

Archbishop Beck Catholic College Long Term Plan for Level 3 A Level Business

Year 12

| Autumn Half Term 1 | Half Term 2 | Key Vocabulary/Reading Opportunities |
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| <p><u>Enterprise</u> Explain the meaning of enterprise and SMEs. Explain how satisfying needs and wants can give opportunities to entrepreneurs Identify business opportunities. Explain the role of the entrepreneur in creating, setting up, running and developing a business. Explain the financial and non-financial motives of entrepreneurs. Explain the characteristics and skills of entrepreneurs. Explain the importance of entrepreneurs and SMEs to the primary, secondary and tertiary sectors of the UK economy. Evaluate the impact of entrepreneurs and SMEs on businesses and the economy Identify the various stakeholders who are affected by a business.</p> <p><u>Business plans</u> Explain the purpose and main components of a business plan. Evaluate the importance of a business plan. Identify the main sources of information and guidance available to entrepreneurs.</p> <p><u>Market research</u> Explain what is meant by market research. Explain the value of carrying out market research. Distinguish between primary and secondary market research.</p> | <p><u>Markets</u> Explain what is meant by a market and competition. Identify different types of market, including local/global, mass/niche, trade/consumer, product/service and seasonal. Analyse and interpret market data, including market size, market share and market trends. Explain what is meant by market segmentation. Explain how markets are segmented. Evaluate the importance and impact of segmentation to a business and its customers. Understand that different markets have differing degrees of competition, ranging from perfect competition to monopoly. Explain the features of perfect competition, monopolistic competition, oligopoly and monopoly and their impact on business behaviour. Understand the reasons why consumers sometimes need protection from exploitation from businesses. Explain what is meant by demand, supply and equilibrium. Understand the importance of demand and supply in the market. Explain the factors that lead to a change in demand and supply. Explain how a change in demand and supply can impact on price and quantity. Construct and interpret demand and supply diagrams. Understand the factors that cause the demand</p> | <p>Online Resources</p> <p>https://resources.edugas.co.uk/</p> <p>BBC Learning zone clip - What is a business?</p> <ul style="list-style-type: none"> • Tutor2U - Presentation - Objectives of a new business • Tutor2U - Revision presentation - Mission, Aims, Objectives and Stakeholders • James Slocombe YouTube clip - Accounting and Finance - Profit and Revenue • BBC Two - Peter Jones meets, Series 1, Episode • Tutor2U - Revision presentation - Startup Business Structures • Tutor2U - Revision presentation - Limited liability • Tutor2U - Revision quiz - Legal structure • excellent resource to illustrate non-profit organisations: YouTube - Interview with Big Issue founder - John Bird • Business Review magazine - Volume 19 - Number 1 'Can Facebook float? • Education Portal - What are Dividends? |

Evaluate the use of market research to business and its stakeholders.
Distinguish between qualitative and quantitative data.
Explain the different methods of primary and secondary research available to businesses.
Explain the issues involved in selecting the most appropriate method of market research.
Evaluate the use of the different methods of primary and secondary research.
Interpret and evaluate quantitative and qualitative research.
Explain what is meant by sampling.
Explain the difference between random and quota sampling methods.
Understand the need to avoid bias in market research.
Evaluate the usefulness of sampling for a business and its stakeholders.

AP1 Assessment

and supply curves to shift and the effect this has on equilibrium price and quantity.
Analyse and evaluate factors which affect demand and supply and equilibrium.
Understand the concept of price and income elasticity of demand.
Explain the nature of inferior, normal and luxury goods.

Business location

Explain the factors that need to be considered when locating a new business.
Analyse these factors in relation to the needs of the business.
Evaluate the choice of different locations for a new business.

Business finance

Explain the sources of finance available to entrepreneurs and SMEs.
Analyse the advantages and disadvantages of each source of finance.
Evaluate different sources of finance available to entrepreneurs and SMEs.

Marketing

Explain the purpose of marketing and its importance to different types of business organisation in different situation.
Explain what is meant by market orientation, product orientation and asset-led marketing.
Explain what is meant by the marketing mix.
Explain what is meant by product, product portfolio, brand, unique selling point (USP) and differentiation.
Evaluate the importance of having the right

Investing in Stocks clip
• Tutor2U - Presentation - Shares •
YouTube - How the stock exchange works

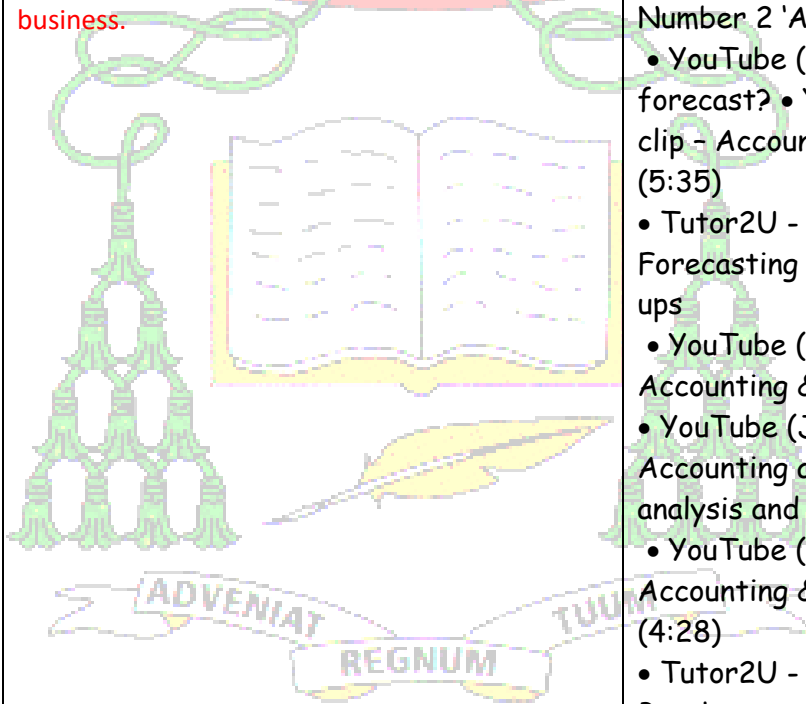
Tutor2U - Presentation - Introduction to marketing

- Tutor2U - Presentation - Marketing objectives
- Tutor2U - Revision presentation - Marketing objectives
- Tutor2U - Presentation - Marketing analysis includes market size, growth and market share
- Tutor2U - Revision presentation - Targeting
- Tutor2U - Presentation - Consumer segmentation • TES - Market Segmentation
- Tutor2U - Presentation - STP Market segmentation • Tutor2U - Presentation - Product positioning

Tutor2U - Revision presentation - Financial objectives includes internal and external factors influencing financial objectives

- Tutor2U - Hand-out - Financial objectives - Measures
- Tutor2U - Presentation - Calculating and interpreting profit
- YouTube - Bee business bee calculating

product(s) to a business and its stakeholders.
 Explain what is meant by the product life cycle.
 Explain the stages in the product life cycle.
 Explain what is meant by an extension strategy.
 Construct and interpret a product life cycle diagram including extension strategies.
 Evaluate the impact of extension strategies on a business.



profit (5:12) • Tutor2U - Presentation - Measuring and increasing profit
 • Tutor2U - Presentation - Profit and Cash
 • Tutor2U - Revision presentation - Using budgets
 • Business Review magazine - Volume 20 - Number 2 'A guide to budgeting'
 • YouTube (Cliqvud) - What is cash flow forecast? • YouTube (James Slocombe) clip - Accounting and Finance - Cashflow (5:35)
 • Tutor2U - Revision presentation - Forecasting Cash flows emphasis on start-ups
 • YouTube (James Slocombe) clip - Accounting & Finance - Costs (4:32)
 • YouTube (James Slocombe) clip - Accounting and Finance - Breakeven analysis and contribution (7:42)
 • YouTube (James Slocombe) clip - Accounting & Finance - Breakeven charts (4:28)
 • Tutor2U - Revision presentation - Breakeven analysis

Spring Half Term 3

Business structure

Explain the difference between the private and public sector.
 Explain the aims of private sector businesses including survival, growth and profit.
 Explain the aims of the public sector and its role in providing goods and services.

Half Term 4

Marketing – 4Ps

Understand the importance of global marketing and global brands.
 Explain how the marketing mix will differ in different contexts including, local, national or global markets, goods or services markets, size of business, niche or mass markets and market

Key Vocabulary/Reading Opportunities

Online Resources

<https://resources.edugas.co.uk/>

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| <p>Evaluate the roles of the public and private sectors in the provision of goods and services. Explain the legal structure of different private sector business organisations including sole traders, partnerships, private and public limited companies. Explain what is meant by unlimited liability and limited liability. Explain the advantages and disadvantages of choosing different legal structures for a business. Evaluate the factors affecting the choice of the legal structure of a business. Explain the main features of not-for-profit organisations including social enterprises, charities, co-operatives and societies. Evaluate the importance and impact of the legal structure for the various stakeholders for a business.</p> <p><u>Business revenue and costs</u></p> <p>Explain what is meant by costs, revenue and profit. Identify costs to a business, including fixed, variable, semi-variable, direct, indirect/overhead costs and total costs. Calculate revenue, costs and profit Interpret revenue, costs and profit calculations. Evaluate the impact of costs, revenue and profit on a business and its stakeholders. Explain what is meant by contribution. Explain what is meant by break-even. Calculate contribution and understand its application to the calculation of break-even. Construct and interpret break-even charts, including the margin of safety Illustrate on a break-even chart the effects of changes in costs</p> | <p>structure. Evaluate the marketing mix in different contexts. Explain how new technology is used in marketing, including the role of digital media, social media, e-tailing and m-commerce. Explain the impacts of new technology on existing businesses such as high street retailers. Evaluate the impact of new technology on the marketing activities of businesses and its stakeholders.</p> <p><u>Operations management</u></p> <p>Understand the nature of operations management in different types of business organisation. Explain what is meant by added value. Calculate added value. Explain ways of increasing value added. Evaluate the importance of added value to a business and its stakeholders. Explain the different methods of production including job, batch and flow. Evaluate appropriate methods of production for businesses. Explain what is meant by productivity. Understand ways of measuring productivity. Explain ways in which productivity can be increased. Evaluate the importance and impact of productivity for a business and its stakeholders. Explain the concept of capacity utilisation. Calculate and interpret capacity utilisation. Evaluate the concept of capacity utilisation for a business and its stakeholders. Explain how new technology can be used by businesses, including the use of information technology, CAD, CAM and robotics.</p> | <p>YouTube - Education Portal - Management in organisations: Top, middle and low level managers</p> <ul style="list-style-type: none"> • Education Portal - Management vs. Leadership: the difference between a manager and leader • MindTools YouTube - What is leadership? Learn what makes a good leader • Education Portal - The Black Mouton Managerial grid: Five leadership styles • Education Portal - Leadership orientation: Task-orientated and People-orientated • Tutor2U - Presentation - Leadership: Models & Styles includes the Tannenbaum Schmidt continuum • Businessballs - Tannenbaum and Schmidt continuum • Educational Portal clip - Setting business department goals • Educational Portal clip - Controlling as a function of management • Educational Portal clip - Reviewing goal achievement <p>Tutor2U - Revision presentation - Risks and rewards to enterprise</p> <ul style="list-style-type: none"> • BBC Radio 4 - The Bottom Line (podcast) 22/02/2011 (second part of the programme starting at 15:47; excellent discussion on whether business decisions |
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and revenue .

Analyse how changes in costs and/or revenue can affect break-even ('what-if' analysis).
Evaluate the usefulness of break-even to a business and its stakeholders

Marketing

Explain the relationship between the product life cycle and cash flow.

Analyse product life cycles and extension strategies for different businesses, products and markets.

Evaluate the use of the product life cycle to a business and its stakeholders.

Promotion Place

Explain what is meant by promotion.

Explain the different above the line and below the line strategies used by businesses to promote their products.

Understand how different types of business organisations in different situations will use a range of different promotional strategies.

Explain the importance for a business of selecting the most appropriate promotional strategy.

Evaluate the impact of selecting the right promotional strategy on a business and its stakeholders.

Explain what is meant by place.

Explain the different distribution channels used by businesses.

Explain what is meant by multi-channel distribution.

Explain the importance for a business of selecting the most appropriate distribution channel/s.

Evaluate the impact of selecting the right distribution channel/s on a business and its stakeholders.

Finance

Understand the role of the finance department.

Explain what is meant by a budget.

Explain the purpose of budgets.

Evaluate the use of budgets to a business and its stakeholders.

Explain the sources of finance available to established and large businesses and consider their appropriateness for different circumstances.

Understand that sources of finance can be internal and/or external.

Explain internal sources of finance including owner's capital, retained profit and sale of assets.

Explain external sources/methods of finance including overdrafts, loans, share capital, venture capital, leasing, trade credit and debt factoring.

Explain the advantages and disadvantages of different sources of finance to a business and the importance of choosing appropriate sources.

Evaluate the impact of different sources of finance to a business and its stakeholders.

Explain what is meant by cash flow.

Explain what is meant by a cash flow forecast.

Construct, calculate and interpret cash flow forecasts.

Evaluate the impact of a cash flow forecast on a business and its stakeholders.

Explain the causes of cash flow problems.

Explain strategies by which a business can improve cash flow.

Evaluate the strategies a business uses to improve cash flow problems.

Explain the benefits and limitations of cash flow

are based mainly on data or hunch time at 26:31)

- Education Portal - The Decision Making Process for Organizations

- Biz/ed - Learning zone - Decision trees - lesson plan

- Biz/ed - Decision trees presentation

- Business Review magazine - Volume 20 - Number 1 'Risk and Reward'

- Education Portal - Decision making for managers: Certainty, risks & uncertainty

Tutor2U - Revision presentation - Mission, Aims, Objectives and Stakeholders

- Tutor2U - Presentation - Stakeholders • Tutor2U - Stakeholders in business - Lesson worksheet

- Tutor2U - Stakeholder conflict in the battle over Royal Mail - article

- Tutor2U - Do businesses have a responsibility beyond profit? - debate

Operational objectives

- Tutor2U - Presentation - Making operational decisions

- Tutor2U - Revision presentation - Adding value and the transformation process

Tutor2U - Worksheet - Capacity Utilisation

- YouTube - Bee Business Bee capacity utilisation • Tutor2U - Revision presentation - Making operational

forecasts.

Explain the main components of a trading, profit and loss account (the income statement) and the way that it is constructed.

Calculate gross profit and net profit.

Evaluate ways in which a business could improve its profit.

Calculate and interpret gross and net profit margins.

Evaluate the calculations of profitability ratios to assess the performance of a business.

Management and leadership

Explain what is meant by management.

Explain the functions and roles of management.

Explain the advantages and disadvantages of management by objectives (MBO).

Explain D. McGregor's theory X and theory Y.

Evaluate the importance of management to a business and its stakeholders.

Explain what is meant by leadership.

Explain different types of leadership styles including autocratic, democratic, paternalistic, bureaucratic and laissez-faire.

Explain leadership theories including F. Fiedler (1976) and P. Wright and D. Taylor (1984).

Evaluate the importance and impact of leadership for a business and its stakeholders.

Evaluate the appropriateness of various leadership styles and theories to different business situations.

Explain what is meant by employer/employee relationships.

Explain the duties and rights of employers and employees including contract of employment, health and safety, minimum wage and dismissal.

Explain what is meant by equal opportunities.

decisions

- Tutor2U - Example of capacity utilisation article

YouTube clip (James Slocombe) - Human Resource Management

- Tutor2U What is human capital? - Importance to an organization

- The importance of human capital in business

- Tutor2U - Presentation - Introduction to HR strategies & objectives (section on 'soft' and 'hard' HRM)

- YouTube - Bee business bee Workforce planning

- YouTube clip - I'll show them who's boss: Arsenic and Old Lace (33:05) excellent illustration of 'Hard' HRM and the importance of communication in business

Education Portal clip - Hackman and Oldham's model

- Education Portal clip - Job design: definition and purpose

- Education Portal clip - What is delegation
- Tutor2U • Revision presentation - Organisational structures (intro)

- YouTube clip (James Slocombe) - Organisational Structure (4:26)

- Education Portal clip - Organizational design and structure

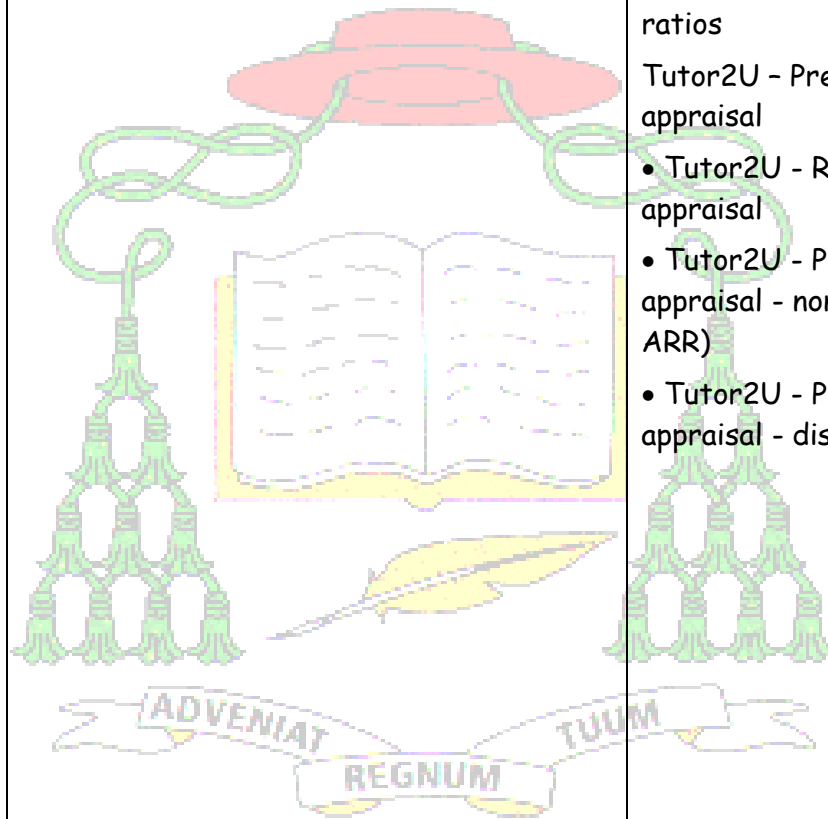
- YouTube - Bee business bee organisation

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| | <p>Evaluate the impact of equal opportunities on employers and employees.</p> <p>Explain the role of trade unions including collective bargaining, their advantages and disadvantages.</p> <p>Explain what is meant by employer and employee conflict including trade disputes and industrial action.</p> <p>Explain the resolution of disputes including negotiation, consultation and the role of ACAS.</p> <p>Evaluate the impact of employer/employee relations, conflict and resolution on a business and its stakeholders.</p> <p><u>AP2 Assessment</u></p> | <p>structure (4:54)</p> <ul style="list-style-type: none"> • Tutor2U - Presentation - Centralised and Decentralised decision making • Education Portal clip - Authority in centralized and decentralized organisations • Tutor2U - Revision presentation - Improving organisation structures • Tutor2U - Quiz - Competitive structures |
| Summer Half Term 5 | Half Term 6 | Key Vocabulary/Reading Opportunities |
| <p><u>People in organisations (human resources)</u></p> <p>Explain the functions of the human resource department.</p> <p>Explain what is meant by the flexible workforce including flexible hours, home working, part time, temporary, job sharing, multiskilling, zero hours contracts and hot-desking.</p> <p>Explain the impact of new technology on working practices.</p> <p>Evaluate the impact of changes in working patterns on employees and employers.</p> <p>Explain what is meant by workforce planning.</p> <p>Evaluate the impact and importance to a business of having the correct numbers of employees with appropriate skills and experience.</p> <p>Explain what is meant by the recruitment process.</p> <p>Explain what is meant by internal and external recruitment.</p> <p>Explain what is meant by job analysis, job</p> | <p>Consolidation and revision in preparation for AS exams in May.</p> <p>Revision and Exam Preparation</p> | <p>Online Resources</p> <p>https://resources.eduqas.co.uk/</p> <p>YouTube clip (Clipvid) - What is a balance sheet? (1:38)</p> <ul style="list-style-type: none"> • Tutor2U - Presentation - Balance sheet basics • Bee business bee YouTube clip, income statements (6:21) • Tutor2U - Presentation - Income Statement basics • Tutor2U - Presentation - Liquidity ratios • Tutor2U - Presentation - Profitability ratios |

description and person specification.
 Evaluate appropriate methods of selecting different types of employee for different types of job including interviews, work trials, testing, selection exercises and telephone interviews.
 Evaluate the importance of recruitment to a business and its stakeholders.
 Explain what is meant by training.
 Explain the role of training in developing appropriate skills.
 Explain the different methods of training including induction, on-the job, off-the-job and apprenticeships.
 Evaluate the importance and impact of training for a business and its stakeholders.
 Explain what is meant by appraisal.
 Explain different methods of appraisal including superior's assessment, peer assessment, self-assessment and 360 degree feedback.
 Understand how appraisal can benefit both the business and its employees.
 Evaluate the importance and impact of appraisal for a business and its stakeholders

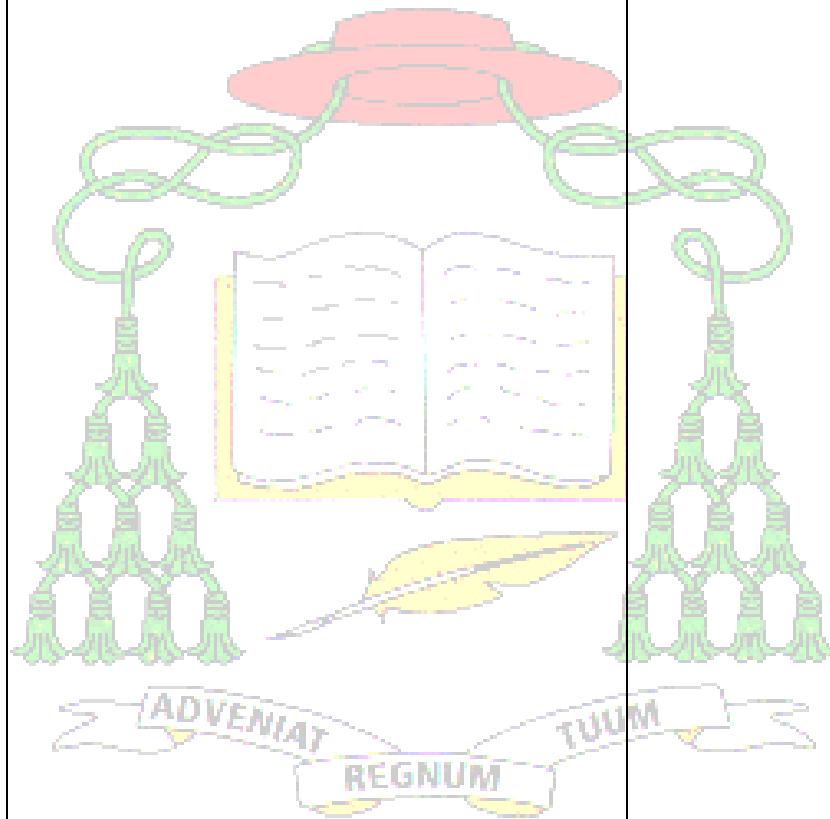
Workforce performance

Explain what is meant by workforce performance.
 Explain what is meant by labour productivity, absenteeism and labour turnover.
 Calculate and interpret labour productivity and labour turnover.
 Evaluate the importance and impact of workforce performance for a business and its stakeholders.
 Explain what is meant by organisational design.
 Understand what is meant by authority, responsibility, chain of command, span of



- Tutor2U - Presentation - Financial efficiency ratios
 - Tutor2U - Presentation - Shareholder ratios
- Tutor2U - Presentation - Investment appraisal
- Tutor2U - Revision quiz - Investment appraisal
 - Tutor2U - Presentation - Investment appraisal - non discounting (Payback and ARR)
 - Tutor2U - Presentation - Investment appraisal - discounting method (NPV)

control, delegation, hierarchy, centralisation and decentralisation, empowerment and delayering. Explain the characteristics of different organisational structures including hierarchical (flat and tall) and matrix structures. Explain the advantages and disadvantages of changing organisational structures and delayering. Evaluate the choice between empowerment and control of the workforce. Evaluate the appropriateness of different organisational structures to a business and its stakeholders. Explain what is meant by motivation and the benefits of a motivated workforce. Explain motivation theories including F.W.Taylor (scientific management), E. Mayo (human relations), A. Maslow (hierarchy of needs), F. Herzberg (two factor theory) and V. Vroom, L. Porter and E. Lawler (expectancy theories). Evaluate the relevance of motivational theories and their importance to businesses. Explain financial methods of motivation including piece rate, commission, bonus, salary, profit sharing, share ownership and performance related pay. Explain non-financial methods of motivation including consultation, job design, job enlargement, job rotation, job enrichment, empowerment, team working and flexible working. Evaluate the appropriateness of various financial and non-financial methods of motivation for a business and its stakeholders. Evaluate the impact of a motivated workforce on a business and its stakeholders.



Operations Cont'd

Evaluate the impact of new technology on the various stakeholders of a business.

Evaluate the importance and impact of technology in the operations of a business.

Explain what is meant by lean production.

Explain the range of lean production practices that are used to reduce waste and improve productivity including kaizen (continuous improvement), just-in-time, cell production and time-based management.

Evaluate the importance and impact of lean production for businesses and their stakeholders.

Quality

Explain what is meant by quality.

Analyse the importance of quality to a business.

Explain the difference between quality control and quality assurance.

Explain the concept of total quality management (TQM) and the ways that it can be achieved including quality chains, empowerment, monitoring, teamwork, zero defects, quality circles and benchmarking.

Evaluate the importance of quality for a business and its stakeholders Explain the importance of purchasing and working with suppliers.

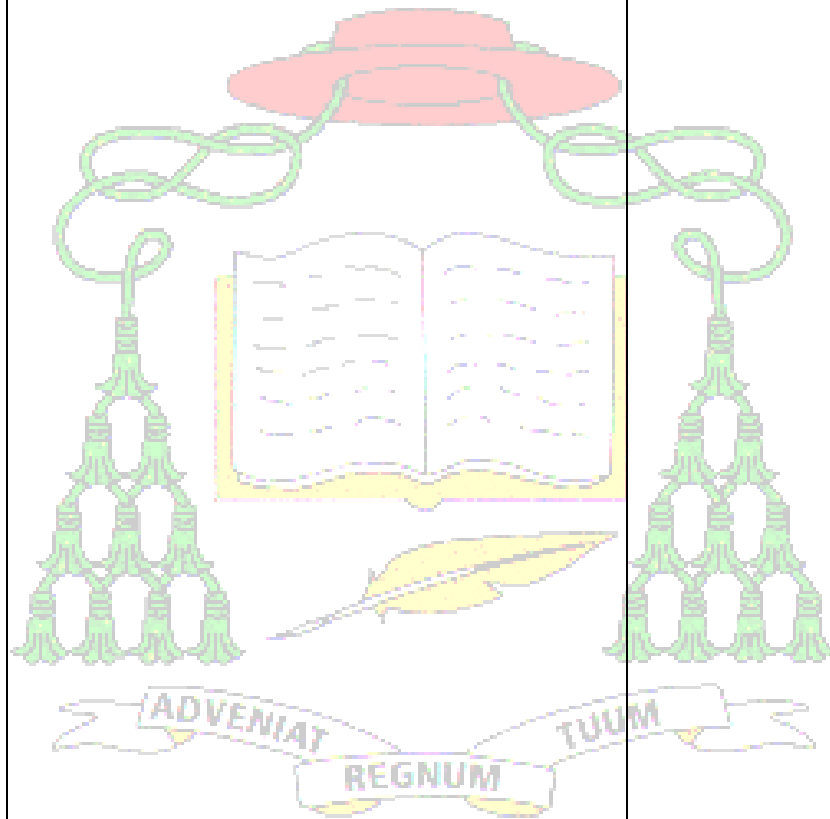
Explain what is meant by stock control.

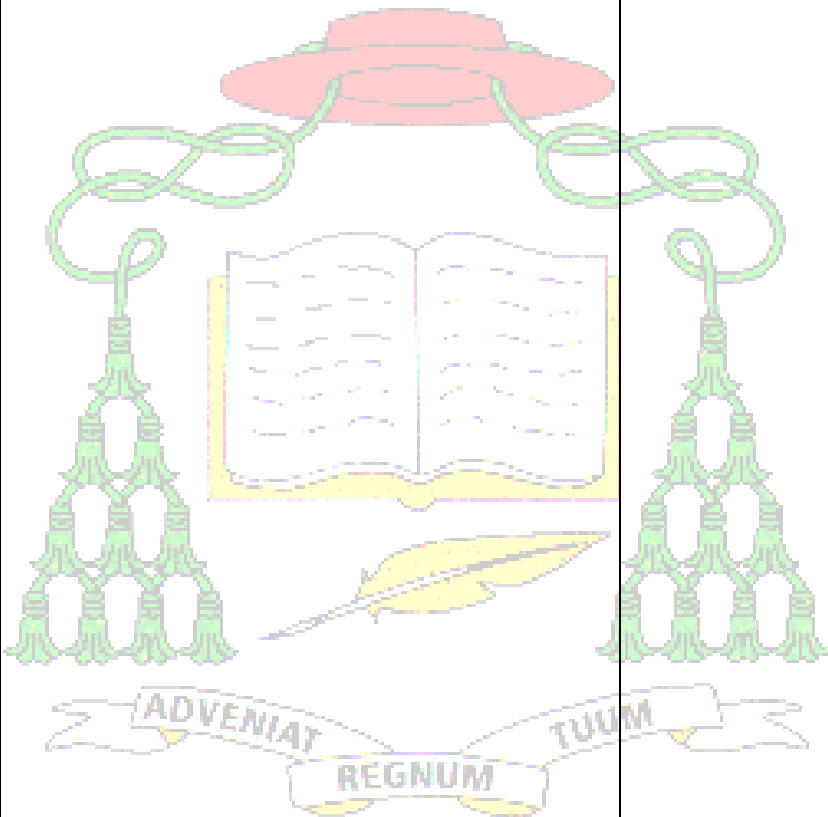
Understand the importance of controlling stock.

Explain methods of stock control including traditional stock control methods, just-in-time and computerised stock control.

Interpret stock control diagrams and explain the main components including re-order level, lead time, buffer stock and minimum stock level.

Evaluate the importance and impact on businesses and their stakeholders of holding too



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| <p>much or too little stock.</p> <p>Explain what is meant by innovation, research and development.</p> <p>Explain the process of product design and development.</p> <p>Evaluate the costs and benefits of innovation, research and development for a business and its stakeholders.</p> <p>Explain what is meant by economies of scale.</p> <p>Explain the different types of internal economies of scale.</p> <p>Explain external economies of scale.</p> <p>Explain how businesses benefit from the different types of internal and external economies of scale.</p> <p>Explain reasons for internal diseconomies of scale.</p> <p>Explain the problems caused by internal diseconomies of scale.</p> <p>Explain the survival of small firms.</p> <p>Evaluate the impact of economies and diseconomies of scale on a business and its stakeholders.</p> |  | |
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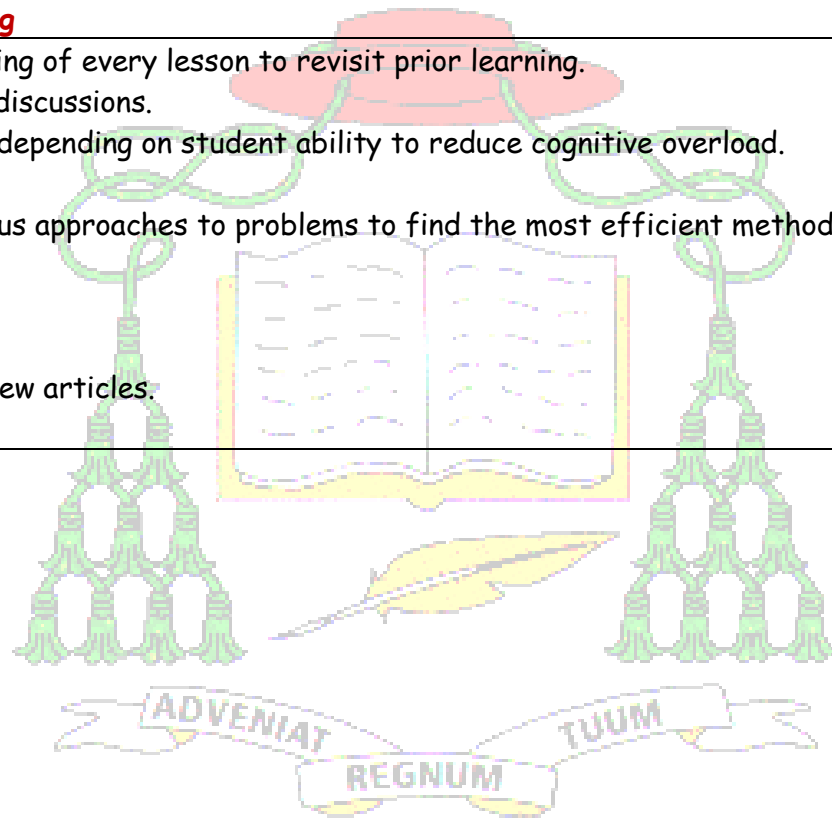
Year 12

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| Wider learning experiences to support this subject. | Learning Characteristics instilled in the curriculum | Career Opportunities |
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| Off-site business visits | Confidence The subject allows for a significant development of general knowledge. | Please stipulate term and approx. date. |
| On-site guest speakers | | Business in a very interactive subject with a curriculum that encourages external business visits as well as many internal case study investigations into real world practice. |
| Parliament visit | Development of knowledge of current affairs including the importance of political decision making and democracy. | Student's personal experience in the business world, and in part time employment /work experience is often referred to when discussing case examples. |
| Subscription to Dynamic Learning online resources | Develop understanding of personal and business finance and financial decision making. | Guest speakers are encouraged and often add value to a topic area. An example of this is using local businesses for the coursework so the students can gather relevant information locally. |
| Case study resource bank | Positive Development of transferable skills including interpersonal skills, communication skills, leadership and management and the importance of decision making. | These interactive opportunities bring the subject to life and allow an exciting variety in teaching and learning delivery. It also ensures that different learning styles can be incorporated into the varied delivery. |
| Links to employability programme | Respectful The students have to work independently and as teams which means they have to be respectful of each other's work and offer debate on various topic areas. This allows for a tolerance of other people's views and opinions. | The above examples allow access to many potential future career paths, with many students choosing the subject in FE, HE and for career opportunities in the future. |

Metacognition Methods applied in Teaching

- Consolidation exercise at the beginning of every lesson to revisit prior learning.
- Give sufficient thinking time during discussions.
- Split topics into appropriate chunks depending on student ability to reduce cognitive overload.
- Variation of teaching styles
- Discussion of solutions and the various approaches to problems to find the most efficient method.
- Modelling of extended questions
- Modelling of coursework activities
- Independent learning tasks.
- Wider reading through Business review articles.



Archbishop Beck Catholic College Long Term Plan for **Business**

Year 13

| Autumn Half Term 1 | Half Term 2 | Key Vocabulary/Reading Opportunities |
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| <p><u>Data analysis</u> Present, interpret and analyse data, including pie charts, histograms and index numbers.</p> <p><u>Market analysis</u> Analyse quantitative and qualitative research data in order to better understand the position of the business in the market and the requirements of customers at present and in the future. Calculate price and income elasticity of demand. Interpret numerical values of price and income elasticity of demand. Evaluate the impact of changes in price and income on business revenue.</p> <p><u>Sales forecasting</u> Explain what is meant by sales forecasting. Explain the usefulness of sales forecasting and the factors that can affect its reliability. Understand that sales forecasting includes quantitative and qualitative techniques. Calculate a three-point moving average. Create a scatter graph and a line of best fit. Use extrapolation to predict future developments.</p> | <p><u>Analysing non-financial performance</u> Explain how non-financial measures, including customer attitude surveys, employee attitude surveys, market share, productivity and a company's environmental record, can be used to evaluate performance.</p> <p><u>Aims and objectives</u> Explain the role of vision statements and their relationship to a business' aims. Explain how objectives are used by a business in order to achieve its aims. Explain what is meant by SMART objectives. Explain the role and purpose of mission statements. Evaluate vision statements, objectives and mission statements and their impact on a business and its stakeholders.</p> <p><u>Strategy and implementation</u> Understand the relationship between objectives and strategy. Explain the meaning of strategy including corporate strategy, strategic direction, divisional strategy and functional strategy. Explain the relationship between strategy and tactics.</p> | <p>Online Resources https://resources.edugas.co.uk/</p> <p>Tutor2U - Presentation - Mission, Aims, Objectives and Stakeholders</p> <ul style="list-style-type: none"> • Tutor2U - Lesson plan - Aims and Objectives for A2 - Suggested lessons • Tutor2U - Presentation - Mission statements • Educational Portal clip - Company mission statement: definition and examples • YouTube clip: 'Don't write a mission statement, write a mantra' (4:33) • Tutor2U - Presentation - Introduction to strategy • Tutor2U - Presentation - Corporate and functional objectives • Educational Portal clip - Types of planning: Strategic, tactical, operational and contingency planning • Educational Portal clip - Planning as a function of management • YouTube clip: 'What is Good Corporate Strategy?' (4:46) • Tutor2U - Presentation - SWOT analysis • Educational Portal clip - What is SWOT analysis: situation analysis in marketing |

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| <p>Interpret information from time-series analysis.</p> <p>Understand that correlation can be positive, negative or non-existent.</p> <p>Evaluate the usefulness of time-series analysis for a business and its stakeholders.</p> <p>Explain qualitative forecasting techniques including, intuition, brainstorming and the Delphi method.</p> <p>Evaluate the advantages and disadvantages of using qualitative forecasting.</p> <p><u>Analysing financial performance</u></p> <p>Explain what is meant by a budget variance.</p> <p>Calculate budget variances.</p> <p>Analyse budgets and budget variances.</p> <p>Evaluate the use and impact of budgets and budget variances for a business and its stakeholders.</p> <p>Explain the main components of a balance sheet and the way that it is constructed.</p> <p>Explain what is meant by working capital, capital employed and depreciation.</p> <p>Calculate working capital, capital employed (long-term liabilities and shareholders' capital) and depreciation (the straight line method only).</p> <p>Interpret and analyse a balance sheet.</p> <p>Calculate and interpret return on capital employed (ROCE).</p> <p>Calculate and interpret the current ratio</p> | <p>Explain the purpose of corporate plans.</p> <p>Apply a SWOT analysis to a specific business.</p> <p>Apply Porter's Five Forces framework to a specific business.</p> <p>Evaluate business strategy and corporate plans.</p> <p>Explain the nature and purpose of the Ansoff matrix.</p> <p>Apply the Ansoff matrix to different businesses.</p> <p>Evaluate the usefulness of the Ansoff matrix to businesses.</p> <p>Explain what is meant by horizontal and vertical integration.</p> <p>Explain the advantages and disadvantages of horizontal and vertical integration.</p> <p>Explain the difference between organic and external growth.</p> <p>Analyse the advantages and disadvantages of organic growth.</p> <p>Analyse the advantages and disadvantages of different methods of external growth including mergers and takeovers.</p> <p>Explain the nature and purpose of franchising as a method of growth.</p> <p>Evaluate different methods that businesses can use to achieve growth.</p> <p>Explain what is meant by rationalisation.</p> <p>Explain the factors that affect decisions about location/relocation and rationalisation.</p> <p>Evaluate the impact of the choice of</p> | <ul style="list-style-type: none"> • Educational Portal clip - What is SWOT analysis • MindTools - Bowman's strategy clock explained • YouTube video - Scholes 08 The Strategic Clock • Educational Portal clip - Macroeconomic issues in business • Tutor2U - Presentation - Business and Interest Rates • BBC interest rates explained - interactive video • Tutor2U - Presentation - Business and Inflation • Tutor2U - Presentation - Exchange Rates • Tutor2U - Presentation - Business and Unemployment • Tutor2U - Presentation - Business Cycle and Economic Growth • BBC clip - What is GDP? • Tutor2U clip - Video case study - EU Legislation impact on business • YouTube clip - Europe's Businesses turn against EU's rising red tape • BBC Learning zone clip - The online business (4:17) • Educational Portal clip - Technology's impact on marketing and marketers • Tutor2U - Hand-out - e-business marketing - promoting a business online (introduction) • Educational Portal clip - e-business enhanced and e-business enabled organisations |
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and acid test ratio.

Calculate and interpret the gearing ratio (long-term liabilities/capital employed).

Analyse the trading, profit and loss account (the income statement) and the balance sheet in order to assess the financial performance of a business.

Consider business accounts in relation to previous years and other businesses.

Evaluate the financial position of a business.

Understand that accounts can be affected by window-dressing and other factors, such as changes in demand and inflation.

AP1 Assessment

location/relocation and rationalisation on a business and its stakeholders.

Explain what is meant by outsourcing production.

Evaluate the arguments for and against outsourcing production.

Decision making models

Explain the types of decisions a business makes including strategic, tactical and operational.

Explain the importance of decision-making to a business.

Understand that decision-making tools can be scientific or intuitive.

Explain the nature and purpose of decision tree analysis commenting on the benefits and limitations of the technique.

Construct decision trees, interpret and evaluate the results.

Explain the nature and purpose of critical path analysis (CPA), commenting on the benefits and limitations of the technique.

Complete CPA diagrams, interpret and evaluate the results.

Explain the nature and purpose of cost benefit analysis (CBA), commenting on the benefits and limitations of the technique.

Carry out cost benefit analysis, interpret and evaluate the results.

Evaluate the advantages and disadvantages of using decision trees, CPA and CBA for business decision-making.

Explain the key role played by information technology in business decision making.

Investment appraisal

Explain what is meant by investment appraisal.

Explain the purpose of investment appraisal.

Calculate and interpret the payback period of an investment in years and months.

Calculate and interpret the average rate of return (ARR) of an investment.

Use discounted cash flow (DCF) to calculate and interpret the net present value (NPV) of an investment (discount factors will be provided and do not need to be calculated).

Evaluate the advantages and disadvantages of the different investment appraisal methods to a business and its stakeholders.

Evaluate the viability of investment options, taking into account both quantitative and qualitative factors, to make recommendations.

Special orders

Explain what is meant by special orders.

Calculate contribution and advise on the appropriateness or otherwise of accepting special orders.

| | <u>AP2 Assessment</u> | |
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| Spring Half Term 3 | Half Term 4 | Key Vocabulary/Reading Opportunities |
| <p><u>Change</u></p> <p>Explain the causes of change in business including a change in the size of the business, a change in ownership, developments in technology, market changes, consumer tastes, legislation, changes in the workforce and changes in the economy.</p> <p>Distinguish between internal and external causes of change.</p> <p>Distinguish between planned and unplanned change.</p> <p>Explain the effects of change on business including the need to change production methods and update equipment, need to develop new products, need to meet legal requirements, need to retrain the workforce and need to look for new markets.</p> <p>Explain the importance of managing change effectively.</p> <p>Explain different approaches to managing change including J. Storey's four different approaches.</p> <p>Explain why there may be resistance to change and ways of removing resistance including Lewin's three step process, changes in organisational culture and the role of leadership.</p> <p>Explain how the management of change can</p> | <p><u>International Trade</u></p> <p>Explain what is meant by international trade.</p> <p>Explain the reasons for international trade. Explain what is meant by free trade and protectionism (including tariffs and quotas).</p> <p>Explain what is meant by a trading bloc and a single market.</p> <p>Evaluate free trade and protectionism to UK businesses and their stakeholders.</p> <p>Explain the challenges to UK businesses of developing new international markets for their products.</p> <p>Evaluate the decision of a business to develop new international markets for its products.</p> <p><u>Globalisation</u></p> <p>Explain what is meant by globalisation. Explain the nature of globalisation and global markets, including developing markets.</p> <p>Explain the factors that have contributed to globalisation including communication technologies, liberalisation of trade, Internet, cost of transportation and consumer tastes.</p> | <p>Online Resources</p> <p>https://resources.edugas.co.uk/</p> <p>Tutor2U - Revision presentation - Business and the Technological environment</p> <ul style="list-style-type: none"> • Tutor2U - Revision presentation - Social environment and Business • Tutor2U - Presentation - Corporate Social Responsibility • YouTube clip - What is corporate social responsibility (CSR)? (10:57) • YouTube clip - What is Corporate Social Responsibility? (5:10) • Slide Share - Introduction to CSR (includes Carroll's pyramid theory) • Business Review magazine - Volume 17 - Number 3 'Twitter - The pulse of the planet?' • Business Review magazine - Volume 18 - Number 2 'Will Facebook fail?' • Business Review magazine - Volume 18 - Number 1 'Pay walls - The saviour for newspapers?' <p>Tutor2U - Revision presentation - Porter's Five Forces</p> <ul style="list-style-type: none"> • Tutor2U - Presentation - Five Forces analysis • MindTools video - Porter's Five Forces |

be evaluated.

Evaluate the impact of change on a business and its stakeholders.

Evaluate the importance of managing change effectively.

Risk management

Identify the risks that businesses are likely to encounter, including natural disasters, failure of equipment/technology, employee error, supply problems, economic factors, legal challenges, public relations and product failures.

Explain that some risks are more certain to happen than others and that this will affect the decision as to how much a business will be willing to spend on their prevention.

Explain the importance of risk assessment as a tool for avoiding risks.

Explain how some risks can be dealt with by preventative actions such as installing water sprinklers, backing up IT data and training employees.

Explain the difference between insurable and uninsurable risks.

Explain what is meant by contingency planning and crisis management.

Explain ways in which businesses can use contingency planning to deal with risks that may affect their activities such as having contingency funds, alternative production arrangements, allocating

Explain the effect of globalisation on businesses and their stakeholders including increased competition and opportunities for growth.

Explain the different strategies that businesses might use in order to achieve global growth including global branding, external growth and choice of target markets.

Evaluate the strategies that businesses use to achieve global growth.

Explain the benefits and difficulties for UK businesses of operating in global markets.

Explain how businesses adapt their products, marketing activities and working practices to reflect the local needs (glocalisation).

Evaluate the impact of globalisation on UK businesses and their stakeholders.

Explain what is meant by a multinational company.

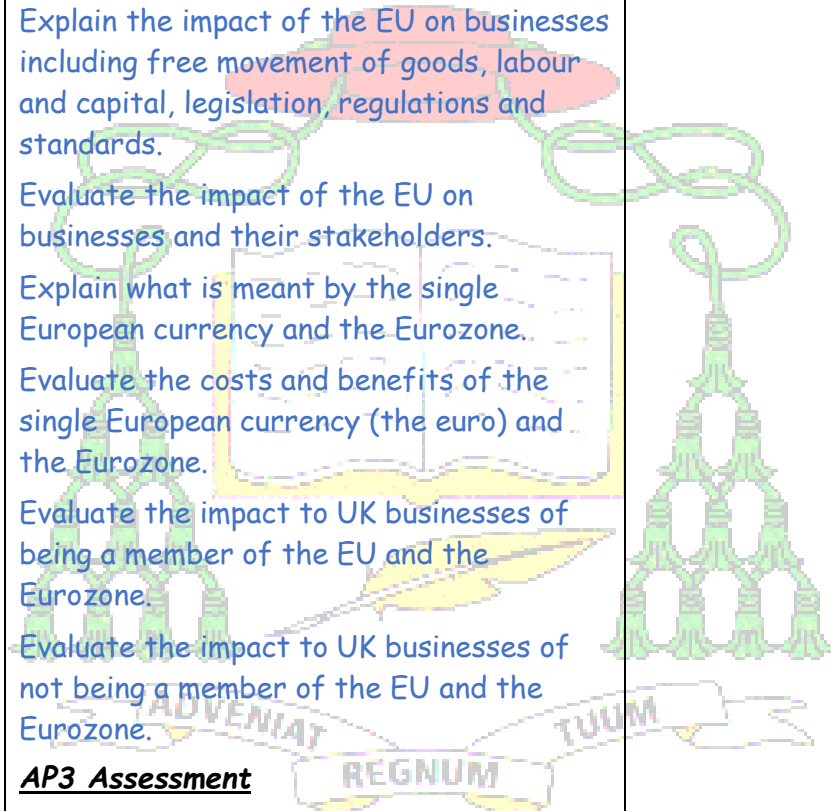
Explain the reasons for the existence of multinational companies.

Evaluate the decision of a business to operate as a multinational company.

Evaluate the impact of multinational companies on the countries in which they operate.

The European Union

- Bee business bee porters five forces explained (6:25)
- Business Review magazine - Volume 18 - Number 2 'British Airways - Managing change in a competitive market place'
- Tutor2U - Presentation - Competitive environment - five forces
- YouTube clip - Business model innovation (8:22) excellent clip
- Tutor2U - Revision presentation - Innovation
- BBC News - Patent wars: Stripping the iPhone bare (3:33)
- Tutor2U - Revision presentation - Protecting a business idea
- YouTube clip - Kate Keene and the continuous improvement

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| <p>responsibilities to managers/employees and dealing with public relations in the event of a crisis.</p> <p>Evaluate the possible responses of a business to the potential risks that it faces.</p> <p>Evaluate the importance of risk management and contingency planning to a business and its stakeholders.</p> <p><u>PEST factors</u></p> <p><u>Political, Economic, Social and Technological</u></p> <p>Explain how political factors affect business activity.</p> <p>Explain the role of the government in providing a stable framework in which businesses operate.</p> <p>Explain how businesses are affected by taxation and subsidies.</p> <p>Explain how fiscal and monetary policies affect businesses.</p> <p>Explain why governments legislate and regulate business activity.</p> <p>Explain the importance of the government as a purchaser of goods and services from the private sector.</p> <p>Evaluate the relationship between government and businesses.</p> <p>Explain how economic factors affect business activity.</p> <p>Explain what is meant by economic growth and the business cycle and their</p> | <p>Explain the nature and purpose of the European Union (EU) single European market.</p> <p>Explain the impact of the EU on businesses including free movement of goods, labour and capital, legislation, regulations and standards.</p> <p>Evaluate the impact of the EU on businesses and their stakeholders.</p> <p>Explain what is meant by the single European currency and the Eurozone.</p> <p>Evaluate the costs and benefits of the single European currency (the euro) and the Eurozone.</p> <p>Evaluate the impact to UK businesses of being a member of the EU and the Eurozone.</p> <p>Evaluate the impact to UK businesses of not being a member of the EU and the Eurozone.</p> <p><u>AP3 Assessment</u></p> |  |
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measurement (GDP).

Explain what is meant by inflation including its measurement and causes.

Explain what is meant by interest rates.

Explain what is meant by exchange rates.

Explain what is meant by unemployment.

Evaluate the impact of the business cycle, inflation, interest rates, exchange rates and unemployment on businesses and their stakeholders.

Explain what is meant by demographic change.

Explain how demographic change and other social factors such as changes in consumer tastes, lifestyle and cultural changes affect business activity.

Evaluate the impact of demographic change on businesses and their stakeholders.

Evaluate the impact of other social factors on businesses and their stakeholders.

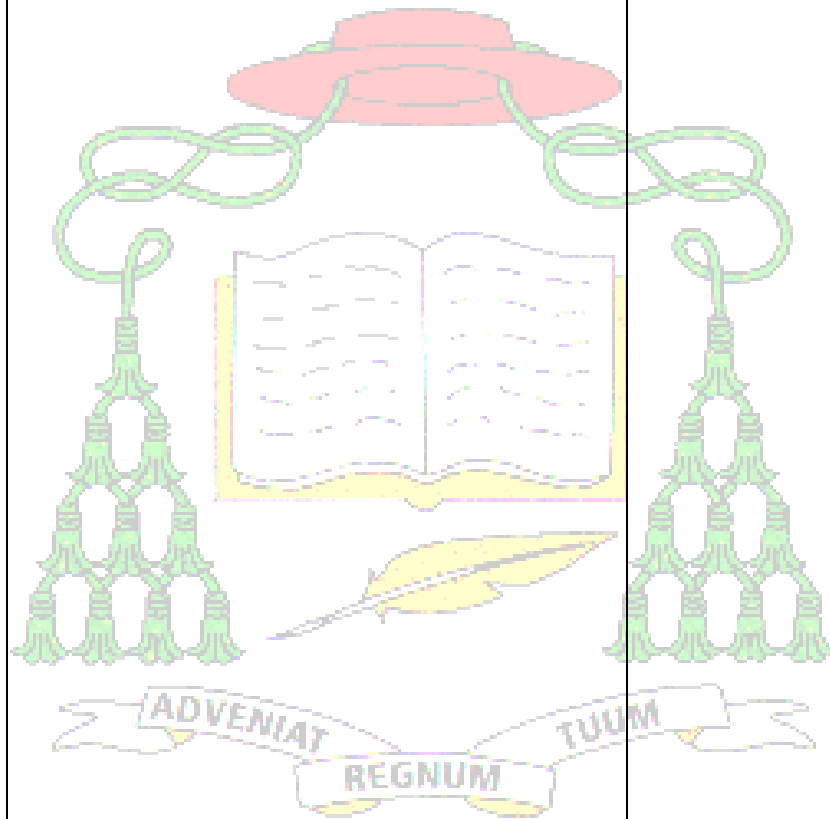
Explain how technological factors, including automation and communication technology affect business activity.

Evaluate the impact of technological factors on businesses and their stakeholders.

Ethical, legal and environmental factors

Explain the meaning of business ethics.

Understand the types of ethical issues a business will face including environmental,



animal rights, treatment of workers, suppliers and customers.

Explain the meaning of corporate social responsibility (CSR).

Understand the possible conflict between ethics and profitability.

Evaluate the impact on the profitability of a business of having ethical objectives.

Evaluate the ethical stance of businesses from the point of view of different stakeholders.

Explain the main laws that concern businesses, including company law, employment and anti-discrimination law, consumer protection, competition policy, health and safety legislation, data protection, intellectual property and minimum wage.

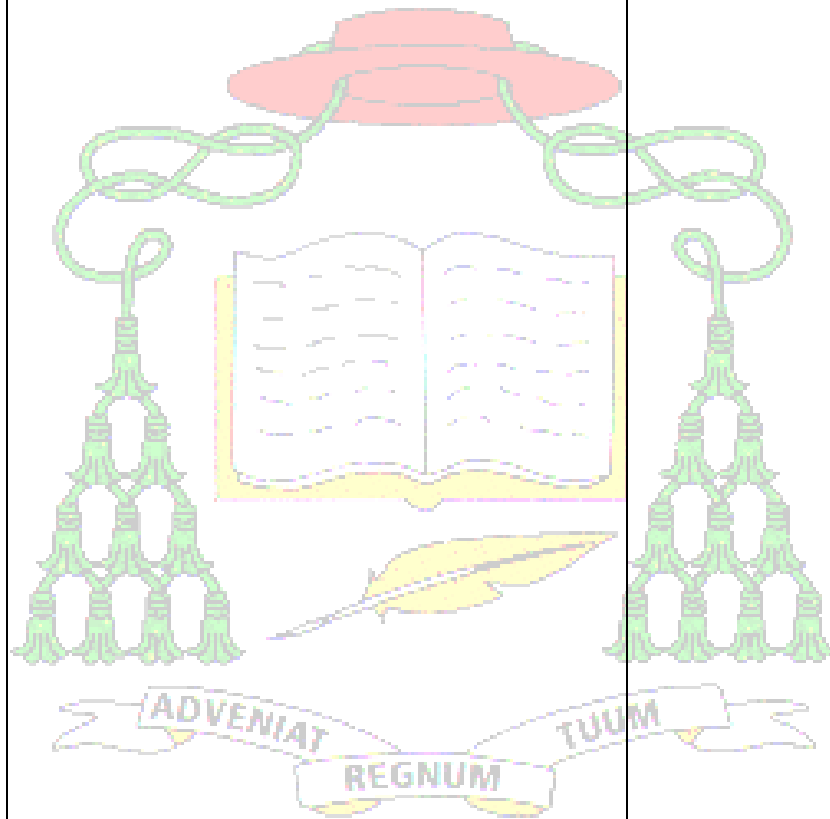
Evaluate the impact of legislation on businesses and their stakeholders.

Explain the potential environmental costs of business activity including air, water and noise pollution, climate change, congestion, destruction of the environment and waste disposal.

Explain how potential environmental costs can be controlled by government intervention, the influence of pressure groups and education.

Explain how businesses can respond to environmental issues.

Evaluate the impact of business activity on the environment.



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| Evaluate the impact on a business of implementing environmentally friendly policies. | | |
| Summer Half Term 5 | Half Term 6 | Key Vocabulary/Reading Opportunities |
| Consolidation and preparation for A level exams in May/June. | Consolidation and preparation for A level exams in May/June. Students finish Mid June. | Online Resources https://resources.edugas.co.uk/ |

Year 13

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| Wider learning experiences to support this subject. | Learning Characteristics instilled in the curriculum | Career Opportunities |
| Off-site business visits On-site guest speakers Subscription to Dynamic Learning online resources Parliament visit Case study resource bank Links to employability programme | Confidence The subject allows for a significant development of general knowledge. Development of knowledge of current affairs including the importance of political decision making and democracy. Develop understanding of personal and business finance and financial decision making. Positive Development of transferable skills including interpersonal skills, communication skills, leadership and management and the importance of | Business in a very interactive subject with a curriculum that encourages external business visits as well as many internal case study investigations into real world practice. Student's personal experience in the business world, and in part time employment /work experience is often referred to when discussing case examples. Guest speakers are encouraged and often add value to a topic area. An example of this is using local businesses for the coursework so the students can gather relevant information locally. |

decision making.

Respectful

The students have to work independently and as teams which means they have to be respectful of each other's work and offer debate on various topic areas. This allows for a tolerance of other people's views and opinions.

These interactive opportunities bring the subject to life and allow an exciting variety in teaching and learning delivery. It also ensures that different learning styles can be incorporated into the varied delivery.

The above examples allow access to many potential future career paths, with many students choosing the subject in FE, HE and for career opportunities in the future.

Metacognition Methods applied in Teaching

- Consolidation exercise at the beginning of every lesson to revisit prior learning.
- Give sufficient thinking time during discussions.
- Split topics into appropriate chunks depending on student ability to reduce cognitive overload.
- Variation of teaching styles
- Discussion of solutions and the various approaches to problems to find the most efficient method.
- Modelling of extended questions
- Modelling of coursework activities
- Independent learning tasks.
- Wider reading through Business review articles.