

Bede Academy

Enterprise Curriculum Map



Our ambition is for students to develop a clear understanding of having businesses in local, national and international markets. Alongside developing a passion for deepening their understanding of the financial, human resource, operations and marketing elements of business.

As we identify the key knowledge students should master in **business** we think carefully about *how* we want students to think in **business**. We want students to:

- encourage enquiry and prepare students for an enterprising future through developing entrepreneurship and innovation.
- develop interconnectedness, through understanding of how global businesses operate in a competitive market.
- evaluate the effectiveness of how business work.
- develop transferable (life) skills including: enhancing team working, problem solving, independent learning and communication skills.
- grow the confidence to make themselves stand out in a competitive working environment.
- have an appreciation of the ethical dilemmas and responsibilities faced by organisations and individuals.

The **business** curriculum is sequenced around the following key concepts:

Operations	Finance	Human Resources	Marketing
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Our all-through curriculum is:

...knowledge-rich with clearly defined, coherent progression which strengthens schema to enable all students to secure ambitious curriculum goals;

...enabling as all students have access to the whole curriculum and students master fundamentals in reading, writing and mathematics;

...responsive as assessment identifies security of learning and students are supported to achieve our curriculum goals;

...inspiring as it takes students beyond their own experience, offers opportunity for creativity, and enables them to understand their identity in Blyth and beyond;

...transformative as by developing character, we build learners who exemplify the Core Virtues and make a positive contribution to their community.

- Introducing key concepts early and referring back to these throughout the course.
- Developing understanding of connections that businesses have at both large and small scale.
- Building on curriculum requirements to prepare students for the world of business beyond the classroom.

- *Emphasis on key vocabulary and key terminology through Do Nows, tutor2u etc.*
- *Teaching for conceptual understanding, such as Operations and Finance.*
- *Identifying students early who may require additional support through intervention sessions, IL Numeracy for finance.*

- *Quizzes and end of unit assessments to identify knowledge gaps.*
- *Regular use of MWB and reviews of workbooks to maintain high quality learning.*
- *Rigorous use of past Qs to inform pertinent feedback.*

- *Financial literacy developed throughout the course.*
- *Links to Local businesses, career talks and developing an understanding for the local business landscape.*
- *Business Competitions to design and develop new products that require consideration of marketing and target audience.*

- *Building confidence to stand out and be recognised in a saturated business world.*
- *Develop the skills required for entrepreneurship and building a new business from the ground up.*
- *Engaging students in developing good moral values and good business decisions, reviewing ethical dilemmas and responsibilities for both organisations and for individuals.*



Enterprise Curriculum Map

Year Group	Autumn 1				Autumn 2				Spring 1				Spring 2				Summer 1				Summer 2			
10	Enterprise and Entrepreneurship				Spotting a Business Opportunity				Putting a Business Idea into Practice				Making a Business Effective				External Influences on Business				Growing a Business			
11	Making Marketing Decisions				Making Operational Decisions				Making Financial Decisions				Making HR Decisions											
12	1.1 Meeting customer needs		1.2 Market		1.3 Marketing mix and strategy		1.4 Managing people		1.5 Entrepreneurs and leaders		Theme 2 - Internal & External Finance, Liability, Planning, Forecasting, Sales, Revenue and Costs, Break Even,		Theme 2.2 – Financial planning		Theme 2.3 - Managing finance		Theme 2.4 – Resource management		Theme 2.5 – External influences					
13	Theme 3 - Business growth	Theme 3 - Decision making techniques	Theme 3 - Influences on business decisions	Theme 3 - Assessing competitiveness	Theme 3 - Managing change	Theme 4 - Globalisation	Theme 4 - Global markets and business expansion	Theme 4 - Global marketing	Theme 4 - Global industries and companies															



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2023 Update

Year Group	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
10	Enterprise and Entrepreneurship	Spotting a Business Opportunity	Putting a Business Idea into Practice	Making a Business Effective	External Influences on Business	Growing a Business
11	Making Marketing Decisions	Making Operational Decisions	Making Financial Decisions	Making HR Decisions		
12	1.5 Entrepreneurs and leaders	1.2 Market	1.3 Marketing mix and strategy	1.4 Managing people	1.5 Entrepreneurs and leaders	Theme 4 Prep
12	2.1 - Internal & External Finance	2.2 – Financial planning	2.3 - Managing finance	2.4 – Resource management	2.5 – External influences	Theme 3 Prep
13	4.1 - Globalisation	4.2 - Global markets and business expansion	4.3 - Global marketing	4.4 - Global industries and companies	Retrieval and Exam Prep	
13	3.1 - Business objectives	3.2 - Business growth	3.3 - Influences on business decisions	3.4 - Assessing competitiveness	3.5 - Managing change	Exam prep

Year 10 Enterprise	Year 11 Enterprise
Students achieving at the expected standard will be able to:	Students achieving at the expected standard will be able to:
DISCIPLINARY KNOWLEDGE (Skill)	DISCIPLINARY KNOWLEDGE
• Make sensible choices when deciding on business structure. • Choose the correct calculations to calculate revenue, profit, break-even and interest. • Make sensible choices when deciding on the types of finance small businesses need. • Weigh up the concepts involved in business planning. • Discuss different stakeholders and how they can impact the business. • Sensibly explain how technological advancement can impact business decisions.	• Make sensible choices when deciding on business growth strategies. • Choose the correct calculations to calculate ARR, Gross and Net profit margin. • Make sensible choices when deciding on the types of stock control and production methods that should be used.. • Weigh up the concepts used to correctly recruit employees. • Discuss different stakeholders and how they can impact the business. • Sensibly explain how organisational structure can affect the culture of a business.
SUBSTANTIVE KNOWLEDGE	SUBSTANTIVE KNOWLEDGE
• Have a clear understanding of the 4 main departmental areas of business. • Be able to explain how the market can impact on a business. • Analyse the benefits and drawbacks of the varying methods of finance available to businesses. • Evaluate the concepts relating to business planning. • Understand that businesses have a range of different stakeholders and how they can impact the business. • Explain how technological advancement can impact business decisions.	• Have a clear understanding of the business growth and the options available to businesses in this area. • Be able to explain how the marketing mix can impact global businesses. • Analyse the benefits and drawbacks of the varying methods of production, stock control and quality assurance relating to business operations. • Evaluate the concepts of profit margins and how businesses can improve their profit margin. • Understand that businesses have to recruit and retain staff in order to be successful. • Explain how organisational structure can impact business success.



Enterprise Curriculum Map

Year 10	Unit	Component 1: Learning Outcome A: Understanding how and why enterprises and entrepreneurs are successful	Component 1: Learning Outcome B: Understanding customer needs and competitor behaviour through market research	Component 1: Learning Outcome C: Understanding how the outcomes of situational analysis may affect enterprise	PSA: Component 1: Exploring Enterprise	Component 2: Learning Outcome A: Choose an idea and produce a plan for a micro-enterprise idea	Component 2: Learning Outcome B Present a plan for the micro-business idea to meet specific requirements
	Key Concepts	Operations	Marketing	Operations	Marketing and Operations	Operations	Operations
	Prior Learning	No prior learning at KS3	Component 1: Learning Outcome A: Understanding how and why enterprises and entrepreneurs are successful The difference between a product and service The importance of customer needs The importance of business activities	Component 1: Learning Outcome B: Understanding customer needs and competitor behaviour through market research How external influences such as: Market research Competition Technological changes such as e-commerce can affect a business	Pearson Set Assignment that brings together all of the learning across Learning Outcome A-C. Students research a business in a specified sector which is classified as a micro-business. From there: - Detail at least three specific and detailed activities carried out by the for-profit enterprise - Detail at least 3 skills and characteristics carried out by the for-profit enterprise - Detail the benefits and drawbacks of at least one primary and secondary method of market research method that the selected for-profit enterprise undertakes - A detailed and supported PEST analysis for the for-profit business - A detailed and supported SWOT analysis for the for-profit business	Component 1: Learning Outcome A: Understanding how and why enterprises and entrepreneurs are successful The different sectors of business The different types of SME's for a microbusiness The difference between goods and services Financial aims of a business Component 1: Learning Outcome B: Understanding customer needs and competitor behaviour through market research State the aims of a micro-business	Component 1: Learning Outcome A: Understanding how and why enterprises and entrepreneurs are successful The difference between a product and service The importance of customer needs The importance of business activities Component 1: Learning Outcome B: Understanding customer needs and competitor behaviour through market research How external influences such as: Market research Competition Technological changes such as e-commerce can affect a business Component 1: Learning Outcome C: Understanding how the outcomes of situational analysis may affect enterprise The importance of SWOT and PEST analysis and how they can impact business success
	Key Knowledge	Substantive State the different types of SME's List the features of an SME State the different sectors and business models Identify the aims and activities of enterprises Determine the skills and characteristics of entrepreneurs Disciplinary Explain the benefits of moving from one business structure to another. Explain the importance of different sectors of business. Analyse the impact of business activities of the aims of a business. Analyse the benefits of different skills and characteristics of entrepreneurs.	Substantive Identify the different examples of market research types. State the different customer needs State what can influence competitor behaviour State the financial aims of a business Disciplinary Discuss the benefits and drawbacks of differing methods of market research. Analyse how methods of market research can help a business to meet their aim. Evaluate the importance of customer needs and how customer needs can influence business decisions.	Substantive Identify the SWOT of a business Identify the PEST of a business Disciplinary Analyse how the different elements of SWOT analysis can impact a business' aims. Analyse how the different elements of PEST analysis can impact a business' aims.	Substantive State the different types of SME's List the features of an SME State the different sectors and business models Identify the aims and activities of enterprises Determine the skills and characteristics of entrepreneurs Identify the different examples of market research types. State the different customer needs State what can influence competitor behaviour Identify the SWOT of a business Identify the PEST of a business Disciplinary Explain the benefits of moving from one business structure to another. Explain the importance of different sectors of business. Analyse the impact of business activities of the aims of a business. Analyse the benefits of different skills and characteristics of entrepreneurs. Discuss the benefits and drawbacks of differing methods of market research. Analyse how methods of market research can help a business to meet their aim. Evaluate the importance of customer needs and how customer needs can influence business decisions. Analyse how the different elements of SWOT analysis can impact a business' aims. Analyse how the different elements of PEST analysis can impact a business' aims.	Substantive: Stating a type of micro-business. Define the resources available. State the constraints of a micro-business. State the costs and pricing methods of a micro-business. Identify the methods of communication and promotion for a micro-business. Identifying the aims of a micro-business. State the risks involved in setting up a business. Disciplinary: Explain the benefits of the business structure that has been chosen. Analyse how the financial aims of the micro-business will affect business plans. Discuss the best methods of promotion for the business plan. Evaluate the risks that will be in place when setting up your own business Evaluate the viability of a business plan.	Substantive Produce an electronic presentation based on the substantive and disciplinary knowledge from Component 1. Disciplinary Communicate accurately and effectively the plans for your micro-enterprise. Component 2 LOC for Yr 11: Substantive Review your own skills. Disciplinary Review your own skills and evaluate the success of your presentation. Develop recommendations for improvements from the presentation that was developed. Make supportive judgements on strengths and weaknesses based on self reflection and review.



Enterprise Curriculum Map

	Next Steps	Component 1: Learning Outcome B: Understanding customer needs and competitor behaviour through market research PSA: Component 1: Exploring Enterprise Yr 12: 1.1 Meeting customer needs	Yr 10: Component 1: Learning Outcome C: Understanding how the outcomes of situational analysis may affect enterprise PSA: Component 1: Exploring Enterprise Yr 12: 1.1 Meeting customer needs	PSA: Component 1: Exploring Enterprise Yr 12: Theme 2.3 - Managing finance Yr 13: Theme 3 - Managing change	Yr 12: 1.1 Meeting customer needs Yr 12: Theme 2.3 - Managing finance Yr 13: Theme 3 - Managing change	PSA: Component 1: Exploring Enterprise Yr 12: 1.1 Meeting customer needs 1.2 Market 1.3 Marketing mix and strategy 2.1 – Managing Finance 2.2 Financial planning	PSA: Component 1: Exploring Enterprise Yr 12: 1.1 Meeting customer needs 1.2 Market 1.3 Marketing mix and strategy 2.1 – Managing Finance 2.2 Financial planning
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Enterprise Curriculum Map

Year 11	Unit	Making Marketing Decisions	Making Operational Decisions	Making Financial Decisions	Making HR Decisions
	Key Concepts	Marketing	Operations	Finance	Human Resources
	Prior Learning	Year 10: Making a Business Effective Explain the different methods of the product life cycle Discuss the impact of the marketing mix on business activity Analyse the difference between e-commerce and m-commerce Discuss the factors affecting location	Year 10: Making a Business Effective The importance of business success How quality can impact price The benefits of high quality Year11: Making Marketing Decisions The importance of price in the marketing mix	Year 10: Putting a Business Idea into Practice Identify the profit that is made by a business Identify good and poor financial performance Use quantitative skills to develop charts Discuss how to improve financial performance	Year 10: External Influences in Business The relevance of the recruitment process The different methods of communication Discrimination in the workplace
	Key Knowledge	Substantive Be able to: Identify the different elements of the design mix State the different sections of the product life cycle State examples of extension strategies Draw out the product life cycle of a product State the different pricing strategies that can be used by businesses Be able to state different methods of advertising and promotion Identify location prospects for a business Define the term ethics State methods of ethical practice that businesses an use State methods of unethical practice State the environmental impact of business Disciplinary Be able to: Explain how the design mix can affect business decisions Analyse the importance of the product life cycle Explain what happens at each stage of the product life cycle Assess the benefits of different pricing strategies Explain which pricing strategy is suitable for a specific business Coming to conclusion about the appropriate methods of advertising and promotion that should be used by businesses Assess the effects of inappropriate location choices on business activity	Substantive Be able to: State the different business sectors. Give examples of the business sectors. State the factors of production. the Identify the different methods of production Define the term productivity State examples of how to improve productivity Define the term stock Be able to calculate lead time Draw and identify elements of a stock control chart Identify the relevant methods of stock control State how to build relationships with suppliers State the different methods of quality management State the different elements of the sales process Disciplinary Be able to: Explain the importance of the different methods of production. Explain how the factors of production can develop a successful business. Analyse which method of production is required for a specific business Analyse the importance of improving productivity Assess the benefits of JIT stock control on a business' ability to be more flexible Come to conclusions about the best way to build relationships with suppliers and how supplier confidence can be improved Assess the impact of logistic on supply chain Analyse the different methods of quality management and how they can improve business quality Assess how missing out elements of the sales process can hinder a business's success	Substantive Be able to: Identify gross and net profit margin Calculate gross and net profit margin Calculate average rate of return Draw charts to show business performance Identify financial data from charts Disciplinary Be able to: Explain how to improve the gross and net profit of a business Analyse the factors affecting increasing profit Assess the financial data that can be interpreted from charts Coming to conclusion about the best methods that can be used to improve business performance	Substantive Be able to: Draw an organisation chart Identify chain of command and span of control from an organisation chart State the definition of a flat and tall structure State difference between centralised and decentralised structures State the different methods of communication State the barriers to communication Identify the recruitment process State the different types of training available to employees Identify the different motivational techniques Disciplinary Be able to: Explain how layering can improve organisational structure Analyse the difference between tall and flat structures Explain how centralised and decentralised organisations can effect communication in a business Explain how barriers to communication can have a negative effect on a business Discuss why a job description and person specification are essential in the recruitment process Discuss how discrimination can occur throughout the recruitment process Assess the most beneficial method of training for an employee Evaluate how improve fringe benefits can improve the success of a business
	Next Steps	Year 12: Theme 2 Marketing Mix and Strategy Year 13: Theme 3 Ethical considerations	Year 12: Theme 2 Production, Productivity and efficiency	Year 12 Theme 2 Internal and External Finance, Budgets and Profit	Year 12: Theme 1 Enterprise and Leadership Year 13: Theme 3 Human Resources



Enterprise Curriculum Map

Year 12	Unit	1.1 Meeting customer needs	1.2 Market	1.3 Marketing mix and strategy	1.4 Managing people	1.5 Entrepreneurs and leaders
	Key Concepts	Marketing Human Resources	Marketing	Marketing Human Resources	Human Resources	Human Resources
	Prior Learning	Year 10 Topic 1.2.2 Market research and 1.2.3 Market segmentation Assess the benefits of market segmentation Coming to conclusion about the best area to be located on a market map Assess why you may not wish to be in a highly competitive market Year 11 Topic 1.5.2 Technology and business State the different stakeholders of a business Identify types of technology that influence business activity Stating which a range of legislation that businesses must abide by		Year 10: Topic 1.4.3 The marketing mix State the influences of business location Define the marketing mix Be able to state each section of the marketing mix Be able to state the different sections of a business plan Year 11: Topic 2.2 Making marketing decisions Identify the different elements of the design mix State the different sections of the product life cycle State examples of extension strategies Draw out the product life cycle of a product State the different pricing strategies that can be used by businesses Be able to state different methods of advertising and promotion	Year 11: Topic 2.5 Making human resource decisions State the barriers to communication Identify the recruitment process State the different types of training available to employees Identify the different motivational techniques	Year 10 Topic 1.1 Enterprise and entrepreneurship and Topic 1.3 Putting a business idea into practice and Topic 1.4 Making the business effective Year 10 Topic 1.1 Enterprise and entrepreneurship and Topic 1.3 Putting a business idea into practice and Topic 1.4 Making the business effective Identify types of business ownership Stating which type of ownership has limited and unlimited liability State the influences of business location Define the marketing mix Be able to state each section of the marketing mix
	Key Knowledge	Substantive Stating methods of competition State examples of differentiation Define a dynamic market State the difference between risk and uncertainty Stating methods of competition State examples of differentiation Define the term market segment Be able to state different market segments Draw and identify gaps on a market map Disciplinary Explain the how customer needs can influence a business. Explain the how customer needs can influence a business. Analyse the importance of being in either a niche or mass market. Evaluate how competition affects the market Discuss how the markets change Analyse the importance of market research. Assess the benefits of market segmentation. Coming to conclusion about the best area to be located on a market map. Assess why you may not wish to be in a highly competitive market.	Substantive Draw a demand and supply diagram. Identify the equilibrium point on a demand and supply diagram. Identify price elasticity of demand. Identify income elasticity of demand. Disciplinary Explain the difference between demand and supply. Discuss the importance of market equilibrium. Analyse the different elements affecting price and income elasticity of demand.	Substantive State the elements of the design mix. State the different methods of advertising and promotion. Identify the different stages of the product life cycle. Identify the different stages of the Boston matrix. State the three elements of the design mix State the different methods of advertising and promotion Be able to draw out the product life cycle Disciplinary Assess why you may not wish to be in a highly competitive market. Discuss the impact on businesses of the product life cycle. Analyse the appropriate pricing strategies that can be used by businesses. Explain the correct methods of promotion and advertising that can be used by different organisational structures. Analyse the importance of the Boston matrix. Discuss the impact on businesses of the product life cycle. Analyse the appropriate pricing strategies that can be used by businesses. Explain the correct methods of promotion and advertising that can be used by different organisational structures.	Substantive State the approaches to staffing. Identify the recruitment and selection process. Define the methods of training for staff. Draw and identify areas of an organisation chart. Identify the different motivational theories adopted by businesses. State the different leadership styles that can be used in business. State how businesses compete with each other State examples of differentiation State the methods of staffing Identify the recruitment and selection process Define the main methods of training for staff Draw and identify areas of an organisation chart Identify the different motivational theories Disciplinary Analyse the different methods of training that are available to employees. Explain the correct methods of promotion and advertising that can be used by different organisational structures. Analyse the different approaches to managing people and which are the most effective for businesses. Analyse the different methods of training that are available to employees. Evaluate the appropriate methods of motivational theory that can be adapted by businesses. Analyse the appropriate methods of leadership that can be used by businesses.	Substantive Identify the basic elements of running, expanding and developing a business Identify barriers to entrepreneurship Discuss risk and uncertainty Identify the characteristics and skills required to be an entrepreneur Describe how business objectives for a business may change over time. Discuss the various forms of business ownership Disciplinary Analyse innovation within a business Explain financial and non-financial motives for starting a business Analyse the difference in trade off and opportunity cost Evaluate the difficulties that an entrepreneur may have of moving to the role of leader in a larger organisation
	Next Steps	Year 13: Topic 4.3.2 Niche markets		Year 13: 4.3.1 Marketing		



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Year 12	Unit	Theme 2.1 Managing Finance	Theme 2.2 – Financial planning	Theme 2.3 - Managing finance	Theme 2.4 – Resource management	Theme 2.5 – External influences	Theme 3 - Business Objectives and Strategy
	Key Concepts	Finance	Finance	Finance	Operations	Operations	Finance
	Prior Learning	Year 10: 1.3 Finance Identify aims and objectives Stating different financial and non-financial objectives Identify short- and long-term methods of finance Explain the benefits and drawbacks of finance Analyse which methods of finance will be more beneficial to a business	Year 10: 1.3 Finance State examples of fixed and variable costs Be able to calculate revenue, profit and loss Draw and identify the break-even point	Year 11: 2.4 Finance Identify the different profit margins used by a business. Identify the difference between profit and cash. Year 10: 1.2 Competitive Environment Determine the internal and external effects on a business through SWOT Analysis	Year 11: 2.4 Making Operational Decisions Define the different methods of quality management. State the different methods of production. Draw a stock control chart. Identify information from a stock control chart. Identify the methods of quality assessment in a business. Year 10: 1.5 Understanding External Influence State the different legislation that businesses have to follow	Year 10: Topic 1.5 Understanding External Influences Calculate exchange rates Determine how exchange rates have an impact on imports and exports The effective use of legislation by businesses.	Year 10: Putting a business idea into practice Identify aims and objectives Stating different financial and non-financial objectives State examples of fixed and variable costs Be able to calculate revenue, profit and loss Identify the SWOT of a business Year 11: Making Financial Decisions Identify the different profit margins used by a business.
	Key Knowledge	Substantive Identify aims and objectives Stating different financial and non-financial objectives State examples of fixed and variable costs Define the term interest Identify short- and long-term methods of finance Identify types of business ownership Stating which type of ownership has limited and unlimited liability Disciplinary Explain why businesses need aims and objectives. Coming to conclusion about the best method of finance for businesses to use. Analyse the implications of becoming a LTD. Discuss the difference between limited and unlimited liability.	Substantive State examples of fixed and variable costs Be able to calculate revenue, profit and loss Draw and identify the break-even point Disciplinary Analyse the importance of break-even analysis. Assess the benefits of cash flow forecasting. Assess why you may not break-even quickly. Discuss how businesses can improve their profit margins.	Substantive Identify the SWOT of a business Identify the different profit margins used by a business (Introducing operating profit margin) Disciplinary Discuss how businesses can improve their profit margins. Explain how to a business can improve their liquidity. Assess which methods of production are appropriate for specific businesses (introducing cell production)	Disciplinary Assess which methods of production are appropriate for specific businesses (introducing cell production) Analyse why quality management, Kaizen and Lean production are an important factor in improving quality. Evaluate the difference between quality control and quality assurance. Discuss the implications of a lean production system. Evaluate the impact of being under and over capacity utilisation. Determine the impact of productivity and efficiency on business success.		Substantive Identify corporate and functional aims and objectives Stating different elements of Ansoff's matrix State examples of Porter's strategic matrix Define the elements of Porter's five forces Determine the difference between a tactic and strategy Identify the SWOT of a business Identify the PEST of a business Disciplinary Explain the importance of corporate and functional aims and objectives to both the business and employees Discuss the importance of the different elements of Ansoff's matrix Analyse how businesses can add products into Porter's strategic matrix Discuss elements of Porter's five forces can affect the competitiveness of a business Explain how a tactic and strategy differs and why businesses need to consider both for success Analyse the SWOT of a business and recommend improvements Analyse the PEST of a business and recommend ways to deal with issues arising externally
	Next Steps	Year 13: Theme 3	Year 13: Theme 3	Year 13: Theme 3	Year 13: Theme 3		Year 13: Assessing Competitiveness



Enterprise Curriculum Map

Year 13	Unit	Theme 3 - Business growth	Theme 3 - Decision making techniques	Theme 3 - Influences on business decisions	Theme 3 - Assessing competitiveness	Theme 3 - Managing change	Theme 4 - Globalisation	Theme 4 - Global markets and business expansion	Theme 4 - Global marketing	Theme 4 - Global industries and companies
	Key Concepts	Operations	Finance	Operations Marketing	Finance Human Resources	Operations	Operations	Operations	Marketing	Marketing Operations
	Prior Learning	Year 11: Making Operational Decisions Identify types of business growth Explain the difference between organic and inorganic growth Discuss the factors that can affect organic and inorganic growth	Year 11: Making Financial Decisions Be able to calculate: ARR NPV Moving averages CPA Decision Trees	Year 11: Making Marketing Decisions How a business can determine their ethical and environmental impact on business Stakeholder vs Shareholders Stakeholder conflict	Year 11: Making Human Resources Decisions Calculate labour productivity Year 12: Managing Finance Calculating Current Ratio Calculating Acid Test Ratio Interpreting business accounts	Year 12 Theme 2: External Influences What internal and external factors can affect business success. The key elements of SWOT and PEST analysis	Year 11: Growing the business Stating the difference between imports and exports State the importance of competitive advantage Define the terms: tariffs, quotas and trading blocs State the importance of economies of scale	Year 11: Growing the business Stating the difference between imports and exports State the importance of competitive advantage Define the terms: tariffs, quotas and trading blocs State the importance of economies of scale Year 12: External Influences State the effect that exchange rates can have on business success	Year 11: Making Marketing Decision Approaches to marketing Methods of branding and promotion Year 12: The Market The difference between niche and mass markets	Year 10: Understanding External Influences The difference between stakeholders and shareholders Year 13: Business Growth & Assessing Competitiveness Legislation in business The impact of legislation The importance of growth on the success of a business
	Key Knowledge	Substantive Identify types of business growth Explain the difference between organic and inorganic growth Discuss the factors that can affect organic and inorganic growth State the issues for a business of staying small Disciplinary Discuss the implications of a business staying small How can staying small impact the success of a business Discuss the benefits and drawbacks of organic growth Discuss the benefits and drawbacks of inorganic growth Explain the differing methods of finance that are available to businesses as they expand	Substantive Calculate: ARR NPV Moving averages CPA Decision Trees Disciplinary Explain how investment appraisals can be compared to determine the success of a project Explain the importance of decision trees in decision making Explain the benefits and drawbacks of investment appraisals Discuss the benefits and drawbacks of critical path analysis Discuss why only one method of investment appraisal should not be used alone	Substantive State the different methods of corporate culture Define the difference between shareholders and stakeholders Identify the ethical and environmental issues surrounding business activity Disciplinary Evaluate the different methods of corporate culture Discuss stakeholder conflict and how it can impact business success Analyse the ethical and environmental issues surrounding business activity and their impact on business success	Substantive Identify the recruitment legislation that effects both businesses and employers Calculate labour turnover, retention and productivity Identify the different leadership roles Disciplinary Explain the impact that the recruitment legislation has on both businesses and employers Evaluate the different leadership roles and their appropriateness for differing businesses	Substantive Identify the methods of both scenario and contingency planning Identify the different leadership roles Disciplinary Evaluate the importance of both scenario and contingency planning in case of external shocks Evaluate the different leadership roles and their appropriateness for differing businesses	Substantive State the growth rate of the UK economy Identify growing economic powers State the implications of economic growth Define the terms imports and exports Identify the indicators of growth State the factors contributing to increased globalisation Define the different methods of protectionism Define the term trading bloc Identify the conditions that prompt trade Identify why businesses conduct global mergers or joint ventures State the impact of global competitiveness State the different types of markets approaches Identify the difference between niche and mass marketing Consider the cultural and social factors affecting businesses when marketing a product Disciplinary Analyse the growth rate of UK economies in comparison to growing economies Assess the indicators of growth and how they can determine the growth rate of an economy Evaluate international business trade through imports and exports to determine growth Explain the impact of protectionist policies on business success Explain the impact on businesses of becoming part of a trading bloc Assess the different conditions that prompt trade Assess the factors that lead to having a country as a market Assess the factors that lead to having a country as a production location Analyse the reasons for global mergers and joint ventures Discuss the impact of global competitiveness through cost competitiveness and differentiation Assess the different methods of global marketing and the factors that may affect business decisions Discuss the features of mass and niche marketing and its effect on consumer taste and preferences Evaluate the impact of MNC's on the local and national economy Assess the ethical implications of global trade Explain how stakeholder conflict can affect global decision making Evaluate the factors that can influence MNC's	Substantive State the growth rate of the UK economy Identify growing economic powers State the implications of economic growth Define the terms imports and exports Identify the indicators of growth State the factors contributing to increased globalisation Define the different methods of protectionism Define the term trading bloc Identify the conditions that prompt trade Identify why businesses conduct global mergers or joint ventures State the impact of global competitiveness State the different types of markets approaches Identify the difference between niche and mass marketing Consider the cultural and social factors affecting businesses when marketing a product Disciplinary Analyse the growth rate of UK economies in comparison to growing economies Assess the indicators of growth and how they can determine the growth rate of an economy Evaluate international business trade through imports and exports to determine growth Explain the impact of protectionist policies on business success Explain the impact on businesses of becoming part of a trading bloc Assess the different conditions that prompt trade Assess the factors that lead to having a country as a market Assess the factors that lead to having a country as a production location Analyse the reasons for global mergers and joint ventures Discuss the impact of global competitiveness through cost competitiveness and differentiation Assess the different methods of global marketing and the factors that may affect business decisions Discuss the features of mass and niche marketing and its effect on consumer taste and preferences Evaluate the impact of MNC's on the local and national economy Assess the ethical implications of global trade Explain how stakeholder conflict can affect global decision making Evaluate the factors that can influence MNC's	Substantive State the growth rate of the UK economy Identify growing economic powers State the implications of economic growth Define the terms imports and exports Identify the indicators of growth State the factors contributing to increased globalisation Define the different methods of protectionism Define the term trading bloc Identify the conditions that prompt trade Identify why businesses conduct global mergers or joint ventures State the impact of global competitiveness State the different types of markets approaches Identify the difference between niche and mass marketing Consider the cultural and social factors affecting businesses when marketing a product Disciplinary Analyse the growth rate of UK economies in comparison to growing economies Assess the indicators of growth and how they can determine the growth rate of an economy Evaluate international business trade through imports and exports to determine growth Explain the impact of protectionist policies on business success Explain the impact on businesses of becoming part of a trading bloc Assess the different conditions that prompt trade Assess the factors that lead to having a country as a market Assess the factors that lead to having a country as a production location Analyse the reasons for global mergers and joint ventures Discuss the impact of global competitiveness through cost competitiveness and differentiation Assess the different methods of global marketing and the factors that may affect business decisions Discuss the features of mass and niche marketing and its effect on consumer taste and preferences Evaluate the impact of MNC's on the local and national economy Assess the ethical implications of global trade Explain how stakeholder conflict can affect global decision making Evaluate the factors that can influence MNC's	Substantive State the growth rate of the UK economy Identify growing economic powers State the implications of economic growth Define the terms imports and exports Identify the indicators of growth State the factors contributing to increased globalisation Define the different methods of protectionism Define the term trading bloc Identify the conditions that prompt trade Identify why businesses 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	Next Steps	Year 13: Global Markets and Business Expansion Year 13: Theme 3 Influences on Business Decisions		Year 13: Theme 4: Global Industries and companies	Year 13: Theme 4: Global Industries and companies	Year 13: Theme 4: Global Industries and companies	Year 13: Theme 3 Business Growth	Year 13: Theme 3: Global Industries and companies	Year 13: Business Objectives and Strategy	