexible contracts including zero hours contracts, part-time, full-time, annualised hours, flexi-time, home working, shift working, job sharing, compressed working hours, the gig economy
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	<ul style="list-style-type: none"> • Marketing Analysis 	<p>Elasticity</p> <p>Product development</p> <p>Sales forecasting</p>	<ul style="list-style-type: none"> • the measurement, causes and consequences of poor employee performance • strategies for improving employee performance • Management by Objectives (MBO) – implementation and usefulness • the changing role of Information Technology (IT) and Artificial Intelligence (AI) in HRM. <ul style="list-style-type: none"> • the concept of elasticity of demand: price, income and promotional • calculation of price, income and promotional elasticity of demand • interpretation of elasticity results • the impact of elasticity measures on business decisions • the limitations of the concept of elasticity in its various forms. <ul style="list-style-type: none"> • the process of product development • sources of new ideas for product development • the importance of Research and Development (R&D) <ul style="list-style-type: none"> • the need to forecast sales • time series analysis: calculation and use of four period centred moving average method to forecast sales • qualitative sales forecasting • the impact of sales forecasting on business decisions.
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JUNE

SUMMER VACATION

JULY	<ul style="list-style-type: none"> <li data-bbox="453 126 751 155">• Marketing Strategy <li data-bbox="453 1190 758 1219">• Capacity Utilisation 	<p data-bbox="779 126 1182 155">Planning the marketing strategy</p> <p data-bbox="779 306 1213 336">Approaches to marketing strategy</p> <p data-bbox="779 669 1253 698">Strategies for international marketing</p> <p data-bbox="779 1221 1203 1364">Measurement and significance of capacity Increasing capacity utilisation Outsourcing</p>	<ul style="list-style-type: none"> <li data-bbox="1318 126 1969 224">• the contents of a marketing plan: objectives, resources, research, marketing mix <li data-bbox="1318 199 1969 228">• the benefits and limitations of marketing planning <li data-bbox="1318 272 1990 334">• the need for the marketing strategy to be consistent with the business, the product and the market <li data-bbox="1318 342 1925 404">• the need for and development of a coordinated marketing strategy <li data-bbox="1318 412 1955 509">• the development of marketing strategies that are focused towards achieving specific marketing objectives <li data-bbox="1318 518 2018 579">• the changing role of Information Technology (IT) and Artificial Intelligence (AI) in marketing <li data-bbox="1318 634 1890 696">• the implications for marketing of increased globalisation and economic collaboration <li data-bbox="1318 704 1929 766">• the importance of international marketing for a business <li data-bbox="1318 774 1986 836">• international markets – identification, selection and entry <li data-bbox="1318 844 2018 941">• whether a business in a given situation should develop an international market through pan-global marketing or maintain local differences <li data-bbox="1318 950 2007 1011">• choosing a strategy, in a given situation, to develop a global market <li data-bbox="1318 1019 1932 1081">• the factors influencing the method of entry into international markets <li data-bbox="1318 1148 1856 1177">• how capacity utilisation can be measured <li data-bbox="1318 1185 1969 1247">• implications of operating under or over maximum capacity <li data-bbox="1318 1255 1986 1317">• choosing methods of improving capacity utilisation (e.g. through rationalisation, sub-contracting) <li data-bbox="1318 1325 1875 1354">• benefits of outsourcing in a given situation
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	<ul style="list-style-type: none"> • Location and Scale 	<p>Location</p> <p>Scale of operations</p>	<ul style="list-style-type: none"> •The factors that determine location and relocation. •The differences between local, national and international location decisions •The impact of globalisation on location and relocation decisions. •The reasons for and impact of offshoring and reshoring. <ul style="list-style-type: none"> •The factors that influence the scale of a business. •Causes and examples of internal and external economies and diseconomies of scale. •The links between economies and diseconomies of scale and unit costs.
	<ul style="list-style-type: none"> • Quality Management 	<p>Quality control and quality assurance.</p> <p>Benchmarking</p>	<ul style="list-style-type: none"> •Quality in terms of meeting customer expectations. •The importance of quality. •The impact of methods of quality control on a business •The impact of methods of quality assurance on a business. •The impact of Total Quality Management (TQM) on a business. •The importance of benchmarking in quality management.
<p>AUGUST</p>	<ul style="list-style-type: none"> • Operations Strategy 	<p>Operational decisions</p>	<ul style="list-style-type: none"> • The influence of human, marketing and finance resource availability on operations decisions. • The changing role of Information Technology (IT) and Artificial Intelligence (AI) in operations management.

		<p>Flexibility and innovation</p> <p>Enterprise resource planning (ERP)</p> <p>Lean production</p> <p>Operations planning</p>	<ul style="list-style-type: none"> • The need for flexibility with regard to volume, delivery time and specification. • Process innovation: changing current processes or adopting new ways of producing products or delivering services. <ul style="list-style-type: none"> • The main features of an ERP programme. • How ERP can improve a business' efficiency in relation to: inventory control, costing and pricing, capacity utilisation, responses to change, workforce flexibility, management information. <ul style="list-style-type: none"> • The aims and purposes of lean production. • Kaizen, quality circles, simultaneous engineering, cell production, JIT manufacturing and waste management as operational strategies to achieve lean production. • The limitations of operational strategies to achieve lean production <ul style="list-style-type: none"> • The links between lean production and inventory control, quality, employees roles, capacity management and efficiency <ul style="list-style-type: none"> • The need for planning operations. <p>Network diagrams as tools to plan operations</p> <ul style="list-style-type: none"> • The main elements of a network diagram: activities, dummy activities, nodes. • Network diagrams as means of performing Critical Path Analysis (CPA), including identification of the minimum project duration and the critical path, calculation of total and free float, interpretation of the results of the analysis of a network, how
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	<ul style="list-style-type: none">• Financial Statements	Statement of profit or loss Statement of financial position Inventory valuation	<p>minimum duration and floats might be used in project management.</p> <ul style="list-style-type: none">• The benefits and limitations of CPA as a management tool. <p>The meaning and purpose of the statement of profit or loss</p> <ul style="list-style-type: none">• The contents of a statement of profit or loss: revenue, cost of sales, gross profit, expenses, profit from operations (operating profit), taxation, profit for the year, dividends, retained earnings.• Amendment of a statement of profit or loss• The impact on the statement of profit or loss a given change. <p>The meaning and purpose of statement of financial position</p> <p>The contents of a statement of financial position including non-current assets, current assets, current liabilities, net current assets, net assets, non-current liabilities, reserves and equity</p> <p>Amendment of a statement of financial position</p> <ul style="list-style-type: none">• The relationships between items in the statement of profit or loss and the statement of financial position.• The difficulties of valuing inventory• The net realisable value method.
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	<ul style="list-style-type: none"> Analysis of Published Accounts 	<p>Depreciation</p> <p>Liquidity ratios</p> <p>Profitability ratios</p> <p>Financial efficiency ratios</p> <p>Gearing ratio</p>	<p>The role of depreciation in the accounts</p> <ul style="list-style-type: none"> The impact of depreciation (straight-line method only) on the statement of financial position and the statement of profit or loss The meaning and importance of liquidity Current ratio: calculation and interpretation Acid test ratio: calculation and interpretation Methods of improving liquidity. The meaning and importance of profitability Return on capital employed: calculation and interpretation Gross profit margin: calculation and interpretation Profit margin: calculation and interpretation Methods of improving profitability The meaning and importance of financial efficiency Rate of inventory turnover: calculation and interpretation Trade receivables turnover (days): calculation and interpretation Trade payables turnover (days): calculation and interpretation Methods of improving financial efficiency The meaning and importance of gearing Gearing ratio: calculation and interpretation
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		Investment ratios	<ul style="list-style-type: none"> • Methods of improving gearing • The meaning and importance of return to investors • Dividend yield: calculation and interpretation • Dividend cover: calculation and interpretation • Price/earnings ratio: calculation and interpretation • Methods of improving investor return
SEPTEMBER	<ul style="list-style-type: none"> • Investment Appraisal • Finance and Accounting Strategy 	<p>The concept of investment appraisal Basic methods: payback, accounting rate of return (ARR) Discounted cash flow method: net present value (NPV) Investment appraisal decisions</p> <p>The use of accounting data to enable strategic decision making</p> <p>The use of accounting data and ratio analysis in strategic decision-making</p>	<ul style="list-style-type: none"> • The need for investment appraisal • The meaning, calculation and interpretation of payback and arr (arr = (average profit/ average investment) × 100) • The meaning, calculation and interpretation of NPV • Quantitative results and their impact on investment decisions • Qualitative factors and their impact on investment decisions • Comparison of investment appraisal methods, including their limitations • The use of financial statements in developing strategies • The contents of an annual report and their usefulness to business and other stakeholders • Assessment of business performance over time and against competitors

			<ul style="list-style-type: none">• The impact of accounting data including ratio results on business strategy• The impact of debt or equity decisions on ratio results• The impact of changes in dividend strategy on ratio results• The impact of business growth on ratio results• The impact of other business strategies on ratio results• The limitations of using published accounts and ratio analyses
OCTOBER			REVISION