

## Business Department: Curriculum Overview 2024-25

### Curriculum Intent:

#### Business

- Students at Fullbrook study Business to improve their commercial awareness, enhance their strategic thinking and develop a greater understanding of the global business environment and how to influence it.
- This means:
- They will have a strong understanding of the internal management of an organisation along with an appreciation of external influences affecting decision-making.
- They will be able to develop knowledge and skills needed to understand how to analyse data, think critically about issues and make informed decisions.
- They will be confident in using both quantitative and qualitative skills and appreciate that, when evaluating using both can improve the robustness of a judgement.
- They will be well read and independent in their learning.
- Students will be able to articulate their thoughts, debate and discuss key issues facing the modern day business environment.

Year 10	Term 1 4 <sup>th</sup> September- 19 <sup>th</sup> December		Term 2 7 <sup>th</sup> January- 4 <sup>th</sup> April		Term 3 22 <sup>nd</sup> April-22 <sup>nd</sup> July		End Points
	Half Term 1 [ 15 lessons]  (10A- lessons 10B lessons 10C lessons) 10D lessons  7 weeks 2 days (students) INSET days 2 <sup>nd</sup> , 3 <sup>rd</sup> September and 25 <sup>th</sup> October	Half Term 2 [ 14 lessons- all classes]  Assessment 1-November 11 <sup>th</sup> -22 <sup>nd</sup> -some lessons affected  6 weeks 3 days (students and staff) INSET days 4 <sup>th</sup> November& 20 <sup>th</sup> December	Half Term 3 ( 10 lessons)  5 weeks and 3 days (students) INSET days 6 <sup>th</sup> January & 29 <sup>th</sup> January	Half Term 4 [ 12 lessons]  6 weeks	Half Term 5 [10 lessons]  4 weeks and 4 days	Half Term 6 [ 14 lessons]  Assessment 2-June 16 <sup>th</sup> -27 <sup>th</sup> -some lessons affected  Work experience July 7-11 <sup>th</sup>  7 weeks INSET day 30 <sup>th</sup> June	
<b>Topic</b>	<b>Enterprise &amp; Entrepreneurship</b>	<b>Competitive environment</b>	<b>Financial Management</b>	<b>Financial Management</b>	<b>Marketing Management</b>	<b>External Factors</b>	
<b>Skill</b>	Exam: A01 – knowledge & Understanding Non Exam: Presentation, research	Exam: A01 Knowledge & Understanding, A03 Analysis Non Exam:	Exam: A01 Knowledge & Understanding, A03 Analysis Non Exam:	Exam: A01 Knowledge & Understanding, <b>A02 Application</b> , A03 Analysis Non Exam:	Exam: A01, Knowledge & Understanding, <b>A02 Application</b> , A03 Analysis Non Exam:	Exam:A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non Exam:	AO1, AO2, AO3
<b>Content</b>	<b>Enterprise and entrepreneurship</b> To include: <ul style="list-style-type: none"> <li>• Purpose of business activity</li> <li>• Role of entrepreneurs</li> <li>• Business objectives</li> <li>• Aims and objectives of start-ups</li> <li>• Types of ownership</li> <li>• Advantages and disadvantages of each type of ownership</li> </ul>	<b>Competitive Advantage</b> To include: <ul style="list-style-type: none"> <li>• Risks &amp; Rewards</li> <li>• Adding value</li> <li>• Meeting customer needs</li> <li>• Location</li> <li>• E-commerce</li> </ul>	<b>Financial Performance</b> To include: <ul style="list-style-type: none"> <li>• Financial objectives</li> <li>• Cost, revenue, profit</li> <li>• Breakeven</li> <li>• Gross profit and net profit/margins</li> <li>• Cash Flow</li> <li>• Difference between cash and profit</li> </ul>	<b>Sources of finance</b> To include: <ul style="list-style-type: none"> <li>• Internal &amp; External sources</li> <li>• How ownership structure affects finance</li> <li>• How finance supports the different methods of growth</li> <li>• Role in Business Plan</li> </ul>	<b>Market Research</b> To include: <ul style="list-style-type: none"> <li>• Identifying customer needs</li> <li>• Market research</li> <li>• Use of qualitative and quantitative data in market research</li> <li>• Market segmentation</li> </ul> <b>Marketing</b> To include: <ul style="list-style-type: none"> <li>• Market Mapping</li> <li>• Marketing Mix</li> <li>• Product Life Cycle</li> <li>• Design Mix</li> <li>• Sales Process</li> <li>• Customer service</li> </ul>	<b>External Factors</b> To include: <ul style="list-style-type: none"> <li>• Economy</li> <li>• Interest rates, inflation, recession</li> <li>• Impact of legislation on business</li> <li>• Technology</li> <li>• Globalisation</li> <li>• Ethics and environment</li> <li>• Stakeholders</li> </ul>	Students will have a large range of alternative business benefits, drawbacks and outcomes so they don't always relate exam answers to profit  Improvements in understanding not just knowledge

<b>Prior Knowledge Required</b>	New subject at GCSE	Half term 1 content for remember tasks					Students will be able to write a well-structured extended response to a business scenario using theoretical concepts to support.
<b>Feedback Points</b>	Week 4-formative assessment focused on BLT skills based on learning	<b>Assessment window 1:</b> 1 hour assessment based on all content so far  Students will be competent in answering 3 mark questions with a BLT (Because, Leads to, Therefore) structure		Formative assessment- End of topic test-Financial management	Formative assessment-end of topic test	<b>Assessment window 2</b> GCSE Paper 1 (all Theme 1 delivered)	
<b>Key Questions (1 per topic)</b>	<ul style="list-style-type: none"> <li>Why do businesses exist?</li> <li>What motivates entrepreneurs?</li> <li>How does ownership structure effect aims and objectives?</li> <li>What is limited liability?</li> <li>How does becoming a company affect the control of a business?</li> </ul>	<ul style="list-style-type: none"> <li>What is a calculated risk?</li> <li>What are the benefits to a business of adding value?</li> <li>How does meeting customer needs lead to competitive advantage?</li> <li>How does e-commerce affect the costs of a business and the demand for its products?</li> </ul>	<ul style="list-style-type: none"> <li>How does the financial status of a business affect its objectives?</li> <li>How do the costs and revenue of a business influence the level of profit?</li> <li>Why is calculating the breakeven point important necessary for a business?</li> <li>What is the difference between profit and profitability?</li> <li>How does the rate of interest affect the viability of an investment project?</li> <li>Why is cash more important to a business than profit?</li> </ul>	<ul style="list-style-type: none"> <li>When would a business need external finance?</li> <li>What financial benefits would a business gain from becoming a private limited company?</li> <li>Which sources of finance are suitable for inorganic growth?</li> <li>How does a business plan help to secure finance?</li> </ul>	<ul style="list-style-type: none"> <li>What are the four main customer needs?</li> <li>Why would a business choose primary rather than secondary research?</li> <li>How does the method of data collection influence the analysis of market research?</li> <li>How does segmenting a market help a business meet customer needs?</li> <li>How can a business identify a gap in the market?</li> <li>How do marketing choices influence the profitability of a business?</li> <li>When in its lifespan does a product earn the most profit for a business?</li> <li>Why would a business choose to focus on the design of a product rather than its functionality?</li> <li>How can customer service influence repeat purchases for a business?</li> </ul>	<ul style="list-style-type: none"> <li>How does an increase in consumer spending impact the demand for a business's products?</li> <li>How can a rise in interest rates impact business costs?</li> <li>What are the consequences for business's which don't comply with the law?</li> <li>How does globalisation influence UK business costs?</li> <li>When do the increased costs of acting ethically exceed the potential benefits?</li> <li>What are the likely conflicts between the aims of business owners and other stakeholders?</li> </ul>	
<b>Direct Vocab Instruction</b>	Enterprise Strategic Tactical Liability Security Franchise Commercial	Branding Promotion Monopoly Bankrupt Insolvency Obsolete Proximity	Interest Investment Margin Credit Forecast	Overdraft Capital Facility Share capital	Segmentation Demographics Mass market Niche Aesthetics Function	Stakeholder Ethics Multinational Appreciation Imports Exports Sustainability	

	Shareholder Autonomy Dividends Royalties Scarce Intangible	Innovation Consumer Customer				Trade off Recession Inflation Fairtrade Disposable	
<b>Standardised Homework</b>	Exam questions from 23-24 on class charts	Careers homework tasks based on entrepreneurs, partners, PLC roles which include research and case studies	Exam questions from 23-24 on class charts	Exam questions from 2023-2024 Class charts Careers homework tasks which include research on finance careers	Exam questions from 23-24 class charts	Careers homework tasks based on careers in law, technology and economy and case studies	

Year 11	Term 1 4 <sup>th</sup> September- 19 <sup>th</sup> December		Term 2 7 <sup>th</sup> January- 4 <sup>th</sup> April		Term 3 22 <sup>nd</sup> April-22 <sup>nd</sup> July		End Points
	Half Term 1 [15 lessons] (11A 11 lessons)	Half Term 2 [14 lessons] (11 A- 9 lessons) Assessment 1-November 25 <sup>th</sup> - December 6 <sup>th</sup> -some lessons affected	Half Term 3 [10 lessons] (11D 7 lessons) Assessment 2 optional-March 3rd-March 14 <sup>th</sup> -some lessons affected	Half Term 4 [12 lessons] ( 11A -7 lessons 11C- 8 lessons 11D -9 lessons)  All content for Year 11 finished by Easter	Half Term 5 [8 lessons]  Exams start May 8 <sup>th</sup>  Business GCSE exam dates Paper 1 Investigating Small Business Friday 16 <sup>th</sup> May (pm) Paper 2 Building a Business Friday 23 <sup>rd</sup> May (pm)		
<b>Topic</b>	<b>Challenge of Growth</b>	<b>Operations &amp; Logistics</b>	<b>Human Resources</b>				
<b>Skill</b>	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non exam: Revision skills	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non exam: Revision skills		
<b>Content</b>	<b>Growing a business</b> To include: <ul style="list-style-type: none"> <li>Why business aims and objectives change</li> <li>Finance for growth including: <ul style="list-style-type: none"> <li>✓ Loan capital and share capital</li> <li>✓ ARR-how to calculate</li> <li>✓ Interest rates-how to calculate</li> </ul> </li> <li>Methods of business growth</li> <li>Impact of technology on building a business</li> </ul>	<b>Operations</b> To include: <ul style="list-style-type: none"> <li>Business operations &amp; logistics</li> <li>Methods of production</li> <li>Impact of technology on production</li> <li>Quality</li> <li>Stock control</li> <li>Role of procurement</li> <li>Relationships with suppliers</li> </ul>	<b>HR</b> To include: <ul style="list-style-type: none"> <li>Organisational structures</li> <li>Recruitment methods</li> <li>Ways of working</li> <li>Communication</li> <li>Training-formal and informal</li> </ul> Motivation-Financial and non-financial	<ul style="list-style-type: none"> <li>Theme 1 content revision</li> <li>First two topics of Theme 2 revision</li> <li><b>Revision skills</b></li> </ul> To include: <ul style="list-style-type: none"> <li>Mnemonics</li> <li>Blurting (memory dump)</li> <li>Using images</li> <li>Just a minute</li> <li>Prepare to teach</li> </ul>	<b>Revision</b>  <b>Exam practice</b> <b>Linking topics</b> <b>Application to case studies</b> <b>Evaluation practice for long answer question</b> <b>Calculations</b>		

	<ul style="list-style-type: none"> <li>Pressure groups</li> </ul> Changing the marketing mix for growth						
<b>Prior Knowledge Required</b>	Financial performance from year 10				All GCSE content		
<b>Feedback Points</b>	End of topic assessment	Assessment 1-GCSE Paper 1	Assessment 2- GCSE Paper 2				
<b>Key Questions</b>	What is the divorce of ownership and control? Why would a business choose to take over another organisation to grow? How does new technology influence the demand for a business's products? How might a pressure group influence the level of business growth? How can a business use the price of its products to improve growth?	How can logistics create a competitive advantage? How does the method of production influence the cost of a product? How can technology improve productivity? How can quality assurance improve the reputation of a business? How can JIT improve the profitability of a business? How doe the aims of a business influence their choice of supplier?	How does the structure of an organisation affect the speed of decision making? How can effective recruitment reduce the costs of a business? How can flexible working arrangements influence staff retention? How can poor communication impact the costs of a business? How can training influence the motivation of employees? In which situations will non-financial methods of motivation be most effective?				
<b>Direct Vocab Instruction</b>	Flotation Organic merger	Logistics Procurement Assurance Productivity	Hierarchy De-centralised Culture Remuneration Enrichment Commission				
<b>Standardised Homework</b>	Exam questions from 23-24 on class charts	Careers in operations. Revision tasks from BBC bitesize and SENECA	Careers in HR Exam questions from 23-24 on class charts	Topics for 'prepare to teach' and 'just a minute' revision tasks			
<b>Year 12</b>	<b>Term 1 4<sup>th</sup> September- 19<sup>th</sup> December</b>	<b>Term 2 7<sup>th</sup> January- 4<sup>th</sup> April</b>		<b>Term 3 22<sup>nd</sup> April-22<sup>nd</sup> July</b>			<b>End Points</b>
	<b>Half Term 1 [19 lessons]</b>	<b>Half Term 2 [22 lessons] (12A –23 lessons)</b>	<b>Half Term 3 [10 lessons] ( not including mock weeks) Mocks-January 20<sup>th</sup> -31<sup>st</sup> - lessons affected</b>	<b>Half Term 4 [ 17 lessons]</b>	<b>Half Term 5 [18 lessons]</b>	<b>Half Term 6 [15 lessons] Assessment 2-June 16<sup>th</sup> -27<sup>th</sup>-some lessons affected Have based it on students being present for 3/6  Work experience July 14-18<sup>th</sup></b>	
<b>Topic</b>	<b>What is Business</b>	<b>Structure &amp; Leadership &amp; Management</b>	<b>Operations</b>	<b>Structure &amp; Financial Management</b>	<b>Structure &amp; Marketing Management</b>	<b>Human Resources</b>	

Skill	Exam:A01, Knowledge & Understanding, A02 Application, A03 Analysis Non Exam:	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis Non Exam:	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis Non Exam	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation	Exam: A01 Knowledge & Understanding, A02 Application, A03, Analysis, A04 Evaluation	
<b>Content</b>	<ul style="list-style-type: none"> <li>• <b>Why businesses exist</b></li> <li>• Why businesses set objectives</li> <li>• The measurement and importance of profit.</li> <li>• <b>Understanding different business forms</b></li> <li>• The role of shareholders</li> <li>• Influences on share price</li> <li>• The effects of ownership on mission, objectives, decisions and performance</li> <li>• <b>Understanding that businesses operate within an external environment</b></li> <li>• How the external environment can affect costs and demand</li> </ul>	<p><b>First 6 lessons of cycle on structure only- including practice of up to 9 markers- Analysis focus</b></p> <ul style="list-style-type: none"> <li>• <b>Understanding management, leadership and decision making</b></li> <li>• What managers do</li> <li>• Types of leadership styles</li> <li>• The effectiveness of different styles of leadership</li> <li>• The value of decision making based on data (scientific decision making) and on intuition</li> <li>• The use and value of decision trees in decision making</li> <li>• Influences on decision making Influences on decision making.</li> <li>• Understanding the role and importance of stakeholders</li> <li>• Stakeholder mapping</li> <li>• How to manage the relationship with different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>The value of setting operational objectives</b></li> <li>• Operational objectives</li> <li>• External and internal influences on operational objectives and decisions</li> <li>• <b>Analysing operational performance</b></li> <li>• Interpretation of operations data</li> <li>• labour productivity</li> <li>• Unit costs</li> <li>• Capacity utilisation</li> <li>• <b>Making operational decisions to improve performance</b></li> <li>• increasing efficiency and productivity.</li> <li>• The benefits and difficulties of lean production.</li> <li>• 'Just in Time' operations.</li> <li>• Difficulties increasing efficiency and labour productivity</li> <li>• How to use technology to improve operational efficiency</li> <li>• Methods of improving quality</li> <li>• The consequences of poor quality</li> <li>• Managing inventory and supply chains</li> <li>• <b>How to manage supply to match demand and the value of doing so</b></li> <li>• Influences on the amount of inventory held</li> <li>• Influences on the choice of suppliers</li> <li>• The value of outsourcing</li> </ul>	<p><b>First 6 lessons of cycle on structure only- including practice of up to 16 markers- introduce evaluation</b></p> <ul style="list-style-type: none"> <li>• <b>Setting financial objectives</b></li> <li>• External and internal influences on financial objectives and decisions</li> <li>• <b>Analysing financial performance</b></li> <li>• The use of data for financial decision making and planning</li> <li>• <b>Sources of finance</b></li> <li>• Advantages and disadvantages of different sources of finance for short- and long-term uses</li> <li>• <b>Improving cash flow and profits</b></li> <li>•</li> <li>•</li> </ul>	<p><b>First 6 lessons of cycle on structure only- including practice of up to 24 markers- Evaluation focus</b></p> <ul style="list-style-type: none"> <li>• <b>Setting marketing objectives</b></li> <li>• External and internal influences on marketing objectives</li> <li>• The value of primary and secondary marketing research.</li> <li>• <b>The interpretation of marketing data.</b></li> <li>• The value of technology in gathering and analysing data for marketing decision making</li> <li>• The interpretation of price and income elasticity of demand data</li> <li>• <b>The process and value of segmentation, targeting and positioning</b></li> <li>• Making marketing decisions: using the marketing mix</li> <li>• Influences on an integrated marketing mix</li> <li>• Understanding the value of digital marketing and e-commerce</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Setting human resource objectives</b></li> <li>• The value of setting human resource objectives</li> <li>• Internal and external influences on human resource objectives and decisions</li> <li>• Soft and hard Human Resource Management</li> <li>• Analysing human resource performance</li> <li>• The use of data for human resource decision making and planning</li> <li>• Improving organisational design and managing the human resource flow</li> <li>• How managing the human resource flow helps meet human resource objectives</li> <li>• Improving motivation and engagement</li> <li>• Financial methods of motivation</li> <li>• The use of non-financial methods of motivating employees</li> <li>• Influences on the choice and assessment of the effectiveness of financial and non-financial reward systems</li> <li>• Improving employer-employee relations</li> <li>• How to manage and improve employer-employee communications and relations</li> <li>• Value of good employer-employee relations</li> </ul>	

<b>Prior Knowledge Required</b>							
<b>Feedback Points</b>	Formative assessment- End of topic assessment	Formative assessment-End of topic test	Assessment 1- topics so far and up to 12 mark questions	Formative-End of topic assessment	Formative-End of topic assessment	Assessment 2- AS Paper 1	
<b>Key Questions</b>	<ul style="list-style-type: none"> <li>• How does an increase in consumer spending impact the demand for a business's products?</li> <li>• How can a rise in inflation rates impact business costs?</li> <li>• What are the consequences for business's which don't comply with the law?</li> <li>• How does globalisation influence UK business costs?</li> <li>• What are the likely conflicts between the aims of business owners and other stakeholders?</li> <li>• What is the divorce of ownership and control?</li> <li>• Why would a business choose to take over another organisation to grow?</li> <li>• How does new technology influence the demand for a business's products?</li> <li>• How might a pressure group influence the level of business growth?</li> <li>• How can a business use the price of its products to improve growth?</li> </ul>		<p><b>Application to include how to use formulae effectively for case studies</b></p> <ul style="list-style-type: none"> <li>• How can logistics create a competitive advantage?</li> <li>• How does the method of production influence the cost of a product?</li> <li>• How can technology improve productivity?</li> <li>• How can quality assurance improve the reputation of a business?</li> <li>• How can JIT improve the profitability of a business?</li> <li>• How does the aims of a business influence their choice of supplier?</li> </ul>			<ul style="list-style-type: none"> <li>• How does the structure of an organisation affect the speed of decision making?</li> <li>• How can effective recruitment reduce the costs of a business?</li> <li>• How can flexible working arrangements influence staff retention?</li> <li>• How can poor communication impact the costs of a business?</li> <li>• How can training influence the motivation of employees?</li> <li>• In which situations will non-financial methods of motivation be most effective?</li> </ul>	



<b>Direct Vocab Instruction</b>	Mission statement Aims & Objectives Profit Cash-flow Stakeholders Unlimited liability Incorporation Limited liability Privatisation Market conditions Real incomes Sustainable production Dividends Market capitalisation Takeover Ethics Multinational Appreciation Imports Exports tradeoff	Leadership Management Authority Delegation Empowerment Decentralisation Risk Uncertainty Opportunity cost Scientific decision making Decision trees Social responsibility Communication Stakeholder engagement. Consultation Flotation Organic Merger	Operational management Labour intensive Capital intensive Supply chain Competitive advantage Total costs Unit/average costs Capacity Capacity utilisation Labour productivity Efficiency Lean production Quality Mass customisation Inventory Part time Temporary staff Vertical integration Outsourcing Logistics Procurement Assurance Productivity	Income statements Gross profit Direct costs Indirect costs Operating profit Profit for the year Investment Non-current assets Capital expenditure Capital structure Budgets Variance analysis Cash flow forecasts Break-even output Contribution Trade credit Margin of safety Profitability Profit margin Internal & external sources of finance. Short & long term finance. Bank loan Overdraft Venture capital Share capital Mortgages Debentures C rowdfunding	Relationship marketing Market growth Primary market research Secondary market research Price elasticity of demand Income elasticity of demand Segmentation Market segment Targeting Niche marketing Mass marketing Market share Sales growth Competitiveness Target population Sample Brand Patent Trademark Globalisation Market research Market mapping Big data Positioning Marketing mix Consumer products Industrial products Product life cycle Product portfolio analysis. Social media Viral marketing Multichannel distribution. E-commerce	Hierarchy De-centralised Culture Remuneration Enrichment Commission	
<b>Standardised Homework</b>	9 mark exam questions to consolidate learning	9 mark exam questions to consolidate learning	16 mark exam questions to consolidate learning	16 mark exam questions to consolidate learning	20 and 24 mark exam questions to consolidate learning	20 and 24 mark exam questions to consolidate learning	
<b>Year 13</b>	<b>Term 1 4<sup>th</sup> September- 19<sup>th</sup> December</b>	<b>Term 2 7<sup>th</sup> January- 4<sup>th</sup> April</b>	<b>Term 3 22<sup>nd</sup> April-22<sup>nd</sup> July</b>				
	<b>Half Term 1 [20 lessons]</b>	<b>Half Term 2 [22 lessons]</b> Assessment 1-November 5 <sup>th</sup> -15 <sup>th</sup> -some lessons affected-	<b>Half Term 3 [ 10 lessons]</b> Mocks 2 –Feb 10 <sup>th</sup> -28 <sup>th</sup> -some lessons affected-based on students present Paper 3 2023	<b>Half Term 4 [17 lessons]</b> All content for Year 11 finished by Easter	<b>Half Term 5 [14 lessons- maximum with exam clashes ]</b> A'level Business exams Paper 1 14 <sup>th</sup> May (am) Paper 2 20 <sup>th</sup> May (am)	<b>Half Term 6 [6 lessons-maximum with exam clashes]</b> A 'level Business exams Paper 3 9 <sup>th</sup> June (pm)	<b>End Points</b>
<b>Topic</b>	<b>Analysing the Strategic Position of a Business (Internal)</b>	<b>Analysing the Strategic Position of a Business (External)</b>	<b>Choosing Strategic Direction</b>	<b>How to pursue strategies</b>	<b>Managing Strategic Implementation</b>		
<b>Skill</b>	Exam:A01, Knowledge & Understanding, A02 Application, A03 Analysis Non Exam:	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non Exam:	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non Exam	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non Exam	Exam: A01, Knowledge & Understanding, A02 Application, A03 Analysis, A04 Evaluation Non Exam:	Exam: A01 Knowledge & Understanding, A02 Application, A03, Analysis, A04 Evaluation Non Exam:	

<b>Content</b>	<ul style="list-style-type: none"> <li>• Mission, corporate objectives and strategy</li> <li>• Influences on the mission of a business.</li> <li>• The distinction between strategy and tactics</li> <li>• The impact of strategic decision making on functional decision making</li> <li>• The value of SWOT analysis</li> <li>• Analysing the existing internal position of a business to assess strengths and weaknesses</li> <li>• How to assess the financial performance of a business</li> <li>• The value of financial ratios when assessing performance.</li> <li>• The value of different measures of assessing business performance</li> </ul>	<ul style="list-style-type: none"> <li>• Analysing the external environment to assess opportunities and threats.</li> <li>• Analysing the external environment to assess opportunities and threats: economic change</li> <li>• Reasons for greater globalisation of business</li> <li>• The importance of emerging economies for business</li> <li>• Analysing the external environment to assess opportunities and threats: social and technological</li> <li>• Analysing the external environment to assess opportunities and threats: the competitive environment</li> <li>• Porter's five forces</li> <li>• Analysing strategic options: investment appraisal</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic direction: choosing which markets to compete in and what products to offer</li> <li>• Ansoff matrix</li> <li>• The reasons for choosing and value of different options for strategic direction</li> <li>• Strategic positioning: choosing how to compete</li> <li>• Porter's low cost, differentiation and focus strategies</li> <li>• Bowman's strategic clock.</li> <li>• The value of different strategic positioning strategies</li> <li>• The benefits of having a competitive advantage</li> <li>• The difficulties of maintaining a competitive advantage</li> <li>• Assessing a change in scale - why businesses grow or retrench</li> <li>• Issues with managing growth</li> <li>• The impact of growth or retrenchment on the functional areas of the business</li> <li>• Assessing innovation</li> <li>• Types of innovation</li> <li>• The value of innovation</li> <li>• The ways of becoming an innovative organisation</li> <li>• How to protect innovation and intellectual property</li> <li>• The impact of an innovation strategy on the functional areas of the business.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessing internationalisation</li> <li>• Reasons for targeting, operating in and trading with international markets</li> <li>• Methods of entering international markets</li> <li>• &gt; Decisions regarding producing overseas include offshoring and re-shoring. &gt; Ways of entering international markets</li> <li>• Managing international business</li> <li>• The impact of internationalisation for the functional areas of the business</li> <li>• Assessing greater use of digital technology</li> <li>• The pressures to adopt digital technology</li> <li>• The value of digital technology</li> <li>• The impact of digital technology on the functional areas of the business</li> </ul>	<ul style="list-style-type: none"> <li>• Managing change</li> <li>• Causes of and pressures for change</li> <li>• The value of change</li> <li>• The value of managing information and knowledge</li> <li>• Barriers to change</li> <li>• How to overcome barriers to change</li> <li>• Managing organisational culture</li> <li>• The influences on organisational culture</li> <li>• The reasons for and problems of changing organisational culture</li> <li>• Managing strategic implementation</li> <li>• The importance of organisational structure in strategic implementation</li> <li>• The value of network analysis in strategic implementation</li> <li>• Difficulties of strategic decision making and implementing strategy</li> <li>• Reasons for strategic drift</li> <li>• The effect of the divorce between ownership and control</li> <li>• The value of strategic planning</li> <li>• The value of contingency planning</li> </ul>		



<b>Prior Knowledge Required</b>	Year 12 content						
<b>Feedback Points</b>	Formative- End of topic assessment	Assessment 1- A 'level Paper 2	Assessment 2-A'level Paper 3	Formative-End of topic assessment			
<b>Key Questions</b>							
<b>Direct Vocab Instruction</b>	<p>Short-termism Strategy/Tactics</p> <p>Functional decisions</p> <p>Balance sheet Assets liabilities</p> <p>Statement of financial position</p> <p>Consolidated balance sheet</p> <p>Working capital</p> <p>Exchange rate</p> <p>Emerging market</p> <p>Multinational business BRIC countries</p> <p>CAD – computer aided design</p> <p>CAM – computer aided manufacturing</p> <p>Sensitivity analysis</p> <p>Inventories</p> <p>Mortgages</p> <p>Debentures</p> <p>Depreciation</p> <p>Income statement</p> <p>Ratio analysis</p> <p>Window dressing</p> <p>Labour or employee retention</p> <p>Core competencies</p> <p>Research and development</p> <p>Balanced scorecard</p> <p>Data analytics</p> <p>Discounting</p> <p>Present value</p> <p>Return on capital employed (ROCE)</p>	<p>Demography</p> <p>Migration</p> <p>Urbanisation</p> <p>Ethical behaviour</p> <p>Barrier to entry</p> <p>Investment appraisal</p> <p>Privatisation</p> <p>Monopoly</p> <p>Infrastructure</p> <p>Financial services</p> <p>Globalisation</p> <p>Cartels</p> <p>Mergers/takeovers</p> <p>Dominate market position</p> <p>Anti-competition practices</p> <p>Collective bargaining</p> <p>Fiscal policy</p> <p>Monetary policy</p> <p>Global strategy</p> <p>Pressure group</p>	<p>Strategic choice / decision</p> <p>Ansoff matrix</p> <p>Diversification</p> <p>Product development</p> <p>Differentiation strategy</p> <p>Market development</p> <p>Consolidation</p> <p>Market penetration</p> <p>Cost leadership strategy</p>	<p>Strategic methods</p> <p>Economies of scale (Purchasing, managerial, technological &amp; financial)</p> <p>Organic growth</p> <p>External growth</p> <p>Economies of scope</p> <p>The experience (curve) effect</p> <p>Synergy</p> <p>Diseconomies of scale (communication problems, control and co-ordination problems, motivation issues)</p> <p>Overtrading</p> <p>Vertical integration</p> <p>Horizontal integration</p> <p>Conglomerate integration</p> <p>Retrenchment</p> <p>Innovation</p> <p>Kaizen</p> <p>Intrapreneurship</p> <p>Benchmarking</p> <p>Intellectual property</p> <p>Free trade Tariff, quota, customs union</p> <p>Trade agreements</p> <p>Multinational company (MNC)</p> <p>Outsourcing</p> <p>Re-shoring</p> <p>Enterprise resource planning (ERP)</p>	<p>Lewin's force field analysis (force of change, current state, force resisting change)</p> <p>Restructuring</p> <p>Delaying</p> <p>Organisational Culture</p> <p>Handy's models of culture (task, role, person &amp; power)</p> <p>Strategic planning process</p> <p>Hierarchy and span</p> <p>Organisational structure (functional, product, regional &amp; matrix)</p> <p>Network analysis (EST, LFT, critical path and float time)</p> <p>Programme evaluation and review technique (PERT)</p> <p>Decision making process</p> <p>Planner strategy</p> <p>Emergent strategy</p> <p>Strategic drift</p> <p>Corporate governance</p> <p>Contingency planning</p>		
<b>Standardised Homework</b>	Range of exam questions ( Based on Paper 2)	Exam questions based on long case study (Paper 3)	Range of exam questions ( Based on Paper 1)	Exam questions based on long case study (Paper 2 and 3)			