

	Half Term 1	Half Term 2	Half Term 3	Half Term 4	Half Term 5	Half Term 6
10	<p>3.1 Business in the Real World: Purpose of Business and Reasons for starting a business, Basic functions and types of business, factors of production, business enterprise and entrepreneurship (2), objectives of an entrepreneur, dynamic nature of business (3) sole traders, partnerships, private limited companies, public limited companies, not for profit organisations, franchise (2),</p>	<p>3.1 Business in the Real World: Aims and Objectives, Use of Objectives in Judging success, stakeholders, stakeholder objectives, impact of stakeholders on business activity, conflict of interest on stakeholders, factors of location, overseas location, business planning, elements of a business plan, benefits and drawbacks of business planning, basic financial calculations</p>	<p>3.1 Business in the Real World: Methods of expansion, benefits and drawbacks of expansion, economies & diseconomies of scale</p> <p>3.2 Influences on Business: Impact of IT on business activity, ecommerce, m-commerce, digital communication, ethical considerations, environmental considerations, sustainability</p>	<p>3.2 Influences on Business: Interest rates, the impact of changing interest rates on consumers and businesses, levels of employment, consumer spending, globalisation, how businesses compete internationally, benefits and drawbacks of globalisation, exchange rates, employment law, health and safety law, consumer law.</p>	<p>3.2 Influences on Business: Competitive environment, uncertainty and risks faced by businesses</p> <p>3.4 Human Resources: Introduction and the role of HR, Organisational structures, appropriateness of organisational structure, centralisation and decentralisation, the need for recruitment, the recruitment and selection process, contracts of employment</p>	<p>3.4 Human Resources: methods to motivate staff, the use of financial and non-financial methods of motivation, importance of training in the workforce, types of training undertaken by businesses</p> <p>End of Year Enterprise activities</p>
	<p>Skill development Reading case studies and business, profiles, researching into businesses and entrepreneurs, accessing knowledge and context style questions, how to analyse external factors affecting businesses</p>	<p>Skill development Reading case studies and business profiles, comparing and contrasting different stakeholder needs, identifying the issues businesses face in decision making, how to complete a business plan</p>	<p>Skill development Reading case studies and business, profiles, researching into businesses and entrepreneurs, accessing knowledge and context style questions</p>	<p>Skill development Innovation and enterprise skills developing a business idea for the Badger Sett Challenge</p>	<p>Skill development How to analyse the impact of external factors on a business, how to make decisions to overcome these external factors. 4 and 6 mark questions – how to approach these in context</p>	<p>Skill development how to make decisions like an entrepreneur, how to break down a case study to build context rich answers. 4, 6 and 9 mark answers</p>
	<p>Assessment Purpose of business, enterprise and entrepreneurs, business ownership types</p>	<p>Assessment Aims and objectives, stakeholders, business planning, basic financial calculations</p>	<p>Assessment Methods of expansion, 3.1 End of unit assessment, technology, ethical and environmental considerations</p>	<p>Assessment Interest rates, consumer spending, globalisation, exchange rates, legislation</p>	<p>Assessment Competition, 3.2 End of unit assessment, organisational structures, the employment and selection process</p>	<p>Assessment Year 10 mock, motivation, training, 3.4 end of unit assessment.</p>
11	<p>3.2 Influences on Business: Globalisation, methods businesses use to compete internationally, exchange rates, interest rates, impact of business operating in a competitive market, risks and uncertainty faced by businesses, employment law, health and safety law, consumer law</p> <p>End of Unit assessment</p> <p>3.6 Finance: Sources of finance</p>	<p>3.6 Finance: Sources of finance, appropriateness of sources of finance, introduction to cash flow forecasts, how to create an interpret cash flow forecasts, interpret breakeven charts, evaluate the use of breakeven charts, interpret and complete income statements, average rate of return</p>	<p>3.6 Finance: Income statements – gross profit margin and net profit margin, statements of financial position, how to evaluate financial documents</p> <p>3.5 Marketing: Segmentation, targeting, positioning, market share, size and growth</p>	<p>3.5 Marketing: Why marketing research is carried out, primary and secondary marketing research methods, making marketing research designs, the marketing mix, product life cycle, Boston Matrix, pricing decisions, pricing strategies.</p>	<p>3.5 Marketing: Promotion – types of promotion, elements of the promotional mix, choosing promotion, place and distributions considerations</p> <p>Revision for Paper 1 and Paper 2</p>	<p>Revision for Paper 1 and Paper 2</p>
	<p>Skill development 9- and 12-mark answers, interpreting case studies and external influences,</p>	<p>Skill development Accessing exam style questions, financial calculations, interpreting financial data, making recommendations based on data.</p>	<p>Skill development Accessing exam style questions, financial and marketing calculations, interpreting & recommendations based on data.</p>	<p>Skill development How to interpret case studies and access exam style questions</p>	<p>Skill development How to interpret case studies and access exam style questions</p>	<p>Skill development</p>
	<p>Assessment Globalisation, interest rates and exchange rates, legislation, end of unit assessment</p>	<p>Assessment Financial calculations, break even, cash flow forecasts, income statements, average rate of return</p>	<p>Assessment Income statements, statements of financial position, marketing data</p>	<p>Assessment Practice paper 1 and 2 questions, marketing research, marketing mix – product and price</p>	<p>Assessment Practice paper 1 and 2 questions, marketing mix – promotion and place</p>	<p>Assessment</p>

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12	<p>Year 12 Mastery</p> <p>Costs (types of costs including expenditure), revenue (types of revenue), added value, consumer surplus, profit and profitability Price Elasticity of demand, what affects price? Efficiency and profitability, factors affecting profit, the nature of competition, marketing and branding – how can firms increase sales, understanding the external environmental (PESTLE factors, competition and the nature of the market).</p>	<p>How do businesses make effective decisions?</p> <p>Types of decision making, the difference between leaders and managers, scientific and intuitive decision making, decision trees, ownership and control, use of aims and objectives, the role of functional objective in strategy, divorce between ownership and control, the interlinking of functional objectives, internal and external influences on decision making.</p>	<p>How do businesses utilise resources?</p> <p>Operational performance and operations data (labour productivity, unit costs, capacity and capacity utilisation), human resource data (labour turnover, productivity, labour costs as a % of turnover, absenteeism. HR flow and flexible organisations, quality and its relationship with costs and efficiency, budgets, cash flow forecasts, motivation and training, breakeven analysis, sources of finance, distribution decisions, digital technology and ecommerce</p>	<p>How can businesses compete successfully?</p> <p>Types of competition, marketing environment and the nature of competition, marketing mix – product (product life cycle, Boston matrix, and Ansoff matrix), PED and IED, marketing research, marketing mix – promotion, distribution and price, integrated marketing mix, research and development,</p>	<p>How can we evaluate the success of a business?</p> <p>Flexible organisational structures, organisational design, employee employer relations, job design, evaluating competitiveness for a business, financial planning and financial implications for a business, unit summary.</p>	<p>End of Unit revision and mock exam</p> <p>Introduce exam style questions and review how to attempt these.</p> <p>Critical path analysis, core competences, strategic planning</p>
	<p>Skill development</p> <p>Financial calculations and interpretation of financial data, application of concepts to given businesses</p>	<p>Skill development</p> <p>Draw and complete decision trees, financial calculations, evaluation and application style responses</p>	<p>Skill development</p> <p>Calculating and interpreting HR data and operations data, draw links between resources and decisions, justify decision choices</p>	<p>Skill development</p> <p>Evaluating how businesses compete, breaking down questions and case studies.</p>	<p>Skill development</p> <p>How to revise, interpreting marketing data, explaining the difference between marketing research and research and development</p>	<p>Skill development</p> <p>Answering questions in exams.</p>
	<p>Assessment</p> <p>Financial terms and calculations, application skills</p>	<p>Assessment</p> <p>Financial terms and calculations, leadership and decision making</p>	<p>Assessment</p> <p>Operations data, HR data, resource management, decision making, financial documents</p>	<p>Assessment</p> <p>Competition, elements of the marketing mix, research and development and market research</p>	<p>Assessment</p> <p>Human resources planning and HR flow. Financial documentation and calculations</p>	<p>Assessment</p> <p>End of year mock exam, practice exam questions</p>
13	<p>3.7 Analysing the Internal Position of a Business (SML) 3.7.1 Mission, Corporate Objectives and Strategy – influences on strategy, the importance of strategic decision making, the value of SWOT analysis 3.7.2 Analysing the internal position – analysing data other than financial data, core competences, Kaplan and Norton’s balanced Score Card, Elkington’s Triple Bottom Line 3.7.6 Social and Technological Change – CSR, Carroll’s CSR Pyramid</p> <p>3.7 Analysing the Internal Position of a Business (GRO) 3.10.4 Critical Path analysis – how to construct and understand a CPA, benefits and limitations 3.7.8 Investment Appraisal – payback, ARR, NPV 3.7.2 Financial Ratio Analysis – ROCE, Profit Margin, Current Ratio, Gearing, efficiency ratios (payable days, receivables, inventory turnover)</p>	<p>3.7 Analysing the Internal Position of a Business (SML)</p> <p>3.7.7 The competitive environment – the influence of competition and Porters 5 forces. 3.8.1 Choosing which markets to compete and which products to sell – Ansoff matrix, choice and positioning of strategy, choosing how to complete, Porters low cost vs differentiation strategy, Bowman’s, strategic clock</p> <p>3.7 Analysing the Internal Position of a Business (GRO)</p> <p>3.7.5 Economic Change – GDP, economic cycle, unemployment, inflation, interest rates and exchange rates, government policy, taxation and spending 3.7.4 Political and Legal Change – enterprise policy, labour market law and legislation</p>	<p>3.10 Managing Strategic Change (SML)</p> <p>3.10.1 Managing change – causes and types of change, the value of a flexible organisation, Lewin’s force field analysis, Kotter and Schlesinger’s resistance to change and overcoming resistance to change 3.10.2 Managing Organisational Culture – the importance of culture and influences on culture, reasons and problems for changing culture</p> <p>3.9 Strategic Methods – How to Pursue Strategies (GRO)</p> <p>3.9.3 Internationalisation – methods, exports, licensing, direct investment, outsourcing, off-shoring, re-shoring, multinationals, Bartlett and Ghosal model of internationalisation, change in scale and types of growth, economies of scale</p>	<p>3.10 Managing Strategic Change (SML)</p> <p>3.10.3 Managing Strategic Implementation – how to implement strategy, value of leadership, value of communication, types of organisational structure. 3.10.4 Problems with strategy and why strategies fail – difficulties of decision making, planned vs emergent strategies, reasons why strategies fail, strategic drift, the divorce between ownership and control, the value of strategic planning and contingency planning</p> <p>3.9 Strategic Methods – How to Pursue Strategies</p> <p>3.9.2 Innovation – process and product, Research and Development, Kaizen, benchmarking 3.9.3 Digital technology – e-commerce</p>	<p>Revision and Exam Preparation</p>	<p>Revision and Exam Preparation</p>
	<p>Skill development</p> <p>Mastery Assessment, analysing financial performance using 20 and 25 mark questions</p>	<p>Skill development</p> <p>Analysing financial performance using 20 and 25 mark questions</p>	<p>Skill development</p> <p>Application and analysis using exam questions</p>	<p>Skill development</p> <p>Exam questions in preparation for external exams</p>	<p>Skill development</p> <p>Exam questions in preparation for external exams</p>	<p>Skill development</p>
	<p>Assessment</p> <p>Mastery Assessment 20 and 25 mark questions</p>	<p>Assessment</p> <p>Practice exam questions on topics taught, 20 and 25 mark questions</p>	<p>Assessment</p> <p>Paper 3 – January PPE, Practice exam questions on topics taught, 20 and 25 mark questions</p>	<p>Assessment</p> <p>Practice exam questions – timed</p>	<p>Assessment</p> <p>Practice exam questions – in preparation for external exams in May / June</p>	<p>Assessment</p>