

Business Curriculum Sequence – Key Stage 5

	KS4 prior learning	By the end of the term, students can:	Year 12 Half Term 1	Year 12 Half Term 1	Year 12 Half Term 2 &3	Year 12 Half Term 2 &3	Year 12 Half Term 5	Year 12 Half Term 6	Year 13 Term 1	Year 13 Term 1	Year 13 Term 2	Year 13 Term 2	Year 13 Term 3
			3.1 What is Business?	3.2 - Managers, Leadership and Decision Making	3.3 - Decision Making to improve marketing performance	3.4 Decision making to improve operational performance	3.5 Decision Making to improve financial performance	3.6 Decision making to improve human resources performance	3.7 - Analysing Strategic Position of the Business	3.8 Choosing a Strategic Direction	3.9 Strategic Methods how to Pursue Strategies	3.10 Managing Strategic Change	Revision and Exam
			15	11	24	24	18	19	47	9	28	30	
What we want our students to know and remember	<i>How are you supporting transition of knowledge from KS5 FE/HE?</i>	Define the key tier 3 vocabulary :	Profit Growth Survival Social Objectives Ethical Objectives revenue (also turnover and sales) fixed costs variable costs total costs. sole traders private limited companies public limited companies private sector public sector organisations non-profit organisations such as charities and mutual. unlimited liability limited liability ordinary share capital market capitalisation dividends	Authoritarian Paternalistic Democratic Laissez Faire Blake Moulton Grid The Tannenbaum Schmidt Continuum Risk Uncertainty Reward Opportunity Cost Decision Tree Net Gain Stakeholders	Branding Marketing Mix Objective Penetration Pricing Predatory Pricing Price Elastic Price Inelastic Price Skimming Promotion Promotion Sampling Sponsorship Sustainable Target Market Unique Selling Point	Buffer Level of Inventory Efficiency Kaizen Lead Time Over Utilisation of capacity Productivity Recorder Level Recorder Quantity TQM Under Utilisation of capacity Inventory Control Quality Assurance	Break Even Contribution Disposable Income Dividend Fixed Costs Float Grant Historical Budget Liquidation Sales Forecast Sales Revenue Sales Volume Share Shareholder Stock Market Variance Analysis Zero Based Budget	Human Resources Centralisation Chain of Command Decentralisation Delegation Dismissal Hierarchy Tall Structure Flat Structure Redundancy Span of Control The Hackman and Oldham Model	Mission statement Corporate Objectives Functional Objectives Short termism Strategy Tactics SWOT analysis profitability (return on capital employed) liquidity (current ratio) gearing efficiency ratios: payables days, receivables days, inventory turnover. Kaplan and Norton's Balanced Scorecard model Elkington's Triple Bottom Line (Profit, People, Planet). GDP taxation exchange rates inflation fiscal policy Monetary policy Open trade	Strategy Internal Factors External Factors Ansoff's Matrix Market Penetration Product Development Market Development Diversification Strategic Positioning Porters Theory Bowman's Strategic Clock	Retrench Organic growth External Growth Economies of scale (including technical, purchasing and managerial) economies of scope Diseconomies of scale The experience curve Synergy Overtrading. Greiner's model of growth Mergers Takeovers Ventures Franchising (backward and forward), horizontal and conglomerate integration Kaizen Research and development Intrapreneurship Benchmarking. Export Licensing Alliances Direct investment. Bartlett and Ghoshal's international strategy E-commercebig	External Pressures for Change Incremental and Disruptive Change Lewin's Force Field Analysis Restructuring Delaying Flexible Employment Contracts Knowledge and Information Management Resistance to Change Organisational Culture Charles Handy's Four Cultures Gert Hofstede's National Cultures Strategic Implementation Network Analysis Critical Path Analysis	

									Protectionism.		data Big Data Data mining Enterprise resource planning (ERP).		
--	--	--	--	--	--	--	--	--	----------------	--	--	--	--

		<p>Recall the knowledge:</p>	<p>How does the knowledge build in complexity over time? Students are required to firstly start off by</p> <ul style="list-style-type: none">- Recalling why Business exist- Define each of the key Business objectives- State what a mission statement is- Explain the relationship between mission and objectives- Define the following financial terms- Revenue, Fixed costs, Variable costs, Profit/Loss- Calculate Profit/Loss using Profit and Loss formulae- Manipulate the formulae to calculate any of the missing part of the profit formulae such as Revenue, Fixed costs, Variable costs, Profit- Explain why Business set objectives	<p>What are the main types of leadership styles? Define opportunity cost Explain what Managers do? What is the difference between a manager and a leader? What does the Blake Moulton grid show? What is the difference between risk and uncertainty? What is the purpose of a decision tree? What is a stakeholder? Give examples of stakeholders?</p>	<p>How does the knowledge build in complexity over time? - What is the value of setting marketing objectives</p> <ul style="list-style-type: none">- What are the External and internal influences on marketing objectives and decisions- How do External and internal influences affect marketing objectives and decisions- What is the value of primary and secondary marketing research- What is qualitative and quantitative data- What is market mapping.- How do you calculate market and sales growth, market share and size.- What is sampling- The interpretation of marketing data- What are positive and negative correlation- What is a confidence interval- How can confidence	<p>What is quality assurance? What are internal and external factors that can effect operational objectives? Explain economies of scale. What is capacity utilisation? What is the difference between quality assurance and quality control? What is lean production? How can efficiency be measured by a business? How to calculate capacity utilisation?</p>	<p>How does the knowledge build in complexity over time? • What is the value of setting financial objectives.</p> <ul style="list-style-type: none">• What is the distinction between cash flow and profit.• What is the distinction between gross profit, operating profit and profit for the year.• What do the following term mean about revenue, costs and profit objectives.• what are the cash flow objectives.• What are the objectives for investment (capital expenditure) levels.• What are the capital structure objectives.• What are the external and internal influences on financial objectives and decisions• How to construct and analyse budgets and cash flow forecasts• What is the value of budgeting.• How to	<p>What are the characteristics of a flat organisational structure? What are the characteristics of a tall organisational structure? What could be unexpected human resource costs that a business could incur? What is the difference between hard and soft HR? Why is the organisational structure important for the success of a business? What is the difference between a centralised and decentralised structure? Give examples of internal and external motivators for staff? How can a motivated staff lead to an increased output?</p>	<p>How does the knowledge build in complexity over time? • What are the influences on the mission of a business.</p> <ul style="list-style-type: none">• What are internal and external influences on corporate objectives and decisions.• What is the distinction between strategy and tactics.• What are the links between mission, corporate objectives and strategy.• What is impact of strategic decision making on functional decision making.• What is the value of SWOT (strengths, weaknesses, opportunities, threats) analysis.	<p>What are the four categories of Ansoff's matrix? What are the internal and external factors that could decide strategic direction? What are the positions on Bowman's strategic clock? Why is porters theory used? Explain the key characteristics of:</p> <ul style="list-style-type: none">- Market Penetration- Product development- Market Development- Diversification	<p>How does the knowledge build in complexity over time? • What are the reasons why businesses grow or retrench.</p> <ul style="list-style-type: none">• What is the difference between organic and external growth.• How can business manage and overcome the problems of growth or retrenchment.• What is the impact of growth or retrenchment on the functional areas of the business.• What are the different methods and types of growth.• What are the pressures of innovation.• What is the value of innovation.• What are the way of becoming an innovative organisation.• How do Businesses protect innovation and intellectual property.• What is the impact of an innovation strategy on the functional areas of the business.	<p>What is the purpose of Lewins force field analysis? How can change enable a business to move forward? What are the advantages and disadvantages of a tall organisation structure? What are the advantages and disadvantages of a flat organisation structure? What are the key stages of the information management process? What are examples of barriers to change? Why is business culture important? What are Charles Handy's four cultures? What are Geert Hofstede's national cultures? How can strong leadership enable strategic implementation ?</p>	
--	--	-------------------------------------	---	---	---	--	--	---	---	---	---	--	--

			<div>interval be used to interpret data</div> <div>- How can extrapolation be used to interpret data</div> <div>- How can price and income elasticity of demand be used by marketing decision makers</div> <div>- What is the process and value of segmentation, targeting and positioning</div> <div>- What Influences choosing a target market and positioning</div> <div>- What are the elements of the marketing mix (7Ps)</div> <div>- How can elements of the marketing mix be changed</div> <div>- What is product portfolio analysis and the Boston Matrix</div> <div>- How is the Boston Matrix used</div> <div>- What is the product life cycle model including extension strategies</div> <div>- What is pricing</div> <div>- What is the promotional mix</div> <div>- How can the promotional</div>	<div>construct and interpret break-even charts.</div> <div>• How to calculate and illustrate on a break-even chart the effects of changes in price, output and cost.</div> <div>• How to calculate the value of break-even analysis.</div> <div>• How to analyse profitability.</div> <div>• How to analyse timings of cash inflows and outflows.</div> <div>• How to use of data for financial decision making and planning.</div>								
--	--	--	---	---	--	--	--	--	--	--	--	--

					<ul style="list-style-type: none">- mix be used- What is Branding- What is multi-channel distribution- Why is an integrated marketing mix important- What are digital marketing and e-commerce and why are they important								
--	--	--	--	--	---	--	--	--	--	--	--	--	--

What we want our students to do	<i>How are you supporting transition of skills from KS4 to KS5?</i>	Demonstrate excellence in these skills:	<i>How do the skills build in complexity over time?</i> <i>Students will be required to;</i> <i>- Recall material they have memorised by defining, stating key terms</i> <i>- Explaining their answer with some reasoning, referencing to the theory is needed</i> <i>depending on the context</i> <i>- Applying their answer by make sure that the students relate their answer to the given situation</i> <i>- Evaluating by provide full and detailed arguments, often 'for' and 'against', to show their depth of understanding.</i> <i>- Calculate using formulas</i>	To understand the main leadership styles. To analyse the Blake mouton grid and the Tannenbaum Schmidt continuum. To understand who stakeholders could be for a given business and also explain their influence on business operations. To understand what a managers role is. To explain the difference between scientific and hunch decisions. To understand the difference between a manager and a leader and also be able to explain how different management/leadershi p styles may be required for different situations.	How does the skills build in complexity over time? - To explore and explain the value of setting marketing objectives - To evaluate the impact of External and internal influences on marketing objectives and decisions - To analyse how External and internal influences affect marketing objectives and decisions - To explain the importance of primary and secondary marketing research - To distinguish between qualitative and quantitative data - To explore and explain what market mapping is. - To calculate market and sales growth, market share and size. - Explain what sampling is. - To interpret marketing data - To use positive and negative correlation, confidence interval to interpret data - To use	To understand what factors are taken into consideration when setting operational objectives. To be able to explain the internal and external factors that may influence operational objectives. To explain the concept of capacity utilisation. To explain how a business would be able to increase efficiency and production. To analyse how a business can improve quality. To be able to understand how a business can effectively manage inventory and manage supply chains	How does the skills build in complexity over time? • To explore and explain the value of setting financial objectives. • To explore an explain between cash flow and profit. • To understand the distinction between gross profit, operating profit and profit for the year. • To learn about revenue, costs and profit objectives. • To learn about cash flow objectives. • To learn about objectives for investment (capital expenditure) levels. • To learn about capital structure objectives. • To understand external and internal influences on financial objectives and decisions. To learn how to construct and analyse budgets and cash flow forecasts • To	To explain the factors that need to be considered when setting human resource objectives. To explain the internal and external factors which may affect human resource objectives. To explain the benefits of analysing data before making a business decision. To understand the reasons behind labour turnover/retention . To be able to explain why an organisations structure can be a factor in its success or failure.	How does the skills build in complexity over time? • To Explore and explain the influences on the mission of a business. • To Analyses the impact of internal and external influences on corporate objectives and decisions. • To explain the distinction between strategy and tactics. • To explore and explain links between mission, corporate objectives and strategy. • To evaluate the impact of strategic decision making on functional decision making. • To analyse the value of SWOT (strengths, weaknesses, opportunities, threats) analysis on different Businesses.	To explain how strategic direction can be guided by the marketing strategy. To analyse how Ansoff's matrix is used to decide upon growth strategy. To understand how positioning strategy is an important strategic choice. To understand how a business may attain a competitive advantage. To explain how positioning strategies can be categorised using Bowman's strategic clock. To explain porters strategic matrix.	How does the skills build in complexity over time? • To explore and explain the reasons why businesses grow or retrench. • To explain the difference between organic and external growth. • To explore and explain how to manage and overcome the problems of growth or retrenchment. • To analyse the impact of growth or retrenchment on the functional areas of the business. • To assess methods and types of growth. • To explore and explain the pressures of innovation. • To explore and explain the value of innovation. • To assess the ways of becoming an innovative organisation. • To explore and assess the ways Business protect innovation and intellectual property. • To Analyse the impact of an innovation strategy on the functional areas of the business.	To explain how change can be caused by internal and external factors. To analyse how changes are vital for a thriving business. To understand that change can be incremental, disruptive or somewhere in between. To explain how the force field analysis is used to help understand change in different situations. To explain how flexible businesses are able to restructure frequently. To explain why it is important for a business to overcome barriers to change. To analyse Kotter and Schlesinger's four reasons for resistance to change. To understand the four main types of organisational culture.	
--	---	--	---	--	---	--	--	--	--	---	---	--	--

				<p>extrapolation be to interpret data</p> <ul style="list-style-type: none">- To explain how price and income elasticity of demand be used by marketing decision makers- To explore and explain the value of segmentation, targeting and positioning- To analyse the Influences choosing a target market and positioning- What are the elements of the marketing mix (7Ps)- How can elements of the marketing mix be changed- To analyse how Boston Matrix can be used in different business scenarios- To explore and explain the product life cycle model including extension strategies- To explore what digital marketing and e-commerce are and explain why are they important		<p>understand the value of budgeting.</p> <ul style="list-style-type: none">• To learn how to construct and interpret break-even charts.• To learn how to calculate and illustrate on a break-even chart the effects of changes in price, output and cost.• To calculate the value of break-even analysis.• To learn how to analyse profitability.• To learn how to analyse timings of cash inflows and outflows.• To understand the use of data for financial decision making and planning.							
--	--	--	--	--	--	---	--	--	--	--	--	--	--

Key assessment questions:	Assessment Questions	State, define, list, outline These key words require short, concise answers, often recall of material that you have memorised. Explain, describe, discuss Some reasoning or some reference to theory is needed, depending on the context. Explaining and discussing require you to give a more detailed answer than when you are asked to 'describe' something. Apply Here, you must make sure that you relate your answer to the given situation (this is always good practice in Business Studies exams). Evaluate You are required to provide full and detailed arguments, often 'for' and 'against', to show your depth of understanding. Calculate	What management style would best suit a business which is underperforming with low skilled staff. Where on the Blake Moulton Grid would 'Middle of the road' leadership style be positioned? Consider the positives and negatives from changing from autocratic to laissez-faire. Complete the decision tree for the given scenario.	Assessment questions - A business decides to increase the price of A product in order to improve its profit. - Analyse how the success of this decision is affected by the product's price elasticity of demand - The income elasticity of demand for Parkside Theatre cinema tickets is +1.5. Explain why this information is important for Parkside Theatre - Was Lorna right to choose 'price skimming' to set the price for the hiring of the 'Our Place' box meeting room? Justify your answer. - A business that sells wearable fitness activity monitors is launching a new activity watch. Analyse how it could use market research to improve the chances of this product being a success. - Using the data in Figure	What is meant by the term transformational process? Explain how conflict may exist between any two operational objectives e.g. Costs and Flexibility. What is meant by the term lean production? Explain how staff training could increase labour productivity. Explain why maintaining a good relationship with suppliers can help a business achieve quality targets. Distinguish between quality assurance and quality control.	Assessment questions To what extent are financial ratios valuable when assessing the performance of a public limited company? Justify your answer. Calculate the percentage change in Pandora's revenue between 2011 and 2013.	Explain the interrelationship between any two human resource objectives. What is meant by the term autocratic leadership? What is meant by staff retention? Explain the likely relationship between labour productivity and labour costs per unit. Analyse the benefits to an out of town electronics retailer of having low levels of labour turnover. Explain one way in which job rotation may lead to greater employee engagement. Explain the relationship between motivation and labour productivity.	Assessment questions Evaluate the extent to which zero product recalls is the most important objective for LEGO's success Analyse the benefits to BHP Billiton of carrying out a SWOT analysis Analyse the inventory turnover and profitability of Savoir Beds between the two years	Which is the least risky of the growth strategies and why? Explain the advantages and disadvantages of new product development as a growth strategy. What is diversification? Why is having a competitive advantage important for a business to be successful? What are the four areas on Porters strategic mix? Where is the hybrid position located on Bowman's strategic clock?	Assessment questions Evaluate when organise growth is the best route of two growth for Mumtaz Ltd Assess the potential impact on EBAC LTD of picking the UK as a production location. Explain how digital technology could improve efficiency at Games guy PLC Evaluate the importance of intrapreneurship to a business a business such as live well ltd.	Give two examples of internal and external causes of change. Staff at a business have been moved on to flexible contracts, to what extent is this likely to affect the performance of the business? Discuss two ways of overcoming resistance to change in a multinational organisation. In which organisational culture is change least likely to meet resistance from employees? What is individualism?
---------------------------	----------------------	---	--	--	--	--	---	--	--	--	---

			A numerical answer is required here.		1 and Figure 4, calculate Spotify's market share of the digital music market in 2011 Analyse the importance of market segmentation to Nissan.								
Disciplinary Rigour		What makes your subject different to other subjects? What are the expectations for students in your subject area in the KS5 qualification specification?	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	Business studies at A-level is different because it requires students to apply their knowledge and comprehension to different real life scenarios, inferring and eliciting knowledge from the case is a key skill that students must master and then apply their knowledge to answer a question in context of the scenario given. The scenarios	

			change so the context of the answer cannot be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.		change so the context of the answer cannot be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	change so the context of the answer cannot be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	to use analytical and evaluative skills at a high level to be successful.	change so the context of the answer cannot be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	change so the context of the answer cannot be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	be learned off so to speak, this requires students to use analytical and evaluative skills at a high level to be successful.	
--	--	--	---	--	---	--	---	---	---	---	--	--	--