


Year 13 Business	<p>Curriculum Intent: Students will build upon the knowledge and understanding of themes 1 & 2 learnt in year 12. Students will continue to develop their knowledge and be expected to act as business consultants and learn to manipulate, evaluate, and justify business decision making. As was in year 12, students will be required to learn new knowledge viewing these from a local, national, and international perspective. Students will be required to demonstrate knowledge of key terms, theories, and concepts, apply, and analyse this knowledge and understanding to various business contexts using the appropriate knowledge, skills and ‘business’ language needed to identify, analyse, apply, and justify business problems and opportunities. We want students to not only develop the required skills to do well in the exam, but we also want to prepare students for life after 6th form, whether that be further education or the world of work. Students will continue to build on life skills developed in year 12 but we also want them to have the confidence to debate and challenge, instilling confidence to make themselves stand out in a competitive working environment as well as getting them into the habit of always being able to justify business decisions. In year 13, students will be given a pre-release case study that they will require them to investigate business in a competitive environment. This will assess content across all four themes. Questions will be drawn from local, national, and global context. Business is a living and breathing subject and therefore we will engage with businesses and speakers so that we remain pro-active in the subject area.</p>			
Skills/ Assessment Objectives	<p>Calculate</p> <ul style="list-style-type: none"> • An identification of the formula needed. • The data you need for the calculation from the question • A calculation <p>Explain <i>Have you included.</i></p> <ul style="list-style-type: none"> • A definition? • Two examples contextualised to the case study? • A development explaining the reason/cause/consequence 	<p>Assess <i>Have you included:</i></p> <ul style="list-style-type: none"> • A definition of a key term? • An example from the case study? • At least two chains of reasoning explaining reason/cause/consequence? • Examples from the case study to add weight to your reasoning? • Arguments to help make judgements about the strength of your reasoning (again, using examples from the case study)? • A conclusion 	<p>Evaluate <i>Have you included:</i></p> <ul style="list-style-type: none"> • Definitions of a key terms? • Context from the case study (the market the business operates in, its objectives or product)? • At least two chains of reasoning explaining a range reason/cause/consequence with examples from the case study? • Arguments to help make judgements about the strength of your reasoning (again, using examples from the case study)? • Quantitative/Qualitative data in order to show the significance of your answer? • A conclusion which includes a proposed solution or recommendation? 	

Unit title: Theme 2 Managing business activities	Term 1: 2.1 Raising Finance 2.2 Financial planning 2.3 Managing finance	Term 2: 2.4 Resource management 2.5 External influences 3.1 Business objectives and strategy 3.4 Influences on business decisions	Term 3 3.2 Business growth 3.3 Decision-making techniques 3.5 Assessing competitiveness 3.6 Managing change Paper 3 deep dive Exam preparation
Topic Titles (in order of delivery)	2.1.1 Internal finance 2.1.2 External finance 2.1.3 Liability 2.1.4 Planning 2.2.1 Sales forecasting 2.2.2 Sales, revenue and costs 2.2.3 Break-even 2.2.4 Budgets 2.3.1 Profit 2.3.2 Liquidity 2.3.3 Business failure	2.4.1 Production, productivity and efficiency 2.4.2 Capacity utilisation 2.4.3 Stock control 2.4.4 Quality management 2.5.1 Economic influences 2.5.2 Legislation 2.5.3 The competitive environment 3.1.1 Corporate objectives 3.1.2 Theories of corporate strategy 3.1.3 SWOT analysis 3.1.4 Impact of external influences 3.4.1 Corporate influences 3.4.4 Business ethics 3.4.3 Shareholders versus stakeholders 3.4.2 Corporate culture	3.2.1 Growth 3.2.2 Mergers and takeovers 3.2.3 Organic growth 3.2.4 Reasons for staying small 3.3.1 Quantitative sales forecasting 3.3.2 Investment appraisal 3.3.3 Decision trees 3.3.4 Critical Path Analysis 3.5.1 Interpretation of financial statements 3.5.2 Ratio analysis 3.5.3 Human resources 3.6.1 Causes and effects of change 3.6.2 Key factors in change 3.6.3 Scenario planning Paper 3 deep dive Revision

<p>Key knowledge / Retrieval topics</p>	<p>Owner's capital: a) personal savings b) Retained profit c) Sale of assets</p> <p>Sources of finance: a) family and friends b) banks c) peer-to-peer funding d) business angels e) crowd funding f) other businesses</p> <p>Methods of finance: a) loans b) share capital c) venture capital d) overdrafts e) leasing f) trade credit g) grants</p> <p>Implications of limited and unlimited liability Finance appropriate for limited and unlimited liability businesses a) Relevance of a business plan in obtaining finance b) Interpretation of a simple cash-flow forecast and calculations based on changes in the cash-flow variables c) Use and limitations of a cash-flow forecast</p>	<p>a) Methods of production: b) Productivity: c) Efficiency:</p> <p>Capacity utilisation: current output (divided by) maximum possible output (x 100) b) Implications of under- and over-utilisation of capacity c) Ways of improving capacity utilisation</p> <p>a) Interpretation of stock control diagram b) Buffer stocks c) Implications of poor stock control d) Just in time (JIT) management of stock e) Waste minimisation f) Competitive advantage from lean production</p> <p>Quality: control; assurance ; circles ; a) Total Quality Management (TQM) b) Continuous improvement (Kaizen) c) Competitive advantage from quality management</p> <p>The effect on businesses of changes in: a) inflation (the rate of inflation, the Consumer Prices Index) b) exchange rates (appreciation, depreciation) c) interest rates d) taxation e) government spending f) the business cycle</p>	<p>Growth a) How and why businesses grow b) Problems of growth</p> <p>Mergers and takeovers a) Reasons b) Different categories/directions</p> <p>Organic growth Compare and contrast mergers and takeovers</p> <p>Reasons for staying small a) Links to new, highly competitive markets b) Avoidance of diseconomies of scale</p> <p>Quantitative sales forecasting a) Times series analysis calculations b) Uses and limitations of quantitative sales forecasting</p> <p>Investment appraisal a) Methods, calculation and interpretation b) Uses and limitations</p> <p>Decision trees a) Construction and interpretation b) Uses and limitations</p> <p>Critical Path Analysis a) Completion and interpretation b) Uses and limitations</p>
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	<p>a) Purpose of sales forecasts</p> <p>b) Factors affecting sales forecasts: consumer trends economic variables actions of competitors</p> <p>c) Difficulties of sales forecasting</p> <p>a) Calculation of sales volume and sales revenue</p> <p>b) Calculation of fixed and variable costs</p> <p>a) Contribution: selling price – variable cost per unit</p> <p>b) Break-even point: total fixed costs + total variable costs = total revenue</p> <p>c) Using contribution to calculate the break-even point</p> <p>d) Margin of safety</p> <p>e) Interpretation of break-even charts f) Limitations of break-even analysis</p> <p>a) Sources of finance: family and friends banks peer-to-peer funding business angels crowd funding other businesses</p> <p>b) Methods of finance: o loans o share capital o venture capital o overdrafts o leasing o trade credit o grants</p>	<p>The effect of economic uncertainty on the business environment</p> <p>a) The effects on businesses of: consumer protection employee protection environmental protection competition policy health and safety</p> <p>b) competition and market size</p> <p>Corporate objectives</p> <p>a) Development and levels</p> <p>b) Critical appraisal of objectives and their presentation</p> <p>Theories of corporate strategy</p> <p>a) Ansoff, Porter, Boston Matrix, Strategic and Tactical decisions</p> <p>SWOT analysis</p> <p>Impact of external influences</p> <p>a) PESTLE analysis</p> <p>b) Porters' Five Forces</p> <p>Corporate influences</p> <p>a) The timescales on which businesses work</p> <p>b) Influences on decision-making</p> <p>Business ethics</p> <p>a) Trade-offs between profit and ethics and how this relates to objectives</p> <p>Shareholders versus stakeholders</p> <p>b) Examples of stakeholders and their objectives</p> <p>c) Influences on business objectives</p> <p>d) Conflicts between shareholders and stakeholders and the business</p>	<p>Interpretation of financial statements</p> <p>a) Statement of comprehensive income (profit and loss account) and statement of financial position (balance sheet)</p> <p>b) Stakeholder interest</p> <p>Ratio analysis</p> <p>a) Calculation and interpretation</p> <p>b) Uses and limitations</p> <p>Human resources</p> <p>Quantitative measures of HR performance</p> <p>Causes and effects of change</p> <p>Key factors in change</p> <p>Link to topics covered within this theme</p> <p>Scenario planning</p> <p>Planning to reduce risk</p> <p>Paper 3 deep dive (pre-released case study) Revision</p>
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	<p>Calculation of:</p> <ol style="list-style-type: none"> 1. gross profit 2. operating profit 3. profit for the year (net profit) <p>b) Statement of comprehensive income (profit and loss account): measuring profitability: - calculation of gross profit margin, operating profit margin, and profit for the year (net profit) margin ways to improve profitability</p> <p>c) Distinction between profit and cash</p> <p>a) Statement of financial position (balance sheet): measuring liquidity: - calculating current ratio and acid test ratio ways to improve liquidity</p> <p>b) Working capital and its management: the importance of cash</p> <p>Internal and external causes of business failure: financial factors non-financial factors</p>	<p>Corporate culture</p> <ol style="list-style-type: none"> a) How culture is formed in relation to objectives, ethics etc b) Categorising culture and assessing its strength 	
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Assessment	<p>Assessment Objective (AO) 1 Demonstrate knowledge of terms, concepts, theories, methods and models to show an understanding of how individuals and organisations are affected by and respond to business issues</p> <p>Assessment Objective (AO) 2 Apply knowledge and understanding to various business contexts to show how individuals and organisations are affected by and respond to issues</p> <p>Assessment Objective (AO) 3 Analyse issues within business, showing an understanding of the impact on individuals and organisations of external and internal influences</p> <p>Assessment Objective (AO) 4 Evaluate qualitative and quantitative evidence to make informed judgements and propose evidence-based solutions to business issues</p> <ul style="list-style-type: none">• Students to be able to answer 4-mark questions (calculations)• Students to be able to answer 10-mark questions• Student to be able to answer 12-mark questions• Students to be able to answer 20-mark questions
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<p>Unit title: Theme 3 Managing business activities</p>	<p>Term 1: 3.1 Business objectives and strategy 3.2 Business Growth 3.3 Decision making techniques</p>	<p>Term 2: 3.4 Influences on business decisions 3.5 Assessing competitiveness 3.6 Managing change</p>	<p>Term 3: Paper 3 deep dive Exam preparation</p>
<p>Skills/ Assessment Objectives</p>	<p>Calculate</p> <ul style="list-style-type: none"> • An identification of the formula needed. • The data you need for the calculation from the question • A calculation <p>Explain <i>Have you included.</i></p> <ul style="list-style-type: none"> • A definition? • Two examples contextualised to the case study? • A development explaining the reason/cause/consequence 	<p>Assess <i>Have you included:</i></p> <ul style="list-style-type: none"> • A definition of a key term? • An example from the case study? • At least two chains of reasoning explaining reason/cause/consequence? • Examples from the case study to add weight to your reasoning? • Arguments to help make judgements about the strength of your reasoning (again, using examples from the case study)? • A conclusion 	<p>Evaluate <i>Have you included:</i></p> <ul style="list-style-type: none"> • Definitions of a key terms? • Context from the case study (the market the business operates in, its objectives or product)? • At least two chains of reasoning explaining a range reason/cause/consequence with examples from the case study? • Arguments to help make judgements about the strength of your reasoning (again, using examples from the case study)? An examination of the validity of your arguments? • Quantitative/Qualitative data in order to show the significance of your answer? • A conclusion which includes a proposed solution or recommendation?

Topic Titles (in order of delivery)	<p>3.1.1 Corporate objectives</p> <p>3.1.2 Theories of corporate strategy</p> <p>3.1.3 SWOT analysis</p> <p>3.1.4 Impact of external influences</p> <p>3.2.1 Growth</p> <p>3.2.2 Mergers and takeovers</p> <p>3.2.3 Organic growth</p> <p>3.2.4 Reasons for staying small</p> <p>3.3.1 Quantitative sales forecasting</p> <p>3.3.3 Decision trees</p> <p>3.3.2 Investment appraisal</p> <p>3.3.4 Critical Path Analysis</p>	<p>3.4.1 Corporate influences</p> <p>3.4.2 Corporate culture</p> <p>3.4.3 Shareholders versus stakeholders</p> <p>3.4.4 Business ethics</p> <p>3.5.1 Interpretation of financial statements</p> <p>3.5.2 Ratio analysis</p> <p>3.5.3 Human resources</p> <p>3.6.1 Causes and effects of change</p> <p>3.6.2 Key factors in change</p> <p>3.6.3 Scenario planning</p>	<p>Paper 3 deep dive</p> <p>Revision</p> <p>To deep dive paper 3 pre release</p> <p>Revision for exam prep</p>
Key knowledge / Retrieval topics	<p>Development of corporate objectives from mission statement/corporate aims.</p> <p>Critical appraisal of mission statements/corporate aims.</p> <p>Development of corporate strategy including</p> <ul style="list-style-type: none"> • Ansoff's Matrix • Porter's Strategic Matrix • Aim of portfolio analysis • Achieving competitive advantage through distinctive capabilities <p>Effect of strategic and tactical decisions on human, physical, and financial resources</p>	<p>Corporate timescales: short-termism versus long-termism.</p> <p>Evidence-based versus subjective decision making.</p> <p>Strong and weak cultures</p> <p>Classification of company cultures:</p> <ul style="list-style-type: none"> • power • role • task • person <p>How corporate culture is formed</p> <p>Difficulties in changing an established culture</p> <p>Internal and external stakeholders</p> <p>Stakeholder objectives</p> <p>Stakeholder and shareholder influences:</p> <ul style="list-style-type: none"> • stakeholder: that the business considers all of its 	

	<p>SWOT analysis, internal considerations: strengths and weaknesses and external considerations: opportunities and threats</p> <p>PESTLE (political, economic, social, technological, legal, and environmental)</p> <p>The changing competitive environment</p> <p>Porter's Five Forces</p> <p>Objectives of growth including:</p> <ul style="list-style-type: none"> • To achieve economies of scale (internal and external) • increased market power over customers and suppliers • increased market share and brand recognition • increased profitability • Problems arising from growth: • diseconomies of scale • internal communication • overtrading <p>Reasons for mergers and takeovers including:</p> <ul style="list-style-type: none"> • Distinction between mergers and takeovers • Horizontal and vertical integration • Financial risks and rewards • Problems of rapid growth 	<p>stakeholders in its business decisions/ objectives</p> <ul style="list-style-type: none"> • shareholder: that the business should focus purely on shareholder returns (increasing share price and dividends) in its business decisions/objectives <p>The potential for conflict between profit-based (shareholder) and wider objectives (stakeholder)</p> <p>Ethics of strategic decisions:</p> <ul style="list-style-type: none"> • trade-offs between profit and ethics • Pay and rewards • Corporate Social Responsibility (CSR) 	
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	<p>Distinction between inorganic and organic growth.</p> <p>Methods of growing organically.</p> <p>Advantages and disadvantages of organic growth.</p> <p>Small business survival in competitive markets including:</p> <ul style="list-style-type: none">• product differentiation and USPs• flexibility in responding to customer needs• customer service• e-commerce <p>Calculation of time-series analysis:</p> <ul style="list-style-type: none">• moving averages (three period/four quarter) <p>Interpretation of scatter graphs and line of best fit –</p> <ul style="list-style-type: none">• extrapolation of past data to future <p>Limitations of quantitative sales forecasting techniques.</p> <p>Simple payback</p> <p>Average (Accounting) Rate of Return</p> <p>Discounted Cash Flow (Net Present Value only)</p> <p>Calculations and interpretations of figures generated by these techniques</p> <p>Limitations of these techniques</p>		
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	<p>Construct and interpret simple decision tree diagrams</p> <p>Calculations and interpretations of figures generated by these techniques</p> <p>Limitations of using decision trees</p> <p>Nature and purpose of Critical Path Analysis</p> <p>Complete and interpret simple networks to identify the critical path</p> <p>Calculate:</p> <ul style="list-style-type: none"> • Earliest Start Time • Latest Finish Time • total float <p>Limitations of using Critical Path Analysis.</p>		
<p>Assessment</p>	<ul style="list-style-type: none"> • Students to be able to answer 4-mark questions (essay & calculations) • Students to be able to answer 10-mark questions • Student to be able to answer 12-mark questions • Students to be able to answer 20-mark questions 	<ul style="list-style-type: none"> • Students to be able to answer 4-mark questions (essay & calculations) • Students to be able to answer 10-mark questions • Student to be able to answer 12-mark questions • Students to be able to answer 20-mark questions 	<ul style="list-style-type: none"> • Students to be able to answer 4-mark questions (essay & calculations) • Students to be able to answer 10-mark questions • Student to be able to answer 12-mark questions • Students to be able to answer 20-mark questions

